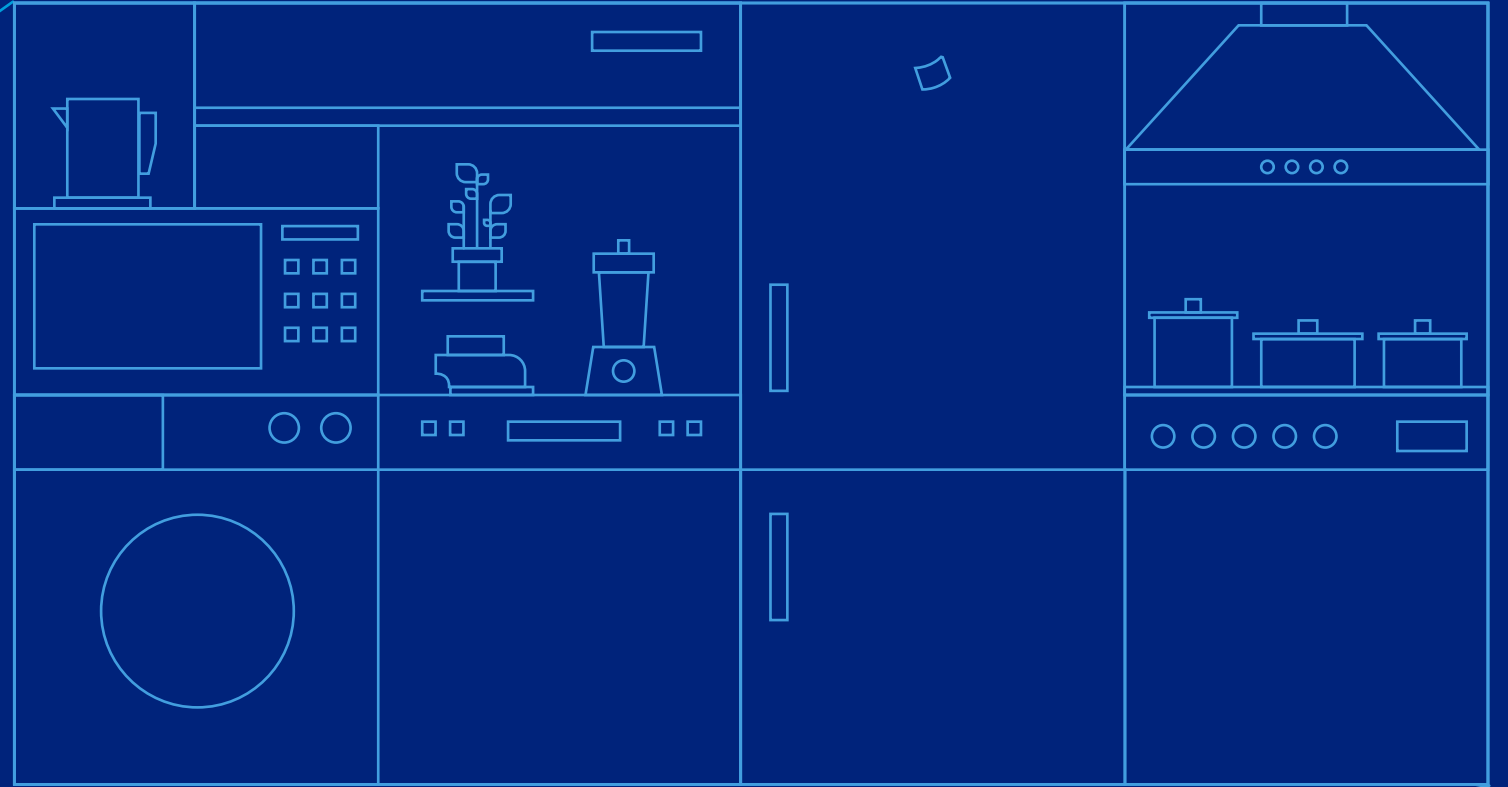


Arçelik



REFRAMING **FUTURE: PROGRESS** **WITH PURPOSE**

INTEGRATED REPORT 2025

reframing future:
progress with purpose*

INTRODUCTION

PARTNERSHIPS &
RECOGNITION

GOVERNANCE

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CREATION STRATEGY

DOUBLE MATERIALITY &
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ENGAGEMENT

SUSTAINABILITY
TARGETS, COMMITMENTS,
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CONTRIBUTION TO UN
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IN TOUCH WITH
OUR PLANET

IN TOUCH WITH
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* The future is shaped by the choices made today, in boardrooms and on factory floors, in how products are designed and how commitments are kept.

Reframing the future means questioning assumptions about what growth should look like and what it should leave behind. For Arçelik, progress with purpose is the conviction that a business of our reach has both the responsibility and the opportunity to do things differently, for the people who use our products, the communities we operate in, and the planet we share.

This report is an account of that work: where we have made progress, where the road ahead remains long, and why we believe the direction is right.



REFRAMING
FUTURE: PROGRESS
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Icons Indicating Hyperlinks

 Redirects to external source of information

 Allows internal navigation throughout the Report

Icons Indicating Material Issues



Energy and Water Efficient Products



Product Quality and Safety



Climate Action



R&D, Innovation, Digital Transformation and Smart Solutions



Data Privacy and Cybersecurity



Customer and Consumer Experience



Water Management



Occupational Health and Safety



Sustainable Supply Chain Management



Future Fit Culture, Talent and Organizational Management



Material Recycling and Reduction



Durability, Reparability and Refurbishment



Sustainable Financing



Corporate Governance



End of Life Responsibility of Products



Business Ethics and Transparency



Corporate Citizenship



Chemicals Management



Waste Management



Biodiversity

ABOUT THE REPORT

Arçelik’s 2025 Integrated Report has been prepared using an integrated thinking approach, with the aim of presenting our long-term value creation approach in a holistic manner within the framework of our engagement with stakeholders. As a consumer durables and consumer electronics company with an impact on the environment and society, the Report aims to comprehensively communicate Arçelik’s approaches and practices to enhancing both corporate value and the sustainability of the company and society over the short, medium and long-term.

While clearly and comprehensively conveying Arçelik’s value creation story, the Report transparently presents our strategy, business model, policies and priorities, the risks and opportunities we face, as well as our financial, environmental, social and governance performance. Each year, we aim to align with international reporting standards and to inform our stakeholders in a transparent and effective manner.

Reporting Scope

REPORTING PERIOD

Unless otherwise stated, the information and data included in our report have been prepared within the scope of our operations carried out between January 1, 2025, and December 31, 2025. The report has been prepared in parallel with the Annual Report for the same period and is recommended to be read in conjunction with it.

ORGANIZATIONAL COVERAGE

The scope of the report is on a consolidated basis and includes Arçelik A.Ş. and its subsidiaries and joint ventures. In this context, the social and environmental indicators presented in the report represent more than 75% of our revenue, business operations, or full-time equivalent (FTE) employees.

For further information regarding the reporting boundaries and data coverage, please refer to Annex 1. Scope of the Report.

CURRENCY

All financial information and figures provided in this report are presented in Turkish Lira (TRY). For the last three years, the financial data in this Report have been prepared in accordance with IAS 29 Financial Reporting in Hyperinflationary Economies, reflecting the inflation effects specific to each reporting period, and readers should note that these impacts have been considered when comparing figures across years.

VALUE CHAIN

The integrated report covers our own, upstream, and downstream value chain and the associated material impacts, risks, and opportunities (IROs) identified and assessed through our Double Materiality Analysis.

For further information, please refer to the Materiality Analysis section of the Report.

TIME HORIZONS

The time horizons of our reporting are defined as follows; short-term is 1-3 years, medium-term is 4-10 years, and long-term is 11-30 years.

 Please see our TSRS Compliant Sustainability Report

Reporting Principles and Standards

This Report has been prepared in accordance with the following international reporting standards and frameworks:

- International Integrated Reporting Framework (IIRC)
- Global Reporting Initiative (GRI) Standards
- IFRS Foundation, International Sustainability Standards Board (ISSB)
- Türkiye Sustainability Reporting Standards (TSRS)
- EU Corporate Sustainability Reporting Directive (CSRD)
- WEF Stakeholder Capitalism Metrics (SCM)
- Task Force on Climate-Related Financial Disclosures (TCFD)
- Sustainability Accounting Standards Board (SASB)
- United Nations Global Compact (UNGC)
- United Nations Sustainable Development Goals (SDGs)
- Women’s Empowerment Principles (WEPs)

ABOUT THE REPORT

All information regarding ESRS disclosure requirements can be found in the CSRD Index of this Report. Additionally, while the Task Force on Climate-related Financial Disclosures (TCFD) has fulfilled its remit and disbanded as of October 2023, Arçelik not only maintains its TCFD support but also aligns its climate-related disclosure with the evolving standards under the IFRS Foundation ISSB.

In accordance with the Board Decision of the Public Oversight, Accounting and Auditing Standards Authority (KGK) dated May 8, 2025, the Company’s sustainability-related financial disclosures have been prepared as a separate report titled “TSRS Compliant Sustainability Report” within its general-purpose financial reporting framework and remain an integral part of this Report.

Reporting Framework

COMPARATIVE INFORMATION

Comparative figures and data from previous years have been included in the relevant sections of the report, highlighting developments, achievements, and progress towards targets for specific metrics in the current period.

SOURCES OF ESTIMATION AND OUTCOME UNCERTAINTY

We make assessments and estimates for some data points in our sustainability reporting, utilizing various sources. We regularly review and update these assumptions, estimates, and judgments, considering evolving sustainability reporting standards and other relevant factors. The use of reasonable assumptions and estimates, including scenario or sensitivity analysis, is an essential part of preparing sustainability-related information and does not undermine the usefulness of that information. Any changes to estimates are reflected in the period during which the revision occurs.

➤ For further information on scenarios used and sensitivity, please refer to the [Climate-Related Risks and Opportunities](#) section of the Report.

RISK ASSESSMENT AND INTERNAL CONTROLS IN THE INTEGRATED REPORTING PROCESS

Integrated reporting is subject to operational risks such as data incompleteness, inaccuracies, human error, system failures, and external factors. To mitigate these risks, integrated reporting is embedded into the company’s broader risk management, and internal controls are performed.

An annual risk assessment identifies key risks, including inconsistent data, manual errors in consolidation, and reporting complexity.

Each disclosure requirement is compiled by responsible employees with input from relevant departments, while the Sustainability department reviews accuracy and adequacy. Controls ensure data integrity, completeness, and reconciliation, with regular risk assessments reported to senior management and the board of directors.

SUSTAINABILITY DUE DILIGENCE

We are committed to integrating sustainability into our operations through a robust due diligence process. Core elements of sustainability due diligence include:

- Embedding due diligence in governance, strategy and business model
- Engaging with affected stakeholders in all key steps of the due diligence
- Identifying and assessing negative impacts
- Taking actions to address those negative impacts
- Tracking the effectiveness of these efforts and communicating

This approach enables us to identify, assess, and address potential environmental and human rights risks across our value chain. By proactively managing these risks, we aim to uphold responsible business practices.

For further information, please refer to the [Corporate Governance](#), [Stakeholder Engagement](#), [Materiality Analysis](#), and [Sustainability Targets](#) sections of the Report.

THIRD-PARTY ASSURANCE

The data presented in this Report, as listed in Annex 3, have been subjected to limited assurance in accordance with ISAE 3000 and ISAE 3410 by an external independent assurance provider, and reflect the position as of 31 December 2025.

For further information regarding the limited assurance opinion and reporting principles, please refer to [Annex 2. Reporting Principles](#) and [Annex 3. Assurance Report](#).

TIMING OF PUBLICATION

July 2026 (published annually)

Contact

For any questions, feedback, or suggestions regarding this Report or the Company’s sustainability performance, please contact us via email at sustainability@arcelik.com.

A MESSAGE FROM OUR CEO

Dear Colleagues,

Over many years, sustainability has become one of our greatest strengths. Through consistent action, we have earned the trust of our stakeholders and built a leadership position that extends well beyond our industry. Our responsibility is not simply to maintain this leadership, but to build on it by making sustainability an even stronger competitive advantage for our business.

The environment in which we operate continues to evolve. Climate risks, supply chain disruptions, geopolitical uncertainty, changing regulations and evolving consumer expectations are reshaping our industry. Today, sustainability influences far more than our environmental footprint. It shapes how we innovate, use resources, access capital and create long-term value.

Maintaining our leadership matters not only because contributing to a cleaner future is our responsibility, but because sustainability also makes us a stronger business. It helps us operate more efficiently, innovate faster and meet the changing expectations of consumers, customers and investors.

Throughout 2025, we continued integrating sustainability into the way we operate.

Our climate transition roadmap remains fully embedded in our business strategy, investment decisions and performance management. The validation of our Net Zero target by the Science Based Targets initiative confirms that our ambitions are supported by a credible, science-based pathway.

What differentiates us is not the targets we set alone, but how sustainability shapes the way we design products, manufacture, manage our supply chain, allocate capital and make everyday decisions.

Through our Sustainable Products Program, we strengthened life-cycle thinking in product development, with energy efficiency remaining a key design principle. During the year, our energy efficiency projects delivered more than 69,000 GJ of energy savings while preventing over 5,000 tons of CO₂ emissions. Today, nearly half of our turnover comes from energy-efficient products, showing that sustainability and business performance increasingly go hand in hand. At the same time, we improved resource efficiency across our operations, reducing environmental impact while improving operational performance.

We continued expanding our renewable energy capacity to support our manufacturing operations. With 96 MWp of installed renewable energy capacity and a 63.5% green electricity usage ratio across our manufacturing footprint, we are improving energy resilience while reducing emissions.

Sustainability is also increasingly shaping how we access capital. Securing our first sustainability-linked loan with the International Finance Corporation demonstrates that strong sustainability performance supports both financial resilience and long-term growth.

Innovation will remain central to our strategy. Artificial intelligence and advanced analytics are helping us optimize energy use, reduce material waste and improve decision-making across our operations. They are also enabling smarter products through predictive maintenance, adaptive performance and more efficient use of resources. During the year, our digital transformation initiatives generated TRY 571 million in savings, demonstrating how digital innovation can support both business performance and sustainability.

Building a more inclusive business also remains a priority. During the year, we continued expanding opportunities for women across our workforce and business ecosystem while investing in future talent.



We believe greater diversity strengthens our business by bringing broader perspectives and better decision-making.

We also believe sustainability leadership should extend beyond our own operations. During the year, 222 suppliers committed to our long-term environmental targets, reflecting our ambition to spread good practices and accelerate progress across our value chain together with our business partners.

Our progress continues to be recognized by leading global benchmarks. We have remained the world's most sustainable home appliances company for three consecutive years in the TIME and Statista World's Most Sustainable Companies ranking. We also achieved the highest score in our industry for the seventh consecutive year in the S&P Global Corporate Sustainability Assessment, ranked among the top 1% of companies in the S&P Sustainability Yearbook, and retained our place on CDP's Global A List for Climate Change and Water Security for the second consecutive year, while also earning an A score in CDP's Supplier Engagement Assessment.

These recognitions are an important milestone, but they also raise the bar for what comes next. Leadership must be earned every day through better execution, continuous innovation and a commitment to keep improving.

Looking ahead, we will continue making sustainability a stronger driver of innovation, competitiveness and profitable growth. We will also continue investing in a safer workplace by strengthening our health and safety culture through common standards, preventive practices and digital tools. Protecting our people will remain fundamental to how we operate.

The progress reflected in this report is the result of thousands of people working with a shared sense of purpose. Every colleague, supplier and business partner has contributed to making our company stronger and more resilient.

Thank you for your commitment, your collaboration and your belief in what we are building together.

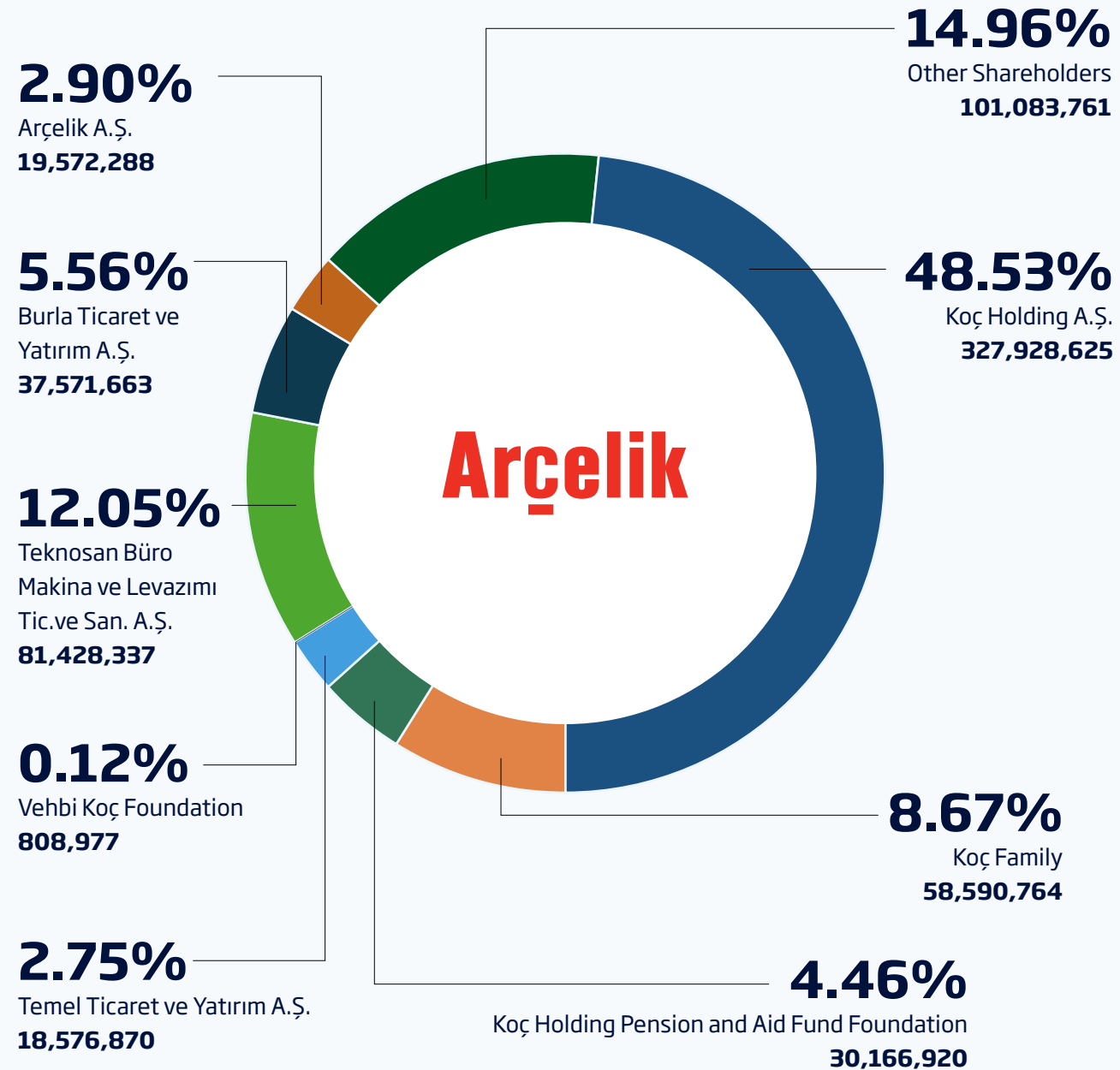
Best regards,

Can Dinçer
Chief Executive Officer

ARÇELİK AT A GLANCE

Ownership Structure

Paid in Capital (100%) - TRY 675,728,205



Founded in 1955, Arçelik A.Ş. (Arçelik) operates in the durable goods and consumer electronics sectors, providing R&D, manufacturing, marketing, and after-sales support services. Arçelik is a global organization with 122 subsidiaries in 57 countries, 38 manufacturing facilities in 13 countries, and nearly 45,000 employees worldwide. The Company operates globally with the brands Arçelik, Beko, Whirlpool*, Grundig**, Hotpoint, Arctic, Ariston*, Leisure, Indesit, Blomberg, Defy, Dawlance, Hitachi*, VoltasBeko, Singer*, Elektrabregenz, Flavel, Bauknecht, Privileg, Altus, Ignis, and Polar.

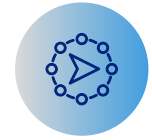
Arçelik's consolidated revenues reached TL 523.9 billion (EUR 10.7 billion) in 2025, while the share of revenues generated outside Türkiye amounted to 68%.

* The Company has the right to use the brand in certain countries.

** The Grundig brand has been exclusively licensed to Changhong International Holding (HK) Limited for selected product groups in selected countries outside Türkiye, for a period of three years starting from 1 January 2026, with an option to extend for an additional two years. During the transition period, which will continue until no later than 31 December 2026, Grundig-branded operations will continue on a limited basis in certain markets.



38 manufacturing facilities in **13** countries



28 R&D and design centers and offices in **12** countries



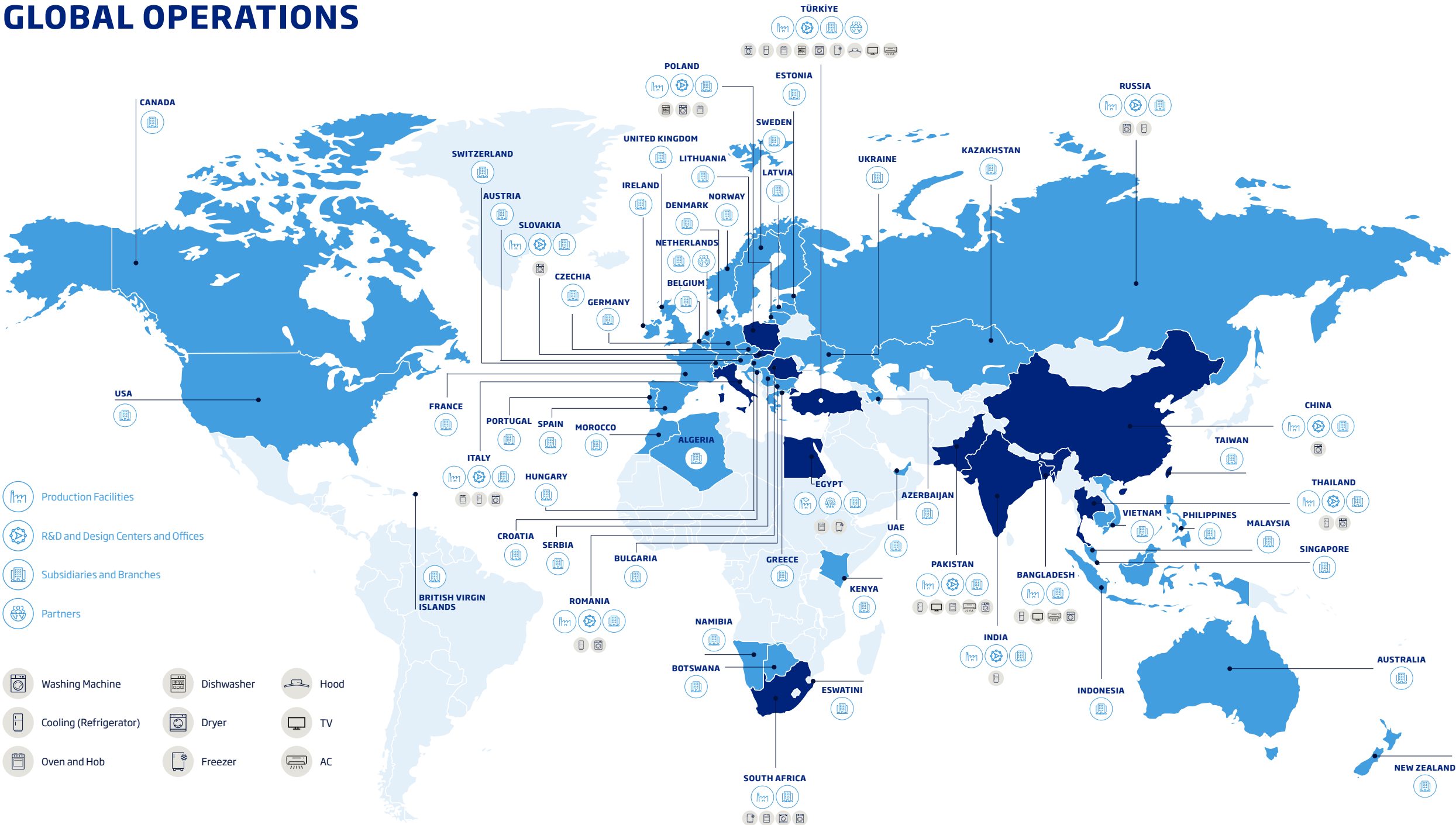
122 subsidiaries, branches, and joint ventures in **57** countries



22 global brands



~45,000 employees



FINANCIAL KEY FIGURES

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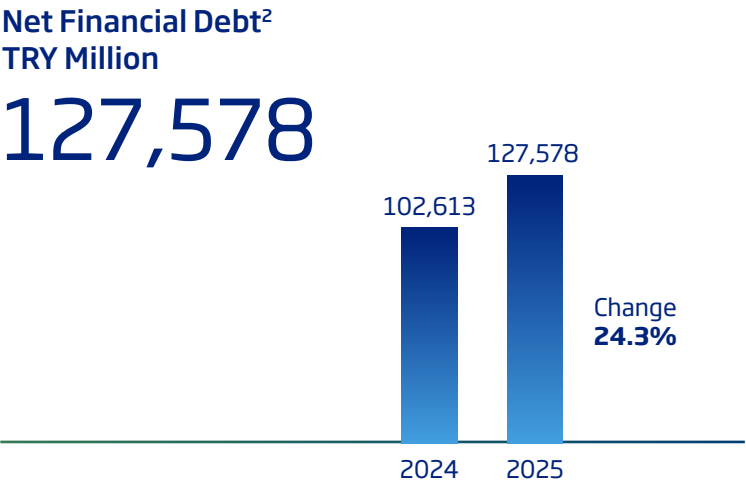
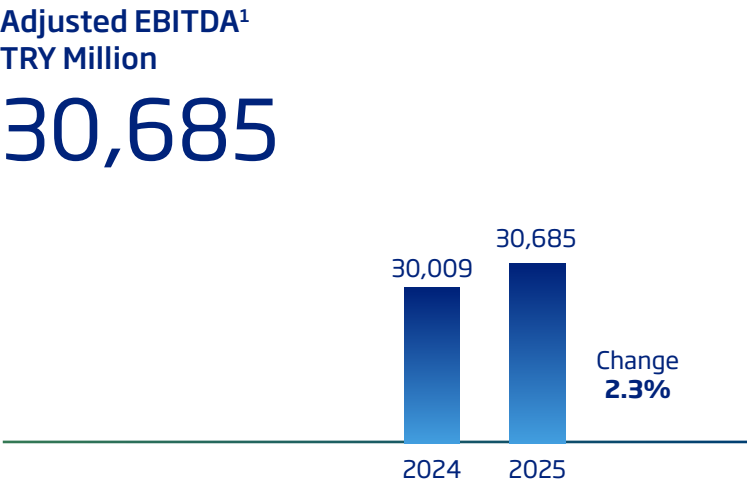
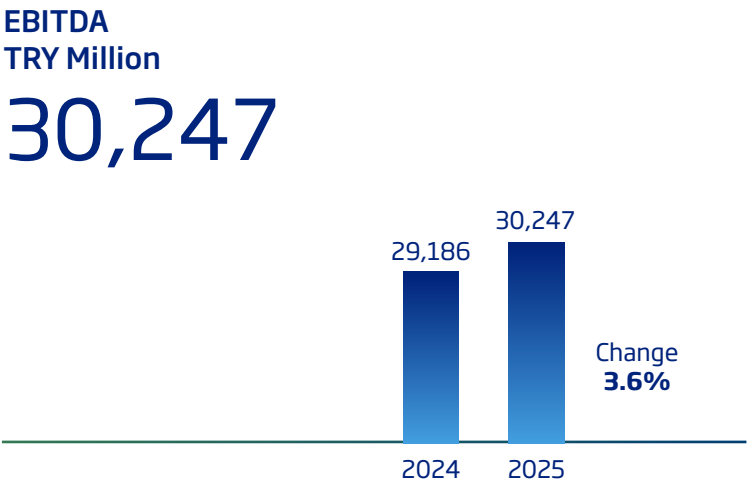
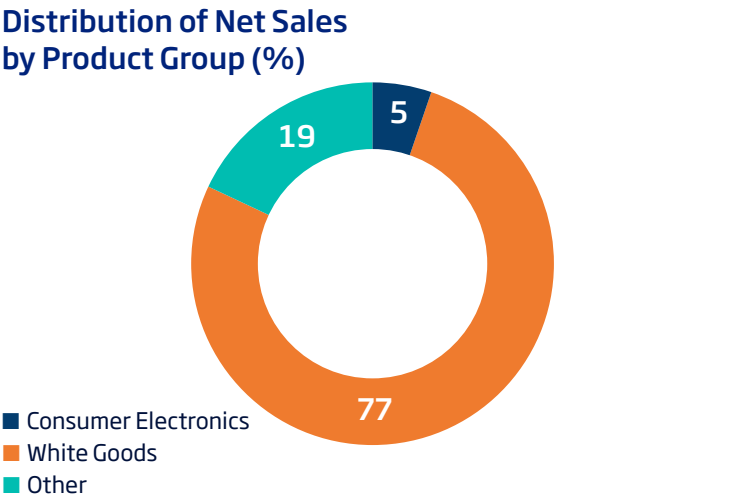
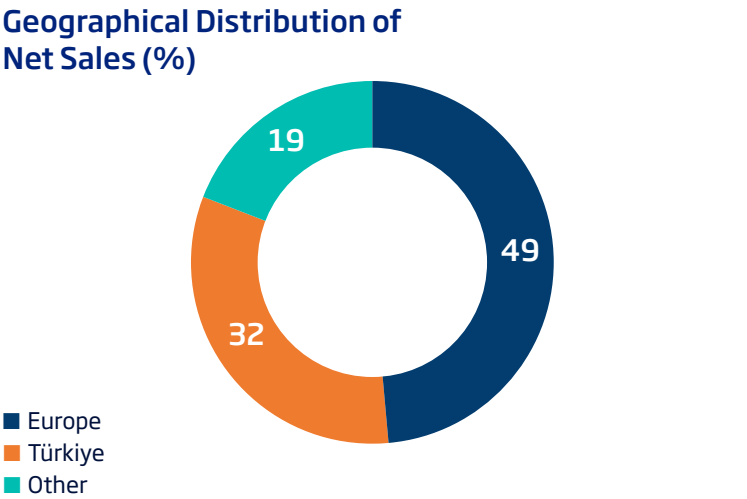
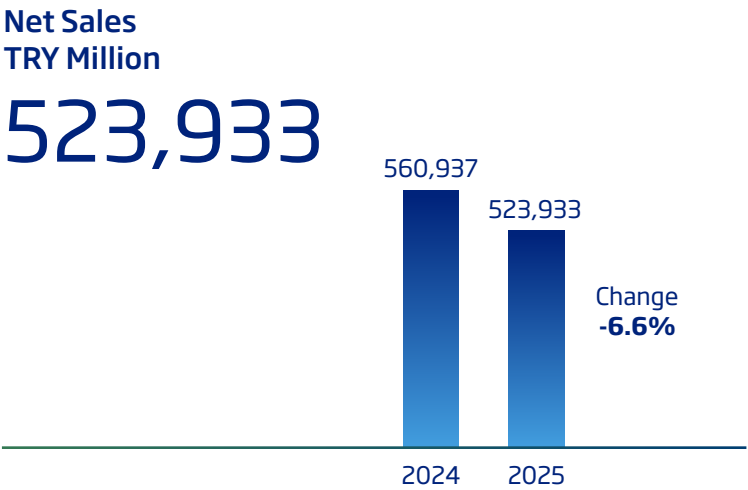
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¹ The adjusted EBITDA amount has been calculated by excluding expenses incurred in business combinations.

² Net financial debt does not include lease-related liabilities.

➤ Please note that the financial data for 2024 have been restated for inflation in accordance with IAS 29 Financial Reporting in Hyperinflationary Economies and are presented in terms of the purchasing power of 2025. For further information, please refer to Annex 11 Economic Performance Indicators and 2025 Annual Report.

In Touch with **Business**

FINANCIALS

Net Sales TRY 523,933 Million	White Goods TRY 401,031 Million	Consumer Electronics TRY 25,224 Million	Other TRY 97,678 Million
---	---	--	--

Secured its **first EUR 100 million sustainability-linked loan** with the IFC

EUR 6.6 Million fund from Horizon Europe Projects	TRY 3,467 Million all environment-related investments and expenditures
---	---

BUSINESS

Over EUR 5 Billion total purchasing volume reached	Long-term environmental target commitment received from 222 Suppliers
--	--

Published **Smart Living Index**
insights uncover shifting consumer sustainability priorities.

RESEARCH & DEVELOPMENT

28 Projects funded in the scope of Horizon Europe	More than 800 R&D Projects carried out
---	---

TRY 571 Million saving achieved with
digital transformation projects

In Touch with **Planet**

ENVIRONMENT

Committed to be Net Zero in 2050 aligned with SBTi Corporate Net Zero Standard	63.5% green electricity usage ratio in all manufacturing operations
---	--

69,562 GJ energy saved and **5,297 tCO₂e** prevented with energy
efficiency projects in production processes

219,114 m³ water saved and recycled	96 MW_p Renewable Energy Installed Capacity
--	---

PRODUCTS

28,997 Tonnes of material reduction	31,665 Tonnes of recycled plastic used in MDA and SDA products
---	---

48.3% turnover from energy- efficient products	72.6% turnover from low-carbon products
--	---

1.98 Million WEEE units recycled in our recycling plants since 2014	148,862 of refurbished products in our facilities
--	---

In Touch with **Human Needs**

PEOPLE

TRY 168,103,024
all corporate citizenship expenditures

Reached 814 women technicians under the 500 Women Technicians project	Reached 137 women dealers under the Her Business, Her Power project
---	---

Provided STEM trainings to 281 girls under the Digital Wings project	Helped save 281 tonnes of food from being wasted and served 362,714 meals in Refettorios with the Food For Soul and Massimo Bottura partnership
---	--

PRODUCTS THAT CREATE SOCIAL VALUE

Solar Hybrid Fridge offering a cooling system using electricity from
the electricity grid and solar energy alternately

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GLOBAL PARTNERSHIPS & ENGAGEMENT

With our vision of Respecting the World, Respected Worldwide, we believe in the power of acting together. With our In Touch Technology approach, we design the future and create value for all our stakeholders by establishing strategic collaborations.

We strongly support the United Nations Global Compact (UNGC) and incorporate its Ten Principles into all our business operations and annually disclose our progress.

➤ For further information regarding Communication on Progress (CoP) and various activities and engagements listed on our Participant profile, please refer to the Global Compact website.

We are proud to be part of the UN Global Compact’s CFO Taskforce, which brings together a multi-sectoral group of corporate finance leaders, investors, financial institutions, and the United Nations to share ideas and develop new concepts and frameworks.

➤ For further information, please refer to the CFO Taskforce website.

We are one of the early movers of the UN Global Compact’s Forward Faster Initiative and commit to Climate Action and Water Resilience.

➤ For further information, please refer to the Sustainability Targets section of the Report.

Our net zero emissions reduction target aligned with SBTi’s Net-Zero Standard by 2050 has been validated by the SBTi.

➤ For further information, please refer to the SBTi website.

➤ For further information, please refer to the Sustainability Targets and Climate Action sections of the Report

We are a member of the World Economic Forum’s Alliance of CEO Climate Leaders, which is a global CEO-led community in the world committed to climate action.

We have become one of the signatories of the Business Ambition for 1.5°C, Race to Zero Campaign in September 2021, which is an urgent call to action from a global coalition of UN agencies, business and industry leaders, in partnership with the Race to Zero.

We are one of the companies endorsing the UN CEO Water Mandate, a platform for business leaders and learners to make commitments and enhance water stewardship.

➤ For further information, please refer to the UN CEO Water Mandate website.

➤ For further information, please refer to the Community Development and Partnerships section of the Report.

As a signatory of the UN Women’s Empowerment Principles (WEPs) since 2017, we promote gender equality across our operations and value chain and publicly report our progress.

➤ For further information, please refer to the Sustainability Targets table and Annex 15. UNGC & WEPs Disclosure sections of the Report.

As a Koç Group company, we became a supporter of the Action Coalition platform, which aims to mobilize key actors from the private sector, civil society, international organizations, and governments around the world to deliver lasting change by tackling key barriers to gender equality in the technology and innovation field for women and girls worldwide.

➤ For further information, please refer to the Sustainability Targets table and Supporting Society with Equal Opportunities and Inclusion section of the Report.

Hakan Bulgurlu, since 2023, has been the President of the European Association of Home Appliance Manufacturers (APPLiA), the Brussels-based association representing home appliance manufacturers in Europe.

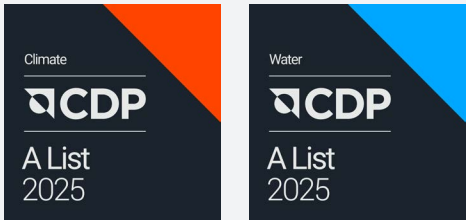
We signed the urgency statement of the We Mean Business Coalition to show our commitment to limiting global warming to 1.5°C and avoiding dangerous tipping points.

As of 10/16/2025, our company achieved a score of **87** out of 100 and received **the highest CSA score** among the 79 companies assessed **in the Household Durables Industry in the S&P Global Corporate Sustainability Assessment**. With this achievement, the Company has topped the sector for the seventh consecutive year. Our company has also ranked among the top 1% of best-performing companies in the 2026 S&P Sustainability Yearbook.

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

*The DJSI (Dow Jones Sustainability Indices) officially changed its name to the Dow Jones Best-in-Class Indices effective February 10, 2025.

Our company has been listed in **CDP's 2025 Global A List** by achieving an **A** score on CDP Climate Change Program 2025 and an **A** score on CDP Water Security Program 2025. **For the second consecutive year**, we have been included in the A List of both programs. Additionally, our **CDP Supplier Engagement Assessment (SEA)** overall score is A for our performance



Our company has been consistently included in the **BIST Sustainability Index** ever since the company was first admitted to the index in November 2014. With the commencement of the **BIST Sustainability 25 Index** calculation, Arçelik has been listed as of 2022.



Arçelik achieved the highest **LSEG ESG score** (94/100), **securing first place** based on the 2024 ESG assessment (Access date: 15/12/2025).



Our company has been listed on **FTSE4Good** Emerging Market Index since 2016 as a company with firm ESG performance measured by FTSE Russell, part of the London Stock Exchange Group.



FTSE4Good

The Company received an "AA" rating in the **MSCI Sustainability Index** in 2025.

Our company was deemed worthy of the "Prime" degree in the **Institutional Shareholder Services ESG Rating**.



We received **12.4** from **Morningstar Sustainalytics ESG Risk Rating** as of 15/12/2025 and were assessed to be at low risk of experiencing material financial impacts from ESG factors.



We have been listed in the **Corporate Knights' Global 100 Index for the 6th consecutive year**. Ranked **45th** on the list, our company achieved leadership in Household Durables industry and HQ country in the 2025 Corporate Knights' Global 100 Index. The company has been included in the Corporate Knight's Clean200 List for the fourth time, recognizing its strong commitment to generating revenue from clean sources.



We have obtained a score of **82/100** and have been awarded a **Gold EcoVadis Medal in 2025** for this achievement (Access date: 15/12/2025).



Throughout the years, our three factories—the Ulmi Washing Machine Factory, the Eskişehir Refrigerator Factory, and the Ankara Dishwasher Factory—have been recognized for their robust digital transformation initiatives and have been admitted to the **World Economic Forum's Global Lighthouse Network**.



The company secured the **17th** spot on TIME Magazine and Statista's list of the World's Most Sustainable Companies, with a score of **81.53 out of 100**, placing first among all companies in the "Retail, Wholesale & Consumer Goods" category.



Our two innovations have been recognized by **TIME Magazine in its "Best Inventions of 2025" list**. Our **Solar Off-Grid Performance Refrigerator** has been selected as one of **TIME's Best Inventions of 2025**. The **Beko Heat Pump Dishwasher** has received a **Special Mention in TIME's listing**.



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CORPORATE VALUES

We base our corporate management on the values of accountability, responsibility, openness, transparency, and equality. Our corporate values lead the way in establishing a sound and reliable relationship with our business environment and help strengthen the affiliation of our stakeholders. We harmonize these corporate values with a profitability point of view and the goal of creating an effective working environment. In line with our capitals, we consider ethical standards in our approach, ensuring that our values are reflected in both stakeholder relationships and the responsible utilization of our capitals. This holistic approach has become the key to our long-standing success.

In line with our corporate values, we take necessary measures to ensure equality within the organization and among external stakeholders. We ensure that stakeholders’ rights to obtain information are fulfilled fairly. Our Investor Relations Department is responsible for recording the voting results and sending reports to shareholders. We comply with exercising shareholder rights through legislation, articles of association, and other in-house regulations. We take necessary measures to ensure the exercise of these rights and equal treatment.

For internal stakeholders, important business updates are shared with employees through Townhall meetings, and reporting channels such as whistleblowing mechanisms and ethics hotline are established.

As a result of all these efforts, our Corporate Governance Rating* is recorded as 9.7 in 2025. We believe the separation of the roles of Chairperson of the Board of Directors and CEO is crucial in order to support corporate values. Consequently, these two roles are held by different individuals. Furthermore, we have a CEO succession plan in place to ensure continuity of the company's operations and strategy in the event of a planned or unplanned CEO departure.

➤ For further details on the whistleblowing mechanism and ethical hotline, please refer to the [Business Ethics and Transparency](#) section of the [Report](#).

➤ For further information, please refer to [2025 Corporate Governance Rating Report](#).

* The Corporate Governance Rating is an assessment of a company's compliance with corporate governance principles, including transparency, fairness, accountability, and responsibility. It is determined by SAHA, using the Capital Markets Board's (CMB) Corporate Governance Principles (2014 Communiqué) as a benchmark.

BOARD OVERSIGHT

The Board of Directors

The highest management body in the Company is the Board of Directors (BoD). The main responsibility of the BoD is to supervise the overall vision, strategy, and objectives of the Company's business activities. The Board of Directors is responsible for the overall strategic management and the financial and managerial supervision of the company, the goal being to ensure long-term value creation. Regular board performance evaluations are conducted to assess the effectiveness of the Board of Directors. Additionally, there is no limitation to directors' personal liabilities. In accordance with the Corporate Governance Communiqué, any damage arising from directors’ faults in the performance of their duties is insured for an amount exceeding 25% of the Company's capital.

➤ For further information on the BoD, please refer to [Annex 4. Corporate Governance Indicators](#).

The Board of Directors’ Election

The BoD members are elected at the General Assembly meetings individually on an annual basis and serve for one year. For this selection, a specific set of eligibility criteria is defined. In order to determine the Independent Members, the decision is made by the BoD upon the recommendation of the Corporate Governance Committee, after the candidates have proven to meet the Independence Criteria of BoD.

➤ For further information, please refer to the [Independence Criteria of the Company's Board of Directors](#).

➤ For further information on the Board Independence, please refer to [Annex 4. Corporate Governance Indicators](#).

Any proposed change to the Company's bylaws is first submitted to the Board of Directors and subsequently requires shareholder approval through a formal vote at the General Assembly Meeting.

BOARD OVERSIGHT

The Board of Directors’ Experience
Members of the BoD are experienced individuals who have had many years of professional life. The company makes the most of the knowledge and experiences of Board Members.

Board Members’ Experience Areas	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Core Industry										83%	
Financial / Audit / Risk										83%	
Non-Financial Industry / Service Sector											100%
Legal/Public Policy					42%						
Senior Executive											100%
Cybersecurity / IT				25%							
Merger / Acquisition / Capital Markets										83%	
Sustainability								67%			
International Markets											92%
Technical / Engineering								67%			
Manufacturing / Supply Chain											92%
Sales / Marketing										83%	
Digital Technologies							58%				
R&D								67%			
Communications / Marketing / Customer Service											100%

Additionally, four members of our BoD have four or less external mandates, supporting effective oversight and engagement.

➤ For further information on the Work Experience and Term of Office on the Company's BoD, please refer to [Annex 4. Corporate Governance Indicators.](#)

The Board of Directors’ Diversity
The Company takes diversity into account at the level of the BoD. In line with this view, the Company has published a Board Diversity Policy and when nominating candidates for BoD membership, diversity is considered in terms of age, gender, race, citizenship, nationality, and ethnicity. The Company has also committed to increase the rate of women members in the BoD to 25% by 2025. In 2025, we reached a rate of 33%, with four women among the total of 12 Board members.

- For further information, please refer to our [Board Diversity Policy.](#)
- For further information on the Citizenship/ Residency and Gender Diversity of the BoD, please refer to [Annex 4. Corporate Governance Indicators.](#)

The Board of Directors’ Committees
In order to ensure the most efficient approach, all tasks are delegated to committees of the BoD which are formed according to the Articles of Association for consultation, coordination, audit, or similar purposes. Additionally, any amendment to the articles of association is submitted to the general assembly for approval by all shareholders.

The Company aims to ensure the BoD can work and organize committees’ activities effectively, and the members can work productively, constructively, and make fast and rational decisions. As such, indicators such as BoD meeting attendance, number of other mandates held by members and effectiveness of Board Committees are considered. The office of the CFO is responsible for organizing and coordinating BoD meetings and coordination in relation to committee decisions.

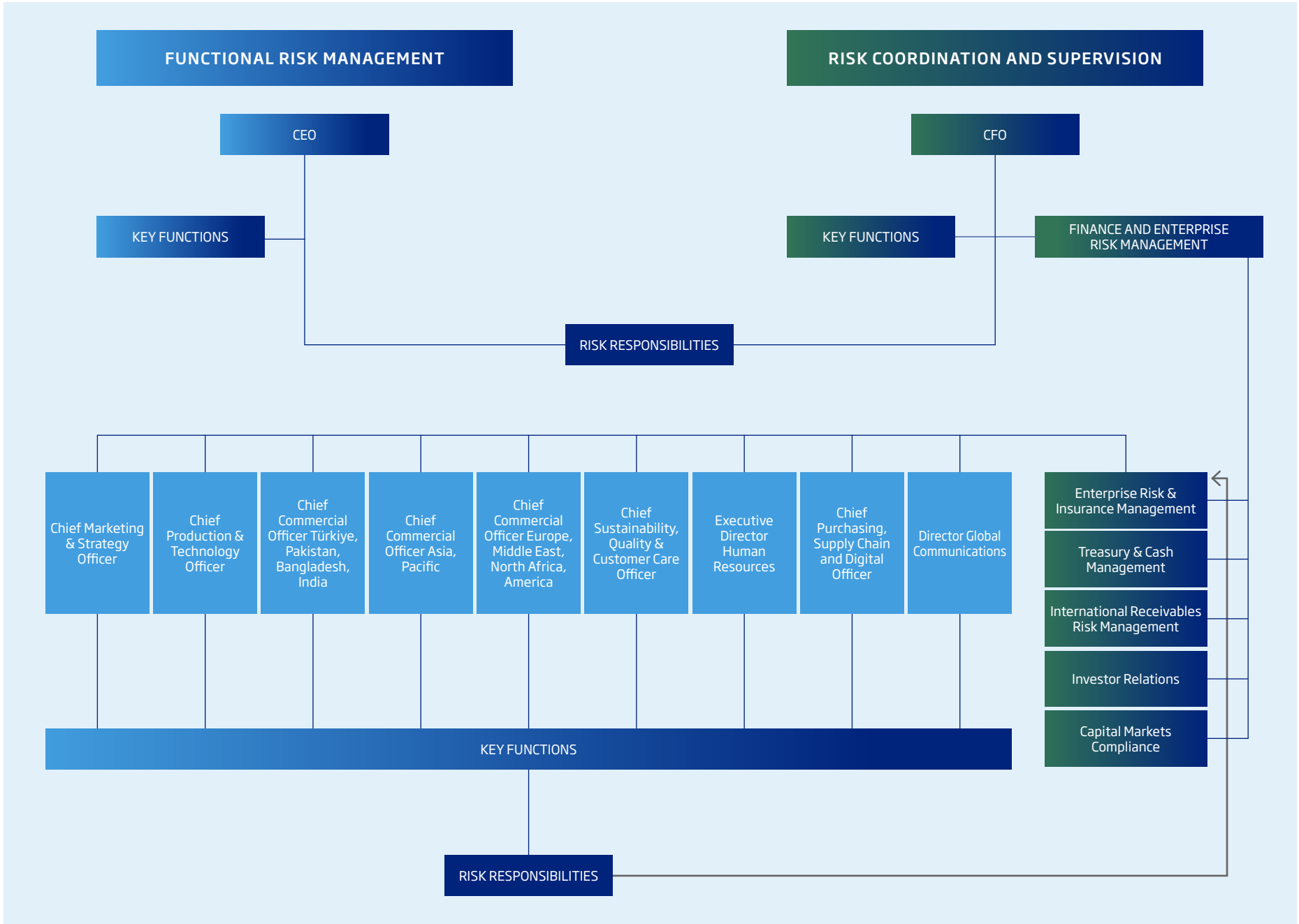
In addition, the Company aims to keep the members of the BoD up to date regarding current risk management practices including ESG trends. Thus, a Board Member - who is also Koç Holding Consumer Durables’ President - has been tasked with reporting the sustainability-related issues to the BoD.

➤ For further information on the Board Meeting Attendance, please refer to [Annex 4. Corporate Governance Indicators.](#)

➤ For further information regarding committees reporting to the BoD, please refer to [Annex 4. Corporate Governance Indicators.](#)

The Company has a detailed risk universe typically outlined under five main categories: financial, strategic, operational, compliance, and external risks. The Company publicly reports on the risks including their descriptions, likelihoods, and magnitudes of potential impacts. The Company also discloses risk appetite, priority level and mitigating actions for certain risks. The risks the Company is exposed to are reviewed at least twice a year. Additionally, the Company also conducts sensitivity analysis for material financial and non-financial risks.

In the process, global best practices are taken into consideration, especially ISO 31000 Risk Management Standard and the COSO Enterprise Risk Management Framework. In addition, Arçelik conducted internal audits under the office of CFO with “Three Lines of Defense” approach and external audits by an independent third-party auditor over the past two years to strengthen the maturity of risk management processes.



The Board of Directors’ Responsibility

The Board of Directors holds ultimate responsibility for overseeing both risk management and the company’s sustainability strategy, which not only addresses sustainability risks and opportunities but also the broader spectrum of sustainability matters. The Board-level Early Detection of Risk Committee, acting as an advisory body to the Board, is the highest governing body for the oversight of all risks and opportunities of the Company and governs the identification and evaluation of all financial, operational, and sustainability and climate-related risks and opportunities.

At BoD level, a Board Member- who is also Koç Holding Consumer Durables’ President- has been tasked with reporting the sustainability-related issues, IROs, including climate-related risks and opportunities, to the BoD three times a year. Sustainability activities are managed by the CSO, the Company’s highest-ranking individual responsible for assessing, managing, and executing sustainability and climate-related strategies, risks, and opportunities. The CSO is also General Secretary of the Sustainability Council and Chair of TÜSİAD’s Environment and Climate Change Working Group. Additionally, the CFO is the highest-ranking person with responsibility for monitoring and auditing risk management performance.

The Board Member responsible for reporting sustainability issues to the BoD, who is also the President of Koç Holding Consumer Durables, oversees sustainability and climate-related impacts, risks, and opportunities. In line with Board decision No. 992 dated March 28, 2019, this Board member and former CFO–reappointed annually and most recently in 2025–was officially appointed to oversee these risks and opportunities based on experience and strategic oversight capabilities. This appointment ensures that appropriate authority and competence are in place to supervise strategies responding to sustainability and climate-related risks and opportunities.

The appointed Board Member provides oversight on sustainability and climate-related matters, plays a decisive role in related decision-making processes, and holds the responsibility to report to the Board of Directors. This authority is supported by expertise and structured information flows from the Company’s Chief Sustainability, Quality & Customer Care Officer (CSO), who regularly informs the Board Member on key regulational and operational developments and investment needs of the organization. The CSO, supported by a team of in-house experts in sustainability, energy, and environmental management, is responsible for the preparation and delivery of comprehensive reports.

These reports are presented to the Board-level Early Detection of Risk Committee at least twice a year and to the relevant Board Member at least three times a year. The CSO is supported by the sustainability team, which provides the technical depth and subject-matter expertise necessary to evaluate and respond to sustainability and climate-related risks and opportunities. This internal structure ensures that the Board Member is consistently equipped with timely, accurate, and expert-driven insights to fulfill their oversight and decision-making responsibilities effectively. The presence of a technically competent and well-supported team under the leadership of the CSO ensures that the Board Member operates with sufficient authority and competence.

Thus, the overall responsibility for risk management, including sustainability and climate-related impacts, risks, and opportunities, ensuring that the necessary skills and competencies are in place to guide the company’s value creation process over time, lies with the BoD, and risk management activities are carried out throughout the organization on an annual basis.

Risk management is an integral part of the management of the Company. The BoD takes proactive steps to guide the Company’s strategy and strengthen risk management practices, ensuring a comprehensive approach to mitigating risks across the organization.

As climate change is a key sustainability risk, the BoD is actively involved in climate and risk management. This governance approach directly aligns with the Company’s long-term strategic objectives, integrating sustainability considerations across the decision-making framework to enhance value for stakeholders.

The BoD regularly reviews the major risks facing the company and ensures that management has identified and put controls in place to address those risks. This includes financial, operational, strategic, regulatory, cybersecurity, and reputational risks. They oversee the development and effectiveness of risk mitigation strategies and ensure that key risks are being actively managed. Furthermore, the BoD ensures there is proper communication between C-level executives and directors regarding risk issues. They receive regular reports and updates from the management team about the state of risk management efforts, emerging risks, mitigation actions, and any significant risk events.

All sustainability targets, risks, and opportunities are communicated to the BoD and C-level executives overseeing strategy. Progress is disclosed in meetings and reports, incorporated into the objectives and performance metrics of the BoD, CSO, and all relevant C-level executives. Information is reviewed and consolidated by the Sustainability Department before reporting to the Sustainability Council and the BoD.

To foster a risk-aware culture, the BoD ensures that risk management is embedded in the organization’s processes and decision-making. They promote risk awareness across all levels and ensure that employees have the necessary training and resources to identify and report risks. Risk Bulletins, identified as best practices, are evaluated by Independent Board Members in terms of geopolitical, market, macroeconomic, and other related risks.

The BoD is also responsible for approving and overseeing the company's crisis management plans and contingency measures, ensuring preparedness for cybersecurity breaches, natural disasters, or economic crises. Business continuity plans for headquarters, silos, and workstreams require board approval, with regular testing and simulations conducted.

Ensuring compliance with relevant laws, regulations, and industry standards is another key responsibility of the BoD. They oversee financial reporting, data protection, and other regulatory requirements while monitoring emerging regulatory risks and ensuring the company is prepared to comply with changes in the regulatory landscape. The BoD may also oversee the work of the C-Level Risk Committee to assess the effectiveness of the company's risk management systems and Business Continuity studies, ensuring that risks are properly managed and that the ERM framework operates as intended.

Risk and opportunity management, including sustainability and climate-related issues, are integrated into the company's strategic decisions under the BoD's guidance to align with long-term objectives and ensure risk-informed planning. The BoD evaluates risks related to market expansion, cybersecurity, key personnel, capital expenditures, new product launches, and acquisitions, embedding risk considerations into long-term planning. They require climate risk assessments for major projects and incorporate scenario analysis results (e.g., IEA and IPCC pathways) into investment and growth strategies to identify transition and physical risks, operational impacts, and long-term costs. Additionally, the BoD regularly assesses the ERM framework’s effectiveness using KPIs and metrics to measure performance and identify areas for improvement.

The BoD is accountable for overseeing the company's enterprise risk management practices, ensuring that effective risk management strategies are in place, and supporting management in addressing both present and future risks. Through these actions, the BoD strengthens risk management, protects the company's assets and reputation, and ensures long-term sustainability.

Furthermore, Internal audits are conducted under the CFO's office with “Three Lines of Defense” approach.

First Line - Risk Ownership and Operational Management

All business units and process owners (and relevant managers) responsible for day-to-day operations are the primary owners of risks and opportunities within their respective areas of responsibility and report these to the Risk Department. To support the achievement of business objectives, they identify and assess risks, design and implement appropriate control activities, and manage financial, operational, strategic, compliance, sustainability, climate-related, and other emerging risks through an integrated approach embedded within business processes. The first line is responsible for the effective monitoring of risks, implementation of necessary actions, and regular reporting of risk performance.

Second Line - Risk Oversight, Guidance and Coordination

Corporate Risk and Insurance Management, Compliance, Sustainability, and other oversight functions establish, develop, and continuously enhance the Company's risk management framework, policies, and methodologies. These functions provide guidance to the first line in line with the Company's risk appetite and tolerance levels, supporting the consistent assessment, monitoring, and enterprise-wide reporting of risks. Under the oversight of the C-Level Risk Committee and the leadership of the Enterprise Risk and Insurance Management Director, these functions establish control standards, oversee compliance with risk management policies and procedures, and support enterprise-wide risk reporting.

Third Line - Independent Assurance

Internal Audit evaluates the effectiveness of risk management practices, internal control mechanisms, and governance processes in accordance with a risk-based audit approach and reports identified deficiencies and improvement opportunities to the relevant management levels. Internal Audit reports to the Deputy General Manager Responsible for Finance and Financial Affairs and regularly presents the results of its audit activities to the Audit Committee.

Board-Level Early Detection of Risk Committee

The Board-level Early Detection of Risk Committee which was established in 2010 acts as an advisory committee to the Board of Directors in terms of early detection of financial and operational risks. The Early Detection of Risk Committee is the highest governing body for the oversight of all risks and opportunities of the Company. Thus, governing and evaluating sustainability-related risks and opportunities including climate-related ones falls under the responsibility of this committee. Additionally, once sustainability and climate-related risk and opportunity items are qualitatively and quantitatively evaluated, action plans and related investment needs are carefully laid out by each team involved in the process.

Such risks are discussed at the Sustainability Council to inform the C-level and D-level and reported to the Early Detection of Risk Committee with the help of the Enterprise Risk and Insurance Management Department.

To manage and mitigate the risks, action plans are taken into consideration.

In 2025, sustainability-related risks and opportunities included on the agenda of this Committee’s meetings were:

- Potential increase in costs for the Company to meet the 2050 Net Zero target which bears the risk of decreasing competitive advantage
- Possible reporting and tax implications from Carbon Border Adjustment Mechanism (CBAM)
- Emerging regulations regarding sustainable packaging and related cost increases for transition to alternative packaging solutions
- "Made in Europe - driven market risk" and "EU Trade - Safeguard Risk"

➤ For further information, please refer to the [Climate-Related Risks and Opportunities and Annex 4. Corporate Governance Indicators sections of the Report.](#)

Risk Committee

The C-Level Risk Committee’s infrastructure was revised in 2025, and the committee will enhance its activities in 2026 to enable rapid and real-time decision-making processes in enterprise risk management, insurance management, and business continuity. This committee, designed to meet at least once a year, focuses on Business Continuity and Crisis Management, and discusses matters to be presented to the Board-level Early Detection of Risk Committee, ensuring critical risks are addressed effectively. This committee is coordinated by Enterprise Risk and Insurance Administration Team.

The Enterprise Risk and Insurance Management Department

The Enterprise Risk and Insurance Management Director is the highest-ranking person with dedicated management responsibility on an operational level. The risks that the Company is exposed to are reviewed at least twice a year. The Department coordinates and oversees financial, strategic, operational, compliance, and external risks that may affect the company. The Department determines the outstanding risks on a global scale and is responsible for the integration of company-wide risks and their potential financial as well as operational implications onto a risk matrix that shows risks based on their priority, factoring in the risk appetite and risk tolerance. The Department is structurally independent from business lines and reports the identified risks to the Early Detection of Risk Committee.

In addition, to improve the risk culture and awareness throughout the organization, the directors involved in the top management of the organization, country managers working in our Group companies, and risk managers working in organizations are provided with enterprise risk management training. The overall risk management process of the company is externally audited by an independent third-party auditor.

Insurance management is embedded within the Risk Management framework and plays a critical and strategic role in the evaluation, financing, and transfer of insurable risks in line with the company’s risk appetite. Insurance is not viewed merely as a cost item, but as an off-balance-sheet mechanism that provides rapid liquidity in the event of a loss, without increasing leverage or disrupting operations. Rather than positioning insurance in isolation, we approach it as an integral part of a broader operating model that encompasses Enterprise Risk Management, Business Continuity and Crisis Management, financial risk awareness, and structured global claims governance.

Within this framework, we are conducting pre-feasibility studies to deploy several instruments—such as pooling and captive structures—which go beyond traditional insurance and risk transfer practices and are positioned in the market under the concept of Alternative Risk Transfer.



Well-structured insurance programmes support capital efficiency, business continuity, crisis management, investor confidence, and organizational preparedness and resilience.

In parallel, within the scope of Insurance and Enterprise Risk, we are delivering several strategic initiatives in the field of Insurance Governance. To ensure that our dealer and service networks remain aligned with our overall business resilience framework, we are implementing the Bayim G vende and Servisim G vende umbrella programs. Through these initiatives, we also enable our stakeholders to be embedded within our corporate risk framework, particularly across Business Continuity and Crisis Management domains.

Enterprise Risk Management (ERM) System

Being a company that places sustainability at the heart of its strategy, it is essential for the Company to integrate the risks arising from the climate crisis and other sustainability topics into the ERM system to execute the relevant action plans in line with the Company’s Net Zero 2050 and corporate sustainability strategy. To achieve this, our Enterprise Risk and Insurance Management and Sustainability Department work in close coordination to identify, evaluate, measure, and prioritize sustainability-related risks and opportunities and integrate the material topics into the Company’s risk matrix. The material topics are integrated into the Company’s risk matrix, which includes sustainability-related issues to address outstanding sustainability concerns. The outstanding risks and opportunities identified through ERM studies and surveys are transferred onto this risk matrix, helping to clarify their potential likelihood and impact, enabling prioritization and proactive action. The Company also aims to identify emerging risks. The ERM Framework of the Company and risk surveys carried out annually by departments and subsidiaries are key to determining which risks may ultimately emerge and be critical. Once these risks are identified, the Company defines the potential impacts these risks may have on the company and the related mitigating actions.

➤ For further information, please refer to our [ERM website](#).

Enterprise Risk Management Matrix



You can see the related risk item corresponding to each material issue in blue:
- Climate Action: Carbon Border Adjustment Mechanism (CBAM) & Carbon Pricing Risk
- Energy and Water Efficient Products: Sale of Energy-Efficient Appliances
- Water Management: Water Risk

Emerging Risks

As businesses navigate an increasingly complex global landscape, identifying and addressing long-term emerging risks is crucial for sustainable growth. Over the next 3-5 years, two significant external risks with potential long-term impacts stand out. The adjacent table provides two examples of these. To mitigate these risks, we have implemented proactive measures, including relevant sustainability initiatives and diversified strategies.

Emerging Risks		
Name of the risk	Geopolitical and Macroeconomic Risk	Packaging Compliance and Cost Risks
Description	There is a global trend toward protectionism and economic nationalism, with increasing use of tariffs, trade remedies, export controls, and localization mandates. Ongoing and potential trade disputes create uncertainty for global value chains. As a multinational appliance manufacturer reliant on cross-border sourcing of inputs and finished goods distribution, Arçelik is exposed to trade fragmentation risks that could escalate into long-term structural changes in the global trading system.	The packaging risk associated with current and emerging regulations, as well as taxes on non-recycled plastic content, is an increasing concern for manufacturers, covering the full lifecycle of packaging materials. The introduction of plastic packaging taxes targeting low recycled content in countries such as the United Kingdom and Spain is adding to cost pressures on companies. With the EU Packaging and Packaging Waste Regulation (PPWR), stricter requirements are expected regarding packaging reduction, recyclability, recycled content use, and reuse, which will necessitate changes in packaging design and material selection. While these regulations are clearly intended to protect the environment, delivering the necessary technological transformation requires both time and significant financial investment. In parallel, Extended Producer Responsibility (EPR) systems, expanding in scope and financial burden across many countries, are shifting increasing financial responsibility for packaging waste management onto producers. Packaging formats that are incompatible with circularity principles may face higher EPR fees and elevated compliance risks. In addition, fluctuations in the price, quality, and availability of recycled plastics are adding complexity to supply chains. These developments are driving the need for innovation in packaging design and material sourcing, requiring manufacturers to proactively adapt to the evolving regulatory landscape in order to mitigate financial impacts and maintain competitiveness. Sustainable packaging strategies play a critical role not only in reducing environmental impacts but also in managing rising cost pressures effectively.
Impact	Arçelik may face higher import/export costs, supply chain delays, and market access barriers due to unilateral tariffs, bilateral trade disputes, or retaliatory trade measures. The firm's use of components from various jurisdictions – including Asia, the EU, and Türkiye – means changing trade rules could disrupt cost-efficiency and require sourcing or manufacturing shifts. Protectionist policies and/ or delayed responses to trade policies could also pressure Arçelik to reconfigure production footprints, potentially impacting margins and competitiveness across markets.	Increasing regulatory pressures across Europe are reshaping packaging compliance requirements, with several countries implementing or planning packaging taxes. The UK introduced its tax in 2022, now set at GBP 217.85 per tonne for packaging with less than 30% recycled content. Spain's tax, effective January 2023, charges EUR 450 per tonne on non-reusable plastic packaging, with certain exemptions. Italy delayed its planned tax from July 2024 to July 2026. While the ban on non-recyclable EPS in France is likely to be revisited under the delegated act expected to be published in 2028 in connection with the PPWR, Australia is implementing phased bans with state-specific exemptions. At the EU level, the forthcoming PPWR is expected to tighten compliance obligations significantly, increasing the risk of higher EPR fees, packaging taxes, penalties, or potential market access limitations for non-compliant packaging. The expansion of EPR schemes, combined with rising fee levels and additional reporting obligations, represents a growing financial risk for producers. Notably, the UK EPR system, starting in 2025, anticipates fees of approximately GBP 485 per tonne, reflecting a shift toward full cost recovery for packaging waste collection, sorting, and recycling. These regulatory developments, together with recycled content mandates and market volatility in recycled materials, may exert additional pressure on margins and increase both operational and capital expenditures if not proactively managed.
Mitigation actions	Arçelik is actively monitoring trade policy developments and adjusting its strategic plans accordingly, particularly in response to increasing global protectionism. The company engages with leading industry associations such as APPLIA, TÜSIAD, and BusinessEurope to support fair, rules-based trade. To enhance supply chain resilience, Arçelik has implemented digital transformation initiatives, expanded its supplier base, and developed risk-informed operational models. These efforts are described in the company's Annual Reports as well as the R&D, Innovation, Digital Transformation, Sustainable Supply Chain Management, Annex 4. Corporate Governance's Selected Memberships and Contributions sections of the Report.	Our holistic approach focuses on three key areas: reducing the volume and weight of our product packaging to minimize waste; implementing reuse and recycling projects; and increasing the recycled content of packaging and selecting easily recyclable and sustainable materials. The Sustainable Packaging Working Group has been working on switching to sustainable packaging alternatives including having recycled content in plastic accessory and product bags, strip and shrink film, and to reduce the EPS in packaging using sustainable alternatives instead. By proactively initiating the Sustainable Packaging Project before the regulations were introduced, we have strengthened our ability to manage our current position effectively. These actions support improved circularity performance, reduced regulatory risks, and long-term value creation. In addition, we actively participate in regulatory and policy-related initiatives under EU legislation through industry associations such as APPLIA and DIGITALEUROPE. In parallel, in Türkiye, we collaborate with industry bodies such as TOBB on initiatives aimed at reducing Environmental Contribution Fee (GEKAP) costs or redirecting these costs toward the domestic recycling sector, as well as on efforts related to the development of new HS codes for the import of recycled plastics or sourcing recycled plastics that meet our technical requirements from local recyclers.

Integration of sustainability as a business model strategy with a focus on stakeholder capitalism is an integral part of value creation for the Company. Thus, sustainability is embedded in the Company's strategies at various levels of governance starting from the highest level.

SUSTAINABILITY GOVERNANCE RESPONSIBILITY

The Board of Directors' Responsibility

The BoD is the highest governance body responsible for management and monitoring of sustainability and climate-related impacts, risks, and opportunities (IROs) as well as ensuring the appropriate skills and competencies are available to oversee these IROs, ensuring that the necessary skills and competencies are in place to guide the company's value creation process over time. This governance approach directly aligns with the Company's long-term strategic objectives, integrating sustainability considerations across the decision-making framework to enhance value for stakeholders. As climate change is the predominant risk factor in sustainability risks, the BoD is also involved with climate and risk management. At BoD level, a Board Member - who is also Koç Holding Consumer Durables' President - has been tasked with reporting the sustainability-related issues, IROs, including climate-related risks and opportunities, to the BoD three times a year.

For further information on the IROs and sustainability-related risk and opportunities, please refer to the [Material Impacts, Risks, and Opportunities \(IROs\)](#) and [Climate-Related Risks and Opportunities](#) sections of the Report.

The Sustainability Organization within the Company

The Chief Sustainability, Quality, and Customer Care Officer (CSO), reporting to the Chief Executive Officer (CEO), is the highest-ranking executive responsible for overseeing sustainability strategy. The Sustainability, Environment, Energy, International Regulations and Compliance, and Government and Sectoral Affairs Departments that report to the CSO Office, work to monitor, and report sustainability performance, oversee the progress on sustainability targets, initiate new projects and integrate sustainability into business processes and relations.

Roles and responsibilities concerning sustainability issues are clearly defined across the relevant bodies and departments reporting to the Chief Sustainability, Quality, and Customer Care Officer. Additionally, the Chief Sustainability, Quality & Customer Care Officer is responsible for reviewing and monitoring the alignment of the policies of the NGOs, trade associations and other related organizations or institutions with



the Company's decarbonization strategy and the requirements of the Paris Agreement. These responsibilities are reflected and formalized in the Company's key policies, including but not limited to the Climate Change Strategy Policy, Energy Management Policy, Environmental Policy, and the Global Sectoral Relations Management & NGO Membership Policy.

These policies provide a clear governance framework, defining the scope of accountability, decision-making authority, and procedural guidelines for managing sustainability and climate related matters across relevant organizational levels and functions.

For further information, please refer to our [Climate Change Strategy Policy](#), [Environmental Policy](#), [Energy Policy](#), and [Global Sectoral Relations Management & NGO Membership Policy](#).

The Chief Sustainability, Quality & Customer Care Officer’s Responsibility

Sustainability activities are managed by the Chief Sustainability, Quality & Customer Care Officer. The Chief Sustainability, Quality & Customer Care Officer is the Company’s highest ranking individual responsible for assessing and managing sustainability and climate-related strategies, risks and opportunities, and the execution of the entire sustainability strategy at management level in the Company. The Sustainability, Environment, Energy, International Regulations and Compliance, and Government and Sectoral Affairs Departments that report to this Office, work to monitor, and report sustainability performance, oversee the progress on sustainability targets, initiate new projects and integrate sustainability into business processes and relations. Roles and responsibilities concerning sustainability issues are clearly defined across the relevant bodies and departments reporting to the Chief Sustainability, Quality, and Customer Care Officer.

Additionally, the Chief Sustainability, Quality & Customer Care Officer is responsible for reviewing and monitoring the alignment of the policies of the NGOs, trade associations and other related organizations or institutions with the Company’s decarbonization strategy and the requirements of the Paris Agreement.

The Sustainability Department

The Sustainability Department is responsible for qualitative-quantitative identification of sustainability and climate-related risks and opportunities based on scenario analyses in terms of both physical and transition risks and reports such risks to the Enterprise Risk and Insurance Management Department. Enterprise Risk and Insurance Management Department includes these risks in its reports to the Board-level Early Detection of Risk Committee. Sustainability risks and opportunities, including climate-related physical and transition risks, are considered in the evaluation criteria of business decisions.

➤ For further information, please refer to the [Climate-Related Risks and Opportunities section of the Report](#).

Sustainability Working Groups (WG)

The below-mentioned working groups quarterly report to the Sustainability Department. The Sustainable Supply Chain WG is responsible for the supplier evaluation, monitoring participation in the ESG index, organizing audits, creating roadmap and helping with sustainability training. The Sustainable Packaging WG is responsible for working to find solutions to decrease plastic packaging used in products.

The Energy WG is responsible for monitoring compliance with regulations on energy, ISO 50001 Energy Management System, energy efficiency incentive mechanisms and following new technologies and energy efficiency best practices. The Green Chemistry WG is responsible for evaluating regulations and compliance regarding hazardous substances in products, chemicals used in manufacturing and related risks and opportunities. The Occupational Health and Safety (OHS) WG is responsible for analyzing data from operation locations, sharing information with OHS and sustainability teams. The Climate Change WG is responsible for evaluating potential impacts of climate change on company operations in terms of risks & opportunities. The Environment WG is responsible for evaluating environmental legislation, compliance with ISO 14001 and ISO 14064-1 Management Systems, following targets, improvement and the roadmap for the environmental strategy. The Recycled Plastic WG is responsible for following recycled plastic technology developments, working to increase the recycled content used in products.



SUSTAINABILITY GOVERNANCE

There are also C-level committees that oversee sustainability topics as part of their agenda in addition to the Early Detection of Risk Committee, which are the Sustainability Council (SC), Global Ethics Committee, and Human Rights Committee.

The Sustainability Council

The Sustainability Council (SC) gathers quarterly and determines and discusses corporate sustainability and climate change strategies, sustainability and climate-related IROs, ensures their integration with the Company's business processes, and monitors sustainability performance. The C-level executive team serves as inherent members of the SC. Other D-level executives also participate as inherent members of the Council, depending on the issues to be discussed at the meetings. The everyday work and efforts undertaken by Sustainability Working Groups (WGs) feed into the agenda of SC. The agenda of SC is determined with the work of sustainability WGs (Sustainable Supply Chain, Sustainable Packaging, Energy, Green Chemistry, OHS, Climate Change, Environment and Recycled Plastic) which gather periodically. The SC is responsible for reporting critical issues, as deemed necessary, to the Board of Directors.

➤ For further information, please refer to the [Material Impacts](#), and [Climate-Related Risks and Opportunities](#) sections of the Report.

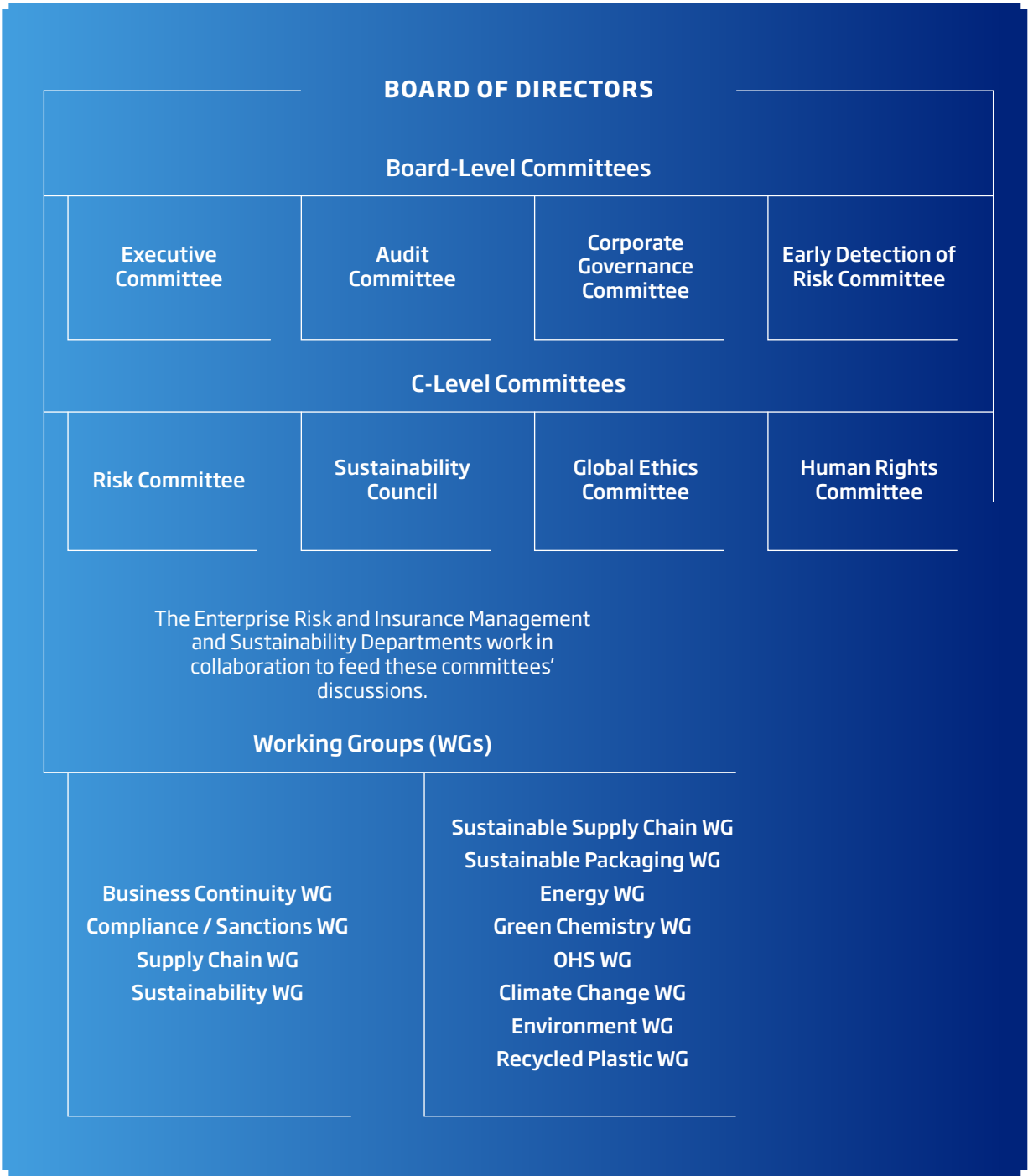
The Human Rights Committee

The Human Rights Committee also gathers quarterly to discuss the progress of the human rights corrective action plans for the organization's operations as well as for suppliers. The committee oversees the work of the Company's Human Rights Department, which was formed in 2022 and serves as a platform for alignment on Global Diversity and Inclusion integration into our leadership DNA.

The Global Ethics Committee

The Global Ethics Committee, which is led by the CEO, oversees the management and fulfillment of the Global Code of Conduct and Related Policies.

➤ For further information regarding committees, please refer to [Annex 4. Corporate Governance Indicators](#).



SUSTAINABILITY IMPACT,
RISK AND OPPORTUNITY
MANAGEMENT

The Company identifies its sustainability and climate-related impacts, risks, and opportunities (IROs) by following global, regional, and sectoral trends and analyses, climate scenarios and stakeholder feedback. The Company defines, quantifies, and categorizes its material sustainability and climate-related risks and opportunities in line with International Sustainability Standards Board (ISSB) Framework, which encompasses TCFD, as well as the Türkiye Sustainability Reporting Standards (TSRS) issued by the Public Oversight Authority (KGK) according to their potential impact and perceived likelihood.

The Early Detection of Risk Committee is the highest governing body for the management of all impacts, risks, and opportunities of the Company. Thus, governing sustainability-related IROs including climate-related ones falls under the oversight of this committee.

All business lines adopt a risk-based approach during their everyday processes and communicate possible sustainability-related risks and opportunities with Enterprise Risk and Insurance Management and Sustainability Departments as they arise. These two departments hold regular sustainability risk focused meetings in order to learn possible new developments and changes in

context to be able to proactively identify emerging risks. The results of these meetings provide a long list of sustainability risks and opportunities with perceived likelihood, magnitude, and financial calculations where possible. Thus, the Company’s Enterprise Risk and Insurance Management and Sustainability Departments work in close coordination to identify, evaluate, measure and prioritize sustainability and climate-related risks and opportunities.

As climate change is a key sustainability risk, the BoD is actively involved in climate and risk management. The Board Member responsible for reporting sustainability issues to the BoD, who is also the President of Koç Holding Consumer Durables, oversees climate-related risks and opportunities.

In line with the Board of Directors’ decision No. 992 dated March 28, 2019, the President of Koç Holding Consumer Durables – a Board member and former CFO of the Company, reappointed annually in line with the Company’s election process and most recently in 2025 – has been officially appointed as the person responsible for overseeing sustainability and climate-related risks and opportunities, based on their experience and strategic oversight capabilities. This appointment ensures that appropriate authority and competence are in place to supervise strategies responding to sustainability and climate-related risks and opportunities.

➤ For further information on sustainability and climate-related risks and opportunities, please refer to the [Materiality Analysis](#) and [Climate-Related Risks and Opportunities Sections of the Report](#).

Sustainability-related impacts, risks, and opportunities (IROs) are presented regularly to the BoD, Board-level Early Detection of Risk Committee, C-level Sustainability Council led by the CFO and all relevant business line managers involved in the strategic decision-making processes. In this way, the Company ensures that all critical individuals and bodies are knowledgeable about these IROs and take them into account during decision-making.

In addition, the potential financial implications of the identified risks and opportunities are calculated with the collaboration of Sustainability, Enterprise Risk and Insurance Management and relevant business lines are evaluated with a dedicated team from Financial Planning and Consolidation. This allows the analysis of the relationships with the sustainability risks and opportunities and the Company’s financial planning, performance, and impact on net cash flow. The Company also analyzes the sensitivity against these risks by considering the potential financial impact within the general Enterprise Risk Management framework and thresholds.



SUSTAINABILITY-LINKED
EXECUTIVE COMPENSATION

Integration of Sustainability into
Performance Management

In order to ensure effective implementation of the Company’s sustainability strategy, the sustainability-related KPIs determined based on its material topics are included in the C and D-level executives’ as well as relevant business unit managers’ and related expert employees’ Objectives and Key Results (OKRs). Thus, sustainability linked KPIs are part of the OKR system.

The Company’s Objective Key Results (OKRs) framework integrates sustainability into performance management, ensuring that environmental targets are effectively set and monitored. OKRs follow specific, measurable, achievable, relevant, and time-bound (SMART) principles and focus and reinforce the Company’s commitment to sustainability.

The governance bodies, including relevant committees and responsible individuals, oversee the process of setting sustainability related OKRs. This involves evaluating key sustainability risks and opportunities (including climate-related ones) and ensuring that defined objectives align with the Company’s broader sustainability commitments and regulatory requirements.

Progress toward achieving sustainability OKRs is systematically tracked through performance evaluation mechanisms. Metrics are reviewed regularly, and adjustments are made as necessary to align with strategic sustainability goals. The oversight structure ensures accountability and transparency in tracking sustainability performance. Sustainability-related OKRs are linked to annual performance evaluation scorecards. As a result, the success of sustainability related KPIs is indirectly linked to annual compensation and bonuses.

Although sustainability-related OKRs are not assigned with direct weights or individually tracked in terms of their direct impact on compensation, they are part of a broader performance evaluation system. Throughout the year, completion ratios of OKRs are periodically monitored and reviewed, which are then considered within the overall performance review process. These final performance ratings influence annual salary increase decisions, compensation, and bonuses. Therefore, while no specific OKR or KPI can be linearly traced to a compensation change, the integrated performance management system ensures that sustainability efforts are consistently tracked, reviewed, and reflected in final performance ratings. This approach enables a fair and comprehensive evaluation based on collective effort rather than individual KPI weights.



➤ For further information, please refer to the [Performance Management](#) section of the Report.

➤ For further information on the Sustainability-linked Executive Compensation, please refer to [Annex 4. Corporate Governance Indicators](#) of the Report.

Compensation and Reward Structure

The purpose of compensation structure is to ensure that qualified employees are compensated fairly and competitively, considering the job size and required skills and competencies to deploy the Company’s strategy. Additionally, this policy aims to differentiate performance by rewarding employees to motivate, engage and retain the talent in the organization. This approach enhances personal performance while driving the company’s long-term value creation. By aligning personal success with company goals, we ensure that employees remain motivated to help move the business forward.

Salaries are differentiated based on position and performance, ensuring high performers are rewarded accordingly. Furthermore, sustainability is integrated into the organization’s overall vision and mission as a core business strategy.

➤ For further information, please refer to our [Wage and Salary Policies](#).

Sustainability and Climate-Related OKRs of C-Level Executives												
Material Topic	Related Key Performance Indicators in Key Results (KRs)	CEO	Chief Financial Officer	Chief Sustainability, Quality, & Customer Care Officer	Chief Production & Technology Officer	Chief Marketing Officer	Chief Strategy & Digital Officer	Chief People Officer	Chief Commercial Officer - Türkiye and South Asia	Chief Commercial Officer - Europe	Chief Commercial Officer - Asia Pacific	Chief Purchasing and Supply Chain Officer
 Climate Action	Reduction of Scope 1-2 GHG emissions	■	■	■	■						■	■
	Reduction of water consumption	■	■	■	■							
	Renewable Energy and Energy Efficiency	■	■	■	■	■					■	■
 Product Quality & Safety	Product Quality & Safety	■	■	■	■				■		■	
 Energy & Water-Efficient Products	Reduction of Scope 3 use-phase emissions	■	■	■	■	■				■	■	
 Occupational Health and Safety	Occupational Health and Safety (OHS)		■		■	■			■			■
 Sustainable Supply Chain Management	Sustainability integration in the supply chain		■	■								■
 Material Recycling and Reduction	Use of recycled materials in products and packaging			■	■							
 Sustainable Financing	Sustainable finance	■	■	■								■
 Corporate Governance	Sustainability reporting regulatory compliance and Index leadership	■	■	■			■					■
 R&D, Innovation, Digital Transformation and Smart Solutions	Artificial Intelligence and Digitalization	■	■	■	■	■	■	■		■	■	■
 Future Fit Culture, Talent & Organizational Management	Human rights		■	■	■	■		■	■			■
	Diversity, Equity, and Inclusion Transformation	■	■	■	■	■		■	■		■	
	People Experience, Employee Engagement & Talent Development	■	■	■	■	■	■	■	■	■	■	■

Following the role change effective 1 October 2025, the position title has been updated to Chief Commercial Officer - Europe.

Departed from the position on 1 October 2025 and transferred the related responsibilities.

Departed from the position on 1 November 2025 and transferred the related responsibilities.

Following the role change effective 1 October 2025, the position title has been updated to Chief Marketing and Strategy Officer.

Following the role change effective 1 October 2025, the position title has been updated to Chief Supply Chain, Purchasing and Digital Officer.

* This table has been compiled at the close of FY 2025 and reflects the roles held by the listed individuals as of 31 December 2025. Subsequent organizational changes are not reflected herein.

POLICY INFLUENCE

The Company's Global Sectoral Relations Management department under the Chief Sustainability, Quality & Customer Care Officer is responsible for coordinating relations with Trade and Industry Associations, operational NGOs and civil society organizations in all jurisdictions in which the Company operates. Through these relations, the Company advocates its corporate values and priorities such as fighting against climate change, digitalization, gender equality and diversity, and supporting industrial operational advancements.

The Company works in collaboration with all public bodies, NGOs, trade associations and other related organizations or institutions in the advancement of the proposed legislation and/or other related regulations which may affect legitimate business interests that are compatible with international human rights legislation and the Paris Agreement. While working with these related bodies, it is of utmost importance that the policies of the Trade and Industry Associations and all other stakeholders in which the Company is a member comply with the UN Guiding Principles on Business and Human Rights as well as the Paris Agreement and its climate change policy to keep global warming limited to 1.5 degrees.

For trade associations, NGOs and other related organizations of which the Company is a member,

the Company commits not to support any position conflicting with the Paris Agreement as well as UN Guiding Principles on Business and Human Rights. The Company also commits to publicly communicate the position of the trade associations and other related organizations in which the Company is a member, including reporting on any misalignment between the organizations and the Paris Agreement as well as UN Guiding Principles on Business and Human Rights.

In addition, the Company does not engage in political campaigns, political organizations, lobbyists, or lobbying organizations itself and does not make contributions to these organizations.

The Company supports suitable trade associations and sectoral organizations. Through this support, the Company made a total of TRY 107,186,734 contribution to certain associations. The disclosed policy influence activities cover operations in geographies representing 96.2% of the Company's revenue.

➤ For further information, please refer to the [Global Sectoral Relations Management & NGO Membership Policy and Industry Association Memberships Document](#).

➤ For further information regarding the Company's contributions to memberships, please refer to [Annex 4. Corporate Governance Indicators - Selected Memberships and Contributions](#).



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 Independence Criteria of Arçelik Board of Directors	Defines the qualifications and conditions required for the Board of Directors candidates to ensure objective, independent judgment in governance and committee work.	 Global Code of Conduct Operations Policy	Details investigation, decision making, and sanction processes for alleged misconduct to ensure consistent case handling.	 Biodiversity and No Deforestation Policy	Commits to zero gross deforestation by 2050 and nature positive actions including certified sourcing and site-level biodiversity management.	 Global Occupational Health and Safety Policy	Commits to safe, healthy workplaces through prevention, training, and continuous improvement.
 Board Diversity Policy	Sets expectations to consider diversity factors (gender, age, nationality, experience) in board nominations and targets for women representation.	 Global Whistleblowing Policy	Provides confidential, non-retaliatory reporting channels and outlines protections for all stakeholders.	 Global Wage Policy	Outlines principles for fair, competitive, performance-linked remuneration aligned with legal and corporate values.	 Global Sanctions and Export Controls Policy	Ensures compliance with all applicable sanctions and export control laws across operations and logistics.
 Climate Change Strategy	Outlines the company's net zero plan, SBTi validated 1.5°C targets, Scope 1-2-3 decarbonization levers, and climate-scenario- based risk and opportunity management.	 Global Antibribery and Corruption Policy	Prohibits bribery, facilitation payments, and improper advantages and mandates controls, training, and enforcement.	 Global Salary Policy	Details salary structures and practices supporting internal equity and talent retention.	 Global Human Rights Policy	Affirms respect for UNGPs and ILO standards and commits to zero tolerance for child or forced labor with defined remediation.
 Global Environmental Policy	Commits to ISO-aligned environmental management, legal compliance, impact mitigation, and continuous improvement across global sites.	 Global Gift and Hospitality Policy	Regulates gifts, hospitality, and benefits to prevent conflicts of interest and uphold integrity.	 Global Corporate Citizenship Policy	Describes the approach to community investment, volunteering, and partnerships in education, inclusion, environment, and healthy living.	 Global Anti-Discrimination and Anti-Harassment Policy	Prohibits discrimination and harassment, promotes diversity and inclusion, and outlines reporting and corrective processes.
 Energy Policy	Guides energy efficiency, green electricity procurement, and renewable investments in alignment with the net zero roadmap.	 Global Competition Law Policy	Sets rules to prevent anti-competitive behavior and ensure fair market conduct.	 Civil Society Cooperation Policy	Guides partner selection and governance for collaborations with civil society organizations to ensure alignment with strategic priorities.	 Global Human Rights Policy and Human Rights Due Diligence Process	Defines a structured process (risk mapping, supplier audits, governance oversight) to prevent and address adverse impacts.
 Water Policy	Sets principles to reduce withdrawal, improve recycling/reuse, manage basin-level risks, and support stewardship initiatives.	 Global Anti-Money Laundering Policy	Defines processes to detect and prevent money laundering and terrorist financing risks.	 Corporate Volunteerism Policy	Sets priorities and governance for employee volunteering in areas such as environment, digital skills, technical education, and gender equality.	 Information Security Policy	Defines how the Company protects its information assets by setting rules to ensure confidentiality, integrity, and availability.
 Policy on Industry Association Memberships	Frames transparent, Paris agreement-aligned engagement with industry bodies and discloses positions and alignment assessments.	 Global Personal Data Privacy Policy	Governs lawful, secure, transparent processing of personal data for employees, customers, and business partners.	 Global Donation and Sponsorship Policy	Establishes due diligence rules for donations and sponsorships and prohibits political contributions.	 Quality Policy	Commits the Company to delivering safe, reliable, high-quality products through ISO 9001 based processes and continuous improvement.
 Global Sectoral Relations Management & NGO Membership Policy	Governs engagement with NGOs and sector organizations to ensure alignment with human rights commitments and climate objectives.	 Global Protecting and Retaining Information Policy	Sets controls for safeguarding, classifying, and retaining business information to prevent misuse or loss.	 Global Code of Conduct & Related Policies	Sets the ethical framework establishing expectations for lawful, transparent, and responsible conduct by employees and partners.	 Product Safety Policy	Outlines the Company's structured process for ensuring product safety across the entire lifecycle by defining controls, responsibilities, and procedures to prevent risks to consumer health, safety, and property.
 Conflict Minerals Policy	Provides guidelines on due diligence in line with OECD guidance to avoid financing conflict and ensure supplier conformity for high- risk minerals.	 Global Responsible Purchasing Policy	Embeds ethics, human rights, environmental requirements, and compliance with supplier selection and monitoring.				

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	KEY THEMES	KEY TRENDS	IMPLICATIONS FOR OUR COMPANY
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PARTNERSHIPS & RECOGNITION	 ENVIRONMENTAL TRENDS	- Climate resilience is becoming as critical as mitigation, with climate impacts increasingly affecting operations, logistics, and supply security. Companies are shifting from a sole focus on emission reduction to integrated strategies that strengthen adaptation, resilience, and asset protection to ensure long-term operational continuity. - Water availability, quality, and efficiency are emerging as strategic priorities, driven by intensifying competition for water resources from urbanization, industry, and digital infrastructure. This elevates the importance of water-efficient product design, responsible water use in manufacturing, and improved monitoring across the value chain. - Demand for healthier and more sustainable living environments is rising, particularly in urban settings. Consumers increasingly value low-impact materials, improved indoor air quality, noise reduction, and wellness-oriented features, influencing expectations for household appliances and materials used.	In response to these environmental trends, we strengthen our climate-resilient operations and supply chains by integrating climate risk assessments into our strategic decisions. We are focused on designing energy-efficient, durable and recyclable products while implementing sustainable production processes. We are aware of the growing importance of enhancing resource efficiency in our products and production processes, efficiently managing water and waste, and adopting circular solutions. We also integrate user well-being considerations and apply credible environmental certifications in our product design. Furthermore, we are committed to complying with stringent chemical regulations and exceeding industry expectations. Aligned with the Science-Based Targets Initiative (SBTI) goals and our commitment to achieving net-zero emissions, we are investing in innovation and circular economy practices to reduce our environmental footprint. ➤ For further information, please refer to the In Touch with Planet of the Report
GOVERNANCE	 SOCIETAL TRENDS	- Household structures are increasingly fragmenting, with smaller and single-person living reshaping how people cook, clean, store, and entertain, which in turn is driving demand for compact, modular, and space-efficient solutions that maintain convenience and quality. - A growing cohort of mature consumers is influencing preferences toward greater comfort, usability, accessibility, and personalisation, alongside rising interest in supportive technologies that simplify daily routines. - Elevated cost of living and housing pressures are encouraging repair, upgrade, and repurpose behaviors, while also expanding interest in reuse and recommerce channels that help keep products in use for longer.	We are aware of shifting demographic trends, including urbanization, an aging population, and evolving preferences among younger generations. As living spaces become smaller, demand is increasing for compact, multifunctional and accessible appliances. In response, we design products with space-saving solutions, ease of use, and enhanced accessibility, prioritizing simple installation and efficient storage for micro-spaces without compromising performance. At the same time, younger consumers place greater emphasis on sustainability, ethical practices, and convenience, driving demand for energy-efficient, durable, and repairable products. To meet these expectations, we strengthen product repairability, explore alternative business models, and ensure transparency in our sustainability claims. We also design for age inclusivity through intuitive controls, clear interfaces, voice-enabled features, and remote assistance, while integrating wellness-oriented functionalities that enhance comfort and ease of use. In parallel, we scale circular pathways by improving repairability, ensuring spare-parts availability and enabling refurbishment. These initiatives support affordability, extend product lifetimes, and strengthen long-term customer relationships. By aligning our products and services with these evolving values, we aim to build trust, foster lasting customer loyalty, and deliver innovative solutions that address the diverse needs of modern consumers. ➤ For further information, please refer to the Product Stewardship section of the Report
SUSTAINABLE VALUE CREATION STRATEGY			
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT			
SUSTAINABILITY TARGETS, PROGRESS & CONTRIBUTION TO UN SDGs	 DIGITALIZATION & TECHNOLOGY TRENDS	- AI and analytics are unlocking new capabilities in forecasting, hazard detection and operational optimization; however, rapid expansion of digital infrastructure intensifies energy and water demands, raising expectations for efficiency across connected devices. - Homes are becoming “digitally dense”: consumers expect seamless, interoperable and personalised experiences from connected appliances and platforms, while retaining strong preferences for privacy and security. - Smart home adoption and e-commerce are changing the path to purchase and after-sales expectations—driving demand for remote diagnostics, predictive maintenance and service as a feature models.	We are aware of the growing demand for smart, energy-efficient, and interconnected appliances. To meet this, we are integrating IoT-enabled, AI-driven, and remotely controlled technologies into our products, ensuring compatibility with major smart home ecosystems to enhance convenience, automation, and energy optimization. By combining these technologies with energy efficiency, we align with evolving consumer expectations and sustainability goals. Additionally, we are utilizing AI and data analytics to improve appliance functionality through predictive maintenance, adaptive performance, and personalized user experiences. As digitalization reshapes both our products and manufacturing processes, we are investing in automation, operational efficiency, and workforce upskilling to stay competitive. We are also committed to safeguarding consumer data by implementing robust cybersecurity measures to ensure privacy compliance and maintain trust. This approach helps us reduce costs, enhance sustainability, and cater to tech-savvy and cost-conscious consumers in an increasingly digital world. ➤ For further information, please refer to the R&D, Innovation, and Digital Transformation and Product Stewardship sections of the Report
IN TOUCH WITH OUR PLANET	 STANDARDS & REGULATORY TRENDS	- The regulatory environment is fragmenting, leading to diverging disclosure, due diligence, and product requirements across regions, which increases compliance complexity and the need for robust, auditable ESG data systems. - Trade and carbon pricing mechanisms, such as the EU carbon border adjustment, are reshaping sourcing, product design, and route-to-market economics, particularly for energy- and emissions-intensive inputs. - Market expectations for verifiable environmental claims are rising, with green certifications and low-impact materials influencing purchasing and specification choices.	We are aware of the increasingly strict circular economy and ESG regulations and compliance with ESG standards which have become mandatory. These include standards and regulations such as the European Sustainability Reporting Standards (ESRS), the International Sustainability Standards Board (ISSB), and its Türkiye Sustainability Reporting Standards (TSRS), and sectoral sustainability standards of Sustainability Accounting Standards Board (SASB). Additionally, there is growing adoption of policies like the Green Claims Directive, the removal of Expanded Polystyrene (EPS) packaging, and the Carbon Border Adjustment Mechanism (CBAM). Furthermore, we are addressing Extended Producer Responsibility (EPR) regulations, ensuring accountability for the entire product lifecycle, including recycling and waste management. These regulatory developments not only drive greater transparency and sustainability but also enhance investor confidence through improved reporting and compliance practices. ➤ For further information, please refer to the About the Report, Double Materiality, and Product Stewardship sections of the Report.
IN TOUCH WITH HUMAN NEEDS			
IN TOUCH WITH BUSINESS	 ECONOMIC, COMPETITION & GEOPOLITICAL TRENDS	- Geopolitical fragmentation and protectionist measures are redrawing trade routes and increasing supply chain risk, prompting reassessment of regional manufacturing and inventory strategies. Global trade flows are being reshaped by trade restrictions, intensifying competition, while China's slowing domestic market has led manufacturers to export excess production to Europe, increasing global competitive pressure. In response, some regions have imposed trade barriers, tariffs, and bans on certain Chinese imports, further complicating supply chain dynamics and regulatory compliance. Ongoing wars and sanctions have also caused economic instability, energy supply challenges, and shifts in trade flows, necessitating agile localization and diversification strategies for suppliers. - Access to critical minerals and strategic components remains a competitive issue as electrification and digital infrastructure expand, increasing the value of recycling and closed loop sourcing. The rising raw material costs due to geopolitical disruptions and supply chain instability amplify the strategic importance of securing critical minerals and components, reinforcing the need for resilient sourcing and circular economy approaches. - Consumer affordability pressures continue to reshape category mix and value perceptions, favoring durable, multifunctional, and service-supported appliances alongside recommerce options. Market distortions, such as product dumping by some manufacturers, create price pressures that challenge local and international competitors, reinforcing consumer demand for affordable, long-lasting, and service-oriented products while highlighting the value of recommerce channels.	We recognize the shifting market dynamics and intensifying competition, and are adapting our products to meet the diverse needs of global markets. By leveraging strategic pricing, product differentiation, and a focus on emerging market demands, we aim to expand our market share and strengthen our international presence. The evolving global trade landscape—marked by trade barriers, geopolitical risks, and potential product dumping—presents new challenges that require a proactive approach. To navigate these complexities, we are refining our production strategies and diversifying our supplier network to mitigate risks such as economic instability, sanctions, and supply chain disruptions. Additionally, in response to geopolitical tensions, including conflicts affecting trade routes and economies, we are investing in resilient logistics strategies that enable efficient product delivery, enhance cost-effectiveness, and minimize our carbon footprint. This flexible and adaptive approach allows us to stay agile amid regulatory changes, protect market stability, and reinforce our commitment to sustainability and long-term business resilience. In response to increasing affordability pressures, we are strengthening our product portfolio with durable, multifunctional, and energy-efficient solutions at accessible price points. This approach is supported by long-lasting and repairable product designs aimed at reducing total cost of ownership. In parallel, the Company offers flexible, value-driven alternatives through service-based models, extended warranties, and recommerce solutions such as refurbished products. ➤ For further information, please refer to the Sustainable Supply Chain and Product Stewardship sections of the Report.
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SUSTAINABILITY STRATEGY

Arçelik is a global home appliances and consumer electronics company which has a fundamental commitment to sustainability. Our vision is to rejuvenate ourselves and the industry to become a trusted lifestyle solutions provider for digital homes and take a leading role in the sector. Our purpose, **“Inspire Sustainable Lives in Every Home”**, guides us to enhance people’s lives by offering a diverse and innovative product range that meets their needs while contributing to a sustainable future. Our corporate values, consisting of accountability, responsibility, openness, transparency, and equality, underpin every decision we make.

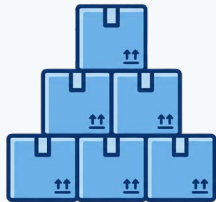
At Arçelik, we are committed to making a difference through sustainable and responsible business practices. By focusing on sustainable innovation and maintaining a responsible value chain, we implement our sustainability principles across every step of our value chain from raw material selection to sales and after-sales processes, aligning with international standards, monitoring sustainability trends, and engaging with all stakeholders. This integrated approach enables us to maintain our leadership position while shaping a world that thrives both environmentally and socially.



BUSINESS MODEL AND VALUE CHAIN

ZOOM-IN TO SEE THE DETAILS

1 RAW MATERIAL SELECTION



Selects sustainable materials, cuts waste, and collaborates with suppliers to reduce impacts.

2 INBOUND LOGISTICS



Employs low-impact logistics, prioritizes local sourcing, and partners with logistics providers to reduce transport-related emissions.

UPSTREAM

4 PRODUCT MANUFACTURING



Enhances low-impact manufacturing by reducing GHG emissions and integrating advanced Industry 4.0 and IoT-enabled smart production systems.

3 PRODUCT DESIGN AND R&D



Designs innovative, energy-efficient products, reduces material use, and incorporates disassembly, reparability, durability, and recyclability.

OWN OPERATIONS

5 PRODUCT PACKAGING



Develops sustainable packaging that reduces material use, supports recyclability, and incorporates recycled materials.

6 PRODUCT MARKETING & SALES



Promoting energy-efficient, durable, sustainable products while enhancing customer and consumer experience.

8 PRODUCT USE PHASE

Reduces energy and water use during the product-use phase while extending product life and guiding consumers toward more efficient choices.



9 END OF LIFE & RECYCLING



Collects and recycles end-of-life products through take-back and refurbishment programs to extend product life.

DOWNSTREAM

Material Topic	Value Chain Stage
Climate Action	1,2,3,4,5,6,7,8,9
Energy & Water Efficient Products	3,4,8
R&D, Innovation and Digital Transformation	1,2,3,4,5,6,7,8
Water Management	3,4
Material Recycling and Reduction	1,3,4,5,9
Durability, Reparability and Refurbishment	3,4,8,9
Waste Management	3,4,5,9
Chemicals Management	1,3,4,5
Biodiversity	1,4
End-of-Life Responsibility of Products	9
Data Privacy and Cybersecurity	1,2,3,4,5,6,7,8,9
Product Quality & Safety	1,2,3,4,5,6,7,8
Customer and Consumer Experience	3,4,6,8
Occupational Health and Safety	1,2,3,4,5,6,7
Future Fit Culture, Talent & Organizational Management	3,4,5,6
Corporate Citizenship	6
Sustainable Supply Chain Management	1,2
Corporate Governance	1,2,3,4,5,6,7,8,9
Business Ethics and Transparency	1,2,3,4,5,6,7,8,9
Sustainable Financing	3,4,5,6

Climate-Related Risks	
CBAM	
Carbon Pricing Mechanisms	
Sale of Energy-Efficient Appliances	
Water Risk	

Climate-Related Opportunities	
Energy-Efficient Product Portfolio	
Renewable Energy Investment	
Products with Reduced Water Consumption	
Sustainable Financing	

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Arçelik prioritizes understanding and addressing the needs and expectations of our stakeholders, recognizing their critical role in our long-term success. To achieve this, we utilize various stakeholder engagement methods, including meetings, public disclosures, surveys and interviews, events, and platforms and trainings. These methods allow us to engage with and gain valuable insights from our stakeholders, helping us identify areas for improvement, such as developing more effective strategies for enhancing our products, production processes, supply chain activities, and community development initiatives.

Considering our industry’s dynamics, we have defined five key stakeholder groups that have a major impact on our business. We actively collect their feedback through channels tailored to their needs and regularly assess how these insights are incorporated into our strategies and day-to-day operations.

Our stakeholder engagement processes serve as a structured framework that informs our strategic decisions and business model. Continuous dialogue with internal and external stakeholders helps identify impacts, risks, and opportunities (IROs), which feed into due diligence and double materiality assessments, reinforcing transparency and accountability.

To maintain transparency and accountability, we regularly communicate sustainability-related impacts, risks, and opportunities to the relevant decision-makers within our organization, ensuring timely action. By conducting business responsibly and emphasizing stakeholder dialogue, we aim to earn the trust of all stakeholders. We carefully consider their feedback and work to reflect it in business management and sustainability practices, while also improving information disclosure. The C-level executive management actively engages with stakeholders to understand their views and concerns related to the company’s sustainability impacts. Insights from this engagement are integrated into strategic processes, including the Double Materiality Analysis (DMA). The Board of Directors, which oversees and approves the DMA, is regularly informed about stakeholder perspectives through regular updates.

Our approach varies depending on the stakeholder group, utilizing a mix of channels to maintain ongoing direct and indirect regular engagement. By engaging with stakeholders in this way, we ensure our sustainability efforts address their diverse needs, uphold ethical business standards, and reflect the interdependencies within our value chain.



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EMPLOYEES	Company workforce, including office staff, factory workers, and management	- Ensure employee well-being, engagement, and continuous development - Understand employee perceptions, challenges, and feedback - Raise awareness of internal policies, procedures, and changes - Promote a sustainable workplace with a focus on physical and psychological well-being - Enhance retention and attract top talent through decent working conditions, work-life balance, job security, and professional growth opportunities - Foster a participatory culture and continuous improvement by encouraging employee involvement and making innovative ideas visible	- Ongoing communication between employees and managers - Regular communication enhanced with C and D Level Business Strategy Townhalls - Employee engagement through annual satisfaction surveys, various listening mechanisms including focus groups and pulse check surveys, and a suggestion system allowing employees to share ideas for improvement in line with company goals and strategies - Support for social learning and communication platforms, trainings, workshops, and seminars to enhance employee development	- Purposeful and inclusive culture, company's strategy, and values, learning and development, respect for human rights and ethics, wellness, mindfulness, social and emotional support, fair labor practices, work-life balance, employee volunteering, diversity, equity and inclusion - Organizational changes, including site closures and restructuring processes, and their impacts on employees, with a focus on transparent communication, fair transition practices, and employee support mechanisms	- Developed online resources for health, nutrition, and psychological well-being, alongside training webinars and workshops on mindfulness, contributing to stress reduction and positive mindset cultivation - Launched various training programs tailored to different employee groups for skill development and reskilling - Implemented flexible work arrangements, including remote options to support a balanced work-life dynamic - Strengthened ethical behavior through ethics policies, training, and the ethics hotline, fostering a safe and inclusive workplace culture - Implemented annual rewards and appreciation certificates with regular one-on-one discussions between employees and managers facilitating mentorship and improvement opportunities	- Improved workplace inclusivity and engagement - Employee feedback influenced business operations and wellbeing initiatives - Implementation of continuous improvement plans and new processes - Increased sense of belonging and motivation among employees, strengthening a culture of appreciation and contributing to improved operational effectiveness	Builds awareness, ownership and capability on climate targets through training, internal engagement and performance alignment, embedding Net Zero commitments into daily operations and decision making.	
SUPPLIERS	Businesses providing raw materials, components, and services within the supply chain	- Ensure compliance with the Code of Conduct - Promote responsible sourcing across the value chain - Protect human and labor rights while fostering a respectful working environment - Support supply chain decarbonization initiatives - Understand supplier needs, risks, and concerns - Define clear expectations for quality, delivery speed, and responsible business conduct - Enable long-term planning and collaboration with suppliers - Share knowledge and best practices to enhance capabilities, including resource efficient processes and credible sustainability claims	- Supplier engagement through surveys, meetings, audits, projects, and training under the Supplier ESG Program - Regular communication through surveys, meetings, training sessions, and knowledge sharing platforms	- Technical guidance and knowledge sharing around sustainability, quality, production processes, technology - Enhanced engagement and encouragement initiatives including the development of joint improvement projects - Ensured supply chain and supplier sustainability including business ethics, environmental protection, health & safety, and human rights - Supply chain resilience, risk management, and continuity in the context of operational and market changes	- Engaged with suppliers meeting our requirements and committing to our Supplier Code of Conduct - Implemented supplier capacity development frameworks to enhance supplier capabilities and establish long-term partnerships - Encouraged supplier commitment to environmental and climate goals through structured communication, joint target-setting, and progress monitoring	- Enhanced corrective action plans and follow-up mechanisms for suppliers and third parties - Addressed concerns related to labor and human rights - Strengthened long term supplier relationships, improving supply chain resilience and security	Drives value chain decarbonization through the supplier ESG programme by setting emissions targets, supporting reduction initiatives and aligning suppliers with the Company's Net Zero objectives.	
CUSTOMERS AND CONSUMERS	B2B customers are businesses that purchase products or services, including distributors and corporate clients, and consumers are individuals who use our household appliances and related products in their daily lives.	- Understand customer and consumer needs and expectations - Build trust through transparency on product performance, safety, and sustainability attributes - Enhance consumer experience and satisfaction through high product and service quality - Support customers in achieving sustainability targets - Providing solutions with a reduced environmental footprint	- Ongoing communication with customers - Customer engagement through training, seminars, annual meetings, face-to-face interviews, and our Digital Dealer Order Platform - C and D level senior executive engagements with key customers to support strategic dialogue and sustainability collaboration - Customer and consumer feedback collected through regular questionnaires, surveys, and direct interactions, as well as multiple consumer touchpoints, including customer contact centers, digital platforms, and social media channels - Ongoing engagement with consumers through customer service channels, digital platforms, and brand communication activities - Awareness-building through responsible marketing, product information, and sustainability-focused communications - Customer Services and Customer Contact - Center responding to customer inquiries and feedback	- Collaboration to work on mutual projects and form sustainability partnerships - Product training and offerings focusing on sustainable features including R&D and innovation, high-quality and safety - GHG emission reductions including net zero commitments, circular and renewable solutions, water management, and waste and plastic recycling - Improvement in shipping and delivery services - Durable and high-quality products with extended product lifetime, warranty options, and circular business models - R&D and innovation focused on energy- and water-efficient products - Sustainability features such as recycled content, sustainable packaging - Information security and management of cyber risks	- Enhanced customer experience through joint initiatives and digital solutions, including online sales and order platforms - Strengthened dealer and partner capabilities through training programs focused on product knowledge, sustainable consumption, and circularity - Collected customer and consumer feedback through regular satisfaction surveys, direct interactions, and multiple engagement channels, including customer contact centers, digital platforms, and social media - Improved product sustainability performance by increasing recycled content, reducing plastic use, and integrating features such as microplastic filtering and food preservation technologies - Continued to advance energy and water-efficient, durable, and circular product design through R&D and innovation - Monitored customer and consumer insights through surveys and digital analytics to assess satisfaction and continuously improve products and services	- Increased customer awareness and more proactive identification and resolution of issues - Improved product and service performance based on customer and consumer feedback - Refined marketing and communication strategies aligned with customer and consumer expectations - Gained customer and consumer insights to inform product development, innovation, and strategic decision-making	Aligns expectations on low-carbon products and energy efficiency through R&D and product development, enabling collaboration to reduce value chain emissions.	
INVESTORS	Institutional and individual investors, shareholders, analysts, and rating agencies.	- Address investor concerns and expectations - Build trust by demonstrating long-term value creation - Discuss performance, risk management, and strategic direction - Align with sustainable financing frameworks and responsible investment criteria - Enhance transparency on ESG performance	- Ongoing communication with investors - Investor engagement through ESG conferences, one-on-one meetings, investor presentations, and quarterly earnings webcasts - Regular updates through our annual and sustainability reports, annual meetings, public disclosure statements, and corporate website	- Transparent sustainability reporting, KPIs, and targets breakdown - Sustainability disclosures and performance reporting to global indices, ratings, and benchmarks with solid leadership scores - Climate related risks and opportunities impacting long-term value creation	- Achieved top-performing results in sustainability indices on a global scale - Complied with Sustainability standards and regulations - Published Annual Report, Integrated Report, Green Bond Allocation and Impact Report, Conflict Minerals Report - Responded to investor questionnaires	- Aligned business strategy with investor views and feedback - Implemented action plans to improve ESG performance - Increased transparency and disclosures to ESG rating agencies - Ensured strategic alignment with sustainable finance frameworks - Enhanced better management of expectations for financial and non-financial targets - Improved understanding of analyst and investor expectation	Ensures transparency on climate strategy and progress through regular disclosures and dialogue, strengthening the credibility of the Net Zero roadmap and access to sustainable financing.	
GOVERNMENTS, INDUSTRY ASSOCIATIONS, NON-GOVERNMENTAL ORGANIZATIONS (INGOs), AND LOCAL COMMUNITIES	Non-governmental organizations, industry alliances, regulatory bodies, sustainability focused partners, and local community stakeholders.	- Exchange information and collaborate on shared sustainability goals - Ensure compliance with regulatory frameworks and standards - Support renewable energy expansion and climate transition efforts through collaboration, sector initiatives, and operational practices - Contribute to local economic development through local employment, indirect economic impacts, and investments - Protect and contribute to the conservation and development of the local environment in areas of operation - Collaborate to address supply chain challenges, including decarbonization and human rights issues - Engage in cross-industry collaboration to share best practices and contribute to sustainability standards	- Ongoing communication with government bodies, industry associations, global partners and NGOs - Frequent meetings, and participation in working groups, global events, panels, and speaking opportunities - Collaboration on global collective campaigns and joint CSR programs and projects to support sustainability development, policy dialogue, and sector-wide learning	- Commitment to climate action and energy efficiency of our products to reduce global GHG emissions, promote business innovation, and ensure consumer access to affordable and high performing technologies - Engagement in policy dialogue and public consultations on sustainability, biodiversity, circularity and recycling, human rights, climate change, and emerging carbon pricing and border adjustment mechanisms, including CBAM - Regular reporting of activities and improving sustainability reporting performance and transparency - Promotion of barrier-free, inclusive, and equal access to products and services for consumers	- Maintained policy determining the procedures for new membership requests and providing a framework to engage with the public institutions, non-governmental organizations, and sectoral institutions on sectoral relations purposes - Published Integrated Report - Enhanced commitments for sustainability, waste and water management, biodiversity, and human rights - For further information, please refer to our Global Sectoral Relations Management & NGO Membership Policy	- Gathered NGO feedback informing project planning and business decisions - Implemented operational adjustments to ensure ongoing compliance with regulatory requirements - Improved accessibility and inclusive product use through solutions such as audio guidance for visually impaired consumers	Supports the Company's Net Zero transition by engaging in policy dialogue, contributing to regulatory consultations, participating in industry associations and sector wide initiatives, and collaborating with NGOs and local communities to enable implementation ready and aligned transition actions.	

Double Materiality Assessment

Recognizing our environmental, social, and business impacts—both positive and negative—allows us to prioritize key areas in our sustainability management. To ensure a comprehensive evaluation, we conduct an annual Double Materiality Assessment (DMA) in line with the European Financial Reporting Advisory Group (EFRAG) methodology outlined in the draft document “Double Materiality Conceptual Guidelines for Standard Setting” and the requirements of the Corporate Sustainability Reporting Directive (CSRD). This assessment examines both impact (inside-out) materiality, which considers our environmental and social impacts on people and the planet, and financial (outside-in) materiality, which evaluates the financial risks and opportunities our business faces due to sustainability-related factors, including sustainability-related risks and opportunities (IROs). By integrating this dual perspective, we enhance transparency in external disclosures and make informed strategic decisions. The annual DMA reflects our commitment to adapting to evolving sustainability trends, tracking internal shifts such as operational changes, and responding to external developments, including regulatory changes and global events.

Our sustainability strategy undergoes an annual evaluation based on the findings of the DMA, ensuring that we continuously monitor and assess whether additional policies, actions, or targets are necessary to effectively manage our material impacts, risks, and opportunities. In 2025 the most relevant sustainability topics related to our business model, operations, and value chain are outlined in our DMA matrix.

Since 2022, we have fully integrated the double materiality approach, aligning with global best practices and CSRD requirements. This enables us to assess sustainability topics from both an inside-out perspective, considering their impact on society and the environment, and an outside-in perspective, evaluating their financial implications for our company. Additionally, our dynamic materiality analysis allows us to track shifting priorities based on stakeholder input and business needs, ensuring an accurate and reliable representation of our impacts, risks, and opportunities while strengthening the foundation of our sustainability efforts.

➤ For further information on our DMA methodology, please refer to the [Double Materiality Assessment Methodology and Process](#) section of the Report.

The materiality analysis conducted by Arçelik has a third-party assurance.



DOUBLE MATERIALITY ASSESSMENT

Material Topic Definitions and ESRS Topics Mapping

Topic	Topic Definition	Linked ESRS Topic
Biodiversity	 Protecting habitats, species, and ecosystems, combating deforestation, and supporting reforestation efforts.	ESRS E4 - Biodiversity and ecosystems
Business Ethics and Transparency	 Managing relationships with all stakeholders within ethical principles, ensuring the Company's corporate values and business conduct standards are upheld, and acting transparently. This includes adherence to the Code of Conduct, robust anti corruption and anti bribery practices, strong policies and controls to prevent and detect misconduct, protection of whistleblowers, responsible and ethical behavior across the value chain, and respect for human rights in all operations.	ESRS S1 - Own workforce ESRS S2 - Workers in the value chain ESRS G1 - Governance
Chemicals Management	 Safeguarding the environment, employees' and consumers' health and safety by managing chemicals used in products and production processes. This includes ensuring compliance with relevant chemical regulations and minimizing the environmental impact of chemicals.	ESRS E2 - Pollution ESRS S4 - Consumers and end users
Climate Action	 Conducting operations in alignment with the Company's environmental management plan and its decarbonization and net zero roadmap, focusing on climate change mitigation, climate change adaptation, and energy efficiency. This includes reducing greenhouse gas emissions, increasing and spreading the use of renewable energy, enhancing energy efficiency, and mitigating the environmental impacts of the Company's operations and products.	ESRS E1 - Climate change
Corporate Citizenship	 Addressing social issues on both a local and global scale through community programs, philanthropy, volunteerism, and responsible marketing. Acting with corporate social responsibility (CSR) principles to support resilient societies and ensuring that products and services contribute positively to communities' well-being.	ESRS S3 - Affected Communities
Corporate Governance	 Enhancing the effectiveness of the Board and its committees, improving risk management, and integrating sustainability risks into business and well-designed sustainability governance.	ESRS G1 - Governance
Customer and Consumer Experience	 Meeting and going beyond user expectations in terms of user experience including user friendliness, product performance, and quality. This also involves addressing consumer rights and privacy concerns.	ESRS S4 - Consumers and end users
Data Privacy and Cybersecurity	 Safeguarding customers', employees', and business partners' data by ensuring compliance with privacy laws and implementing robust cybersecurity measures. This includes enhancing resilience against cyber-attacks, data breaches, and other technological malfunctions.	ESRS S4 - Consumers and end users
Durability, Reparability and Refurbishment	 Extending products' lifespan and making them easily repairable through developed solutions; reprocessing products used for a certain period by the customer that have cosmetic defects, that were displayed in dealer stores or were damaged in logistic processes.	ESRS E5 - Resource use and circular economy

Topic	Topic Definition	Linked ESRS Topic
End-of-Life Responsibility of Products	 Designing products under circularity principles, allowing material recycling and managing Waste Electrical and Electronic Equipment (WEEE) process for the end-of-life stage of products.	ESRS E5 - Resource use and circular economy
Energy and Water Efficient Products	 Reducing the energy and water consumption of products during their use phase by the end user, while also focusing on energy efficiency across the full lifecycle, including product design and materials used.	ESRS E1 - Climate change ESRS E5 - Resource use and circular economy
Future Fit Culture, Talent & Organizational Management	 Ensuring the corporate culture and practices are in line with trends of the future; promoting diversity and inclusion; attracting and retaining talent; effective employee engagement and employee well-being practices to support a resilient and future-ready workforce.	ESRS S1 - Own workforce ESRS S2 - Workers in the Value Chain
Material Recycling and Reduction	 Reducing material consumption, increasing the use of recyclable, recycled, and biodegradable content within products and packages in line with life cycle assessment processes.	ESRS E5 - Resource use and circular economy
Occupational Health and Safety	 Ensuring the physical and mental health of employees and value chain workers is protected at work. This involves safe working conditions, reducing occupational health risks, and complying with relevant health and safety regulations.	ESRS S1 - Own workforce ESRS S2 - Workers in the value chain
Product Quality and Safety	 Ensuring the products are non-harmful for user health and safety in line with international product safety standards, while maintaining high quality standards in terms of durability, performance, and safety features.	ESRS S4 - Consumers and end users
R&D, Innovation, Digital Transformation and Smart Solutions	 Developing innovative service solutions and smart products by using tools such as Big Data analysis, machine learning, AI, IoT; establishing strategic partnerships focusing on innovation, developing and/or adopting digital solutions that provide operational efficiency, and integrating sustainability into product development processes.	ESRS E1 - Climate change ESRS E5 - Circular Economy ESRS S4 - Consumers & End Users
Sustainable Financing	 Using alternative financing tools such as green and/or sustainable bonds, loans in order to support the Company's sustainability strategy and enhance profitability.	ESRS G1 - Governance
Sustainable Supply Chain Management	 Promoting sustainability practices among suppliers; helping suppliers with their environmental, social and ethical performance improvements; proactively managing the sustainability risks and opportunities for transformation throughout the supply chain.	ESRS S2 - Workers in the value chain ESRS G1 - Governance
Waste Management	 Minimizing waste during production and operational processes and managing produced waste effectively.	ESRS E2 - Pollution ESRS E5 - Resource use and circular economy
Water Management	 Minimizing the water consumption during production, effective management of wastewater, and identifying water-related risks at locations where the Company and major suppliers operate.	ESRS E3 - Water and marine resources

Double Materiality Assessment Methodology and Process

Our Double Materiality Assessment (DMA) methodology is developed in alignment with the disclosure requirements of the European Sustainability Reporting Standards (ESRS) and follows the approach recommended by the European Financial Reporting Advisory Group (EFRAG) in the draft document “Double Materiality Conceptual Guidelines for Standard Setting.” The interpretation of relevant legislation informs key aspects of our process, including stakeholder engagement and materiality threshold decisions. To ensure objectivity, no preconceived assumptions are applied when identifying impacts, risks, and opportunities (IROs). Instead, we actively seek input from a diverse range of internal and external stakeholders, incorporating multiple perspectives to enhance the comprehensiveness of our assessment. By fostering collaboration between these groups, we mitigate potential biases and address knowledge gaps in both our process and findings. Each sustainability priority is evaluated through a dual perspective: financial materiality, which examines the external factors affecting our company’s financial performance (outside-in), and impact materiality, which assesses our company’s influence on society and the environment (inside-out). In line with EFRAG’s framework, a structured double materiality analysis is conducted for each topic, ensuring a rigorous assessment based on defined scoring criteria.

This approach ensures that material sustainability topics are disclosed not only in terms of financial risk and performance but also in relation to their broader impact on people and the planet.

Our DMA takes a value chain perspective, assessing IROs across our own operations, upstream suppliers, and downstream stakeholders. This comprehensive approach ensures that material issues are evaluated at every stage of our operations. The assessment follows a structured process, guided by ESRS disclosure requirements, while maintaining compatibility with our organization’s operational framework. Impact assessments are conducted with a general geographic scope to ensure a broad yet precise evaluation of sustainability issues.

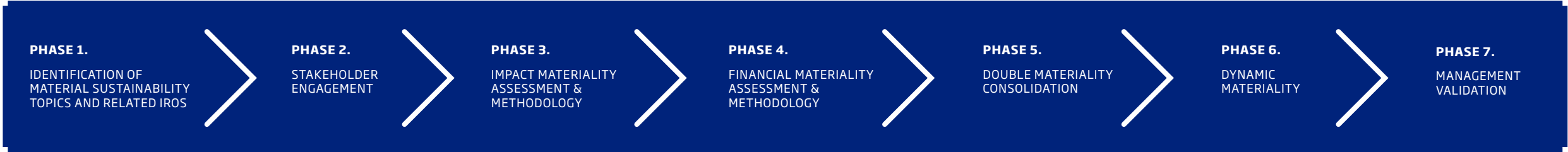
Even though this analysis has been conducted once every two years before, we have decided to increase the frequency to a yearly analysis considering the increasing dynamism in sustainability.

➤ For further information on our value chain, please refer to the [Business Model and Value Chain section of the Report](#).



DOUBLE MATERIALITY ASSESSMENT

DOUBLE MATERIALITY ANALYSIS PROCESS



PHASE 1. IDENTIFICATION OF MATERIAL SUSTAINABILITY TOPICS AND RELATED IROS

To identify relevant sustainability matters, including impacts, risks and opportunities, we gather insights from various sources, including news, regulatory updates, local and international standards, academic studies, and industry reports. Key benchmarks include the UN Sustainable Development Goals (SDGs), WEF Global Risks Report, The Value Reporting Foundation Framework, EU CSRD, IFRS ISSB, GRI, CDP, and SASB. Once broader sustainability trends are identified, topics are assessed based on their relevance to the Company’s business operations.

In developing the final list of sustainability matters for the Double Materiality Assessment (DMA), we incorporate internal and external insights. These include industry specific sustainability benchmarks, and internal evaluations. As a result, 20 key sustainability topics were identified and evaluated.

The final list is validated by internal subject matter experts, who assess each topic’s impacts, risks, and opportunities (IROS) from both an impact and financial materiality perspective.

PHASE 2. STAKEHOLDER ENGAGEMENT

The Company conducts an annual review of its business model and value chain, ensuring a comprehensive understanding of key internal and external stakeholders across the upstream and downstream value chain. This process involves mapping stakeholder relationships and continuously monitoring sustainability-related topics and trends through our in-house sustainability team.

To gather diverse insights, stakeholder surveys were conducted based on defined material topics. Contributors included B2B and B2C customers, employees, suppliers, dealers, authorized service providers, investors, finance institutions, private sector peers, public institutions, scholars, media, and students.

In parallel, C-level executives (CXOs) participated in surveys focused on these material topics.

➤ For further information, please refer to the [Stakeholder Engagement and Business Model and Value Chain](#) sections of the Report.

PHASE 3. IMPACT MATERIALITY ASSESSMENT & METHODOLOGY

Impact materiality evaluates the company’s actual or potential impacts (positive or negative) on the environment and society, considering the likelihood of these impacts occurring in the short, medium, and long term. These impacts may occur at any stage of the company’s value chain, whether upstream, within our own operations, or downstream. This assessment involves examining both positive and negative impacts on people and/or the environment. For Impact (Inside-Out) Materiality, to determine the severity of actual and potential negative impacts, three parameters—scale, scope, and remediability—are used for scoring.

• **Scale of Impact:** how grave (or beneficial) the impact is to people and the environment,

• **Scope of Impact:** how widespread the impact is, and

• **Remediability (or irremediable character) of Impact:** whether the negative impact can be reversed and how difficult or costly it is to do so within the given time frame.

The overall Environmental & Social (E&S) impact score is the sum of the scores for scale, scope, and remediability. Sustainability issues are considered impact material for reporting if their related impact score meets or exceeds the threshold set by the EFRAG methodology. The sustainability issues assessed as “Impact Material” and “Double Material” can be seen in the DMA Matrix.

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PHASE 4. FINANCIAL MATERIALITY ASSESSMENT & METHODOLOGY

Financial materiality focuses on the sustainability-related risks and opportunities that could impact the company's financial performance, position, cash flow, access to finance, cost of capital, or commercial standing over the short, medium, and long term. The assessment considers both the likelihood and magnitude of potential effects, including negative reputational, financial, or commercial consequences, as well as upside opportunities.

To ensure a comprehensive evaluation, the financial materiality assessment began by examining the organization's dependence on key capitals—financial, manufactured, natural, intellectual, human, and relationship capitals—and identifying potential financial triggers linked to these dependencies. Each sustainability topic was analyzed in the context of these capitals to determine how it could influence the company's financial position or performance. For Financial (Outside-In) Materiality, topics were scored based on two key perspectives:

- **Continuation of Resource Use:** refers to the company's ability to maintain access to the resources, including its workforce, necessary for its operations, and
- **Reliance on Relationships:** refers to the organization's ability to continue relying on the relationships essential to its production process, maintaining the same terms as currently exist, or whether the organization's practices may provoke an adverse response.

The financial impact score was determined by taking the maximum of the two scores: total continuation of resources or reliance on relationships. Sustainability issues are considered financially material for reporting if their related impact score meets or exceeds the threshold defined by the EFRAG methodology. The sustainability issues deemed "Financial Material", and "Double Material" are outlined in the DMA Matrix.

PHASE 5. DOUBLE MATERIALITY CONSOLIDATION

The results from the impact and financial materiality assessments are combined to provide a comprehensive overview of the company's impacts, risks, and opportunities. These conclusions are then mapped in the long list of sustainability matters identified in the first step to pinpoint the material topics for reporting.

Stakeholder feedback is also incorporated into this evaluation, influencing the scoring and ensuring that the materiality outcomes reflect both internal priorities and external expectations. A sustainability matter is considered double material if it is deemed significant from both an impact materiality and a financial materiality perspective. A sustainability matter is considered impact material if it is deemed to have significant effects on the environment, society, or stakeholders, even if its financial impact is relatively less significant. A sustainability matter is considered financial material if it is expected to significantly affect the company's financial performance, cash flow, or reputation, regardless of its environmental or social impact.

PHASE 6. DYNAMIC MATERIALITY

Dynamic materiality involves continuously reassessing what is considered material in sustainability reporting, recognizing that issues can shift over time due to changes in regulations, stakeholder expectations, and market conditions. This annual analysis tracks these changes to ensure reporting stays aligned with current conditions. Influenced by frameworks like SASB, GRI, and ESRS, it ensures that what may be financially immaterial today can become material tomorrow.

To reflect the evolving landscape, we evaluate the changing significance of issues based on stakeholder and management input, comparing them to the 2024 assessment. When calculating dynamic materiality, we measured the increase or decrease of topics compared to 2024. The sustainability matters with increasing importance based on dynamic materiality assessment for our business are shown in the DMA matrix with an upward arrow.

PHASE 7. MANAGEMENT VALIDATION

The Board of Directors (BoD) has reviewed, approved, and signed off the outcomes of the materiality analysis, including the double materiality approach. The BoD also oversees the Company's performance on material sustainability impacts, risks, and opportunities (IROs) and approves the strategic direction, targets, and annual double materiality assessment (DMA) results.

Double Materiality Assessment (DMA) Matrix

Our materiality matrix offers a comprehensive summary of the key topics identified through the DMA. Each topic is mapped according to its impact materiality along the x axis and its financial materiality along the y axis. Topics are categorized as Double Material, Impact Material, Financial Material, and Non-Material based on the assessment and analysis which has been detailed in the Double Materiality Analysis Methodology and Process Section. Please note that topics identified as “non-material” do not signify they are not important to our business, they only have a less significant environmental, social, and financial impact on our company.



↑ Issues with increasing importance based on dynamic materiality approach

Business Case and Impact Valuation Related to Material Topics

We outline material issues with the highest priority levels that emerged from our Double Materiality Analysis (DMA) and identify the business cases and impact of these issues throughout the value chain to build a concrete evaluation and roadmap.

Outstanding Material Issues According to Our Double Materiality Analysis			
	 Energy and Water Efficient Products	 Climate Action	 Sustainable Supply Chain Management
Risk / Opportunity	“Energy and Water Efficient Products” is categorized as double material both from the inside-out and outside-in impact evaluations. Please refer to the Double Materiality Matrix and IRO Table.	“Climate Action” is categorized as double material both from the inside-out and outside-in impact evaluations. Please refer to the Double Materiality Matrix and IRO Table.	“Sustainable Supply Chain Management” is categorized as impact material from the inside-out and outside-in impact evaluations. Please refer to the Double Materiality Matrix and IRO Table.
Business Case	With the deepening of the climate crisis, various investors, strategic retail channels and regulations demand a decrease in environmental footprint from their business partners. As the energy and water consumption of the Company’s products significantly contribute to its global impact, introducing energy-efficient products is essential. Additionally, growing consumer awareness and concern for environmental issues have increased demand for sustainable products. Failure to meet this demand risks damaging relationships with key business partners and losing market share. However, the Company has set science-based targets to reduce product energy consumption, creating opportunities to strengthen business partnerships. To meet sustainability expectations, the Company continues to invest in its operations. While the production of energy-efficient products increases costs, these expenses may not always be recoverable in all markets, potentially affecting revenue. If R&D and innovation costs are not managed effectively, this could further pressure profitability and limit the Company’s ability to scale such products competitively. Nevertheless, expanding the sale of products with lower environmental impact presents a strong growth opportunity, particularly in emerging markets where demand for eco-friendly appliances is rising.	Climate change poses significant risks for businesses, including increased stakeholder scrutiny, evolving market expectations, and the introduction of regional and international regulations—such as the Emissions Trading System (ETS) and the Carbon Border Adjustment Mechanism (CBAM) which are expected to increase operational costs. However, by effectively navigating these regulatory challenges, the Company can gain a competitive advantage. Investors and B2B partners increasingly evaluate climate-related risks in trade relationships, expecting businesses to take decisive action. Ineffective climate management could result in higher regulatory costs and weakened business partnerships. To mitigate these risks, the Company has implemented a comprehensive climate strategy and assesses alternative climate scenarios to anticipate and prepare for potential transition risks. The Company closely monitors its greenhouse gas emissions and has publicly disclosed its reduction targets. Managing climate-related impacts requires substantial investment in energy-efficient product development, process efficiency, renewable energy projects, green electricity procurement, and waste reduction initiatives. While these measures increase costs, they also create long-term business opportunities by reducing future regulatory expenses, such as carbon taxes and CBAM, while enhancing the Company’s reputation among business partners.	The Company operates a vast and complex supply chain, working with suppliers across multiple regions. It maintains purchasing offices in 13 countries and sources materials from over 45 countries. In 2025, its global procurement network included nearly 2,600 direct material suppliers, with total purchasing expenditures—covering indirect and investment-related acquisitions—reaching approximately EUR 5 billion. Given this scale, managing a sustainable supply chain is a critical business priority. Any environmental or social non-compliance by suppliers could damage the Company’s reputation. To mitigate these risks, the Company has developed an internal supplier index that collects ESG data and supporting documentation through an online survey. Supplier performance is verified by an independent accredited audit firm, and suppliers are subject to third-party on-site ethical audits. Based on audit results, corrective actions are recommended, and contracts may be terminated if necessary. Additionally, managing supplier emissions is vital for the Company’s net-zero targets. To support this, the Company has implemented an Environmental Data Collection and Monitoring Process and requires suppliers to manage their environmental impact through ISO 50001 and ISO 14001 standards.
Business Impact	Despite possible cost-up per product, energy-efficient products are expected to have a net positive impact on revenue by strengthening the Company’s brand positioning, expanding market reach, and enabling price increases. Additionally, the Company will be better positioned to meet the growing demands of customers and strategic partners.	Despite possible cost-ups due to investments required for compliance with climate regulations and to meet the expectations of investors and business partners, the increased market reach of the Company’s brands and products, along with new business partnerships fostered by a strong reputation for climate-conscious investments, is expected to drive revenue growth.	Despite possible cost-ups from supplier monitoring and auditing efforts, effective supply chain management helps prevent reputational risks associated with environmental or social misconduct in the value chain and ensures compliance with Scope 3 reduction targets by improving supplier performance. Moreover, raising supplier awareness and enhancing their processes create operational synergies, enabling the Company to develop proactive strategies to address current and upcoming regulations, such as CBAM, the German Supply Chain Act, and the EU CSRD.
Business Strategies	The Company’s officially validated Science Based Targets include reducing Scope 3 GHG emissions from the use phase of sold products. To achieve these targets, the Company is focused on increasing the market penetration of energy- and water-efficient products, phasing out high Global Warming Potential (GWP) products, and implementing advanced heating technologies with higher performance. In 2025, 48.3% of the Company’s revenue was generated from the sales of energy-efficient products. The Company offers energy-efficient products across multiple categories, including dryers, dishwashers, freezers, refrigerators, air conditioners, ovens, televisions, washer-dryers, washing machines, electric storage water heaters, and range hoods.	The Company’s climate action strategy prioritizes manufacturing energy- and water-efficient appliances, improving efficiency in production, establishing renewable energy systems, utilizing green electricity, and implementing effective water management. As part of this strategy, the Company invests in renewable energy, and conducts sustainable water management initiatives. Additionally, the Company responsibly manages its Waste Electrical and Electronic Equipment (WEEE) and actively works to monitor and reduce its climate impact across the value chain. It encourages suppliers to commit to setting their own GHG emission reduction targets and collects emissions data from them. The Company is also working to reduce emissions from logistics operations. At the corporate level, its climate-related policies include Climate Change Strategy, Global Environmental Policy, Energy Policy, and Policy on Industry Association Memberships.	The Company upholds a Global Responsible Purchasing Policy, requiring suppliers to comply with all applicable regulations and adhere to the Company’s values. This policy is mandatory, and the Company reserves the right to terminate contracts in cases of serious violations. To mitigate risks associated with conflict minerals, the Company enforces its Conflict Minerals Policy and ensures that suppliers operate in accordance with international standards, including the ILO Declaration on Fundamental Principles and Rights at Work, the UN Declaration of Human Rights, the UN Global Compact, and the UN Guiding Principles on Business and Human Rights. Additionally, the Company collects commitments from suppliers regarding environmental impact through a formal commitment letter signed by the CEO, Chief Purchasing and Supply Chain Officer, and Chief Marketing Officer. To date, 194 suppliers have signed this letter, pledging to set targets for GHG emission reduction, water conservation, waste reduction, and energy efficiency. A total of 149 suppliers set long-term GHG emission/ water/waste/ energy related targets as of the end of 2025.

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Outstanding Material Issues According to Our Double Materiality Analysis

	 Energy and Water Efficient Products	 Climate Action	 Sustainable Supply Chain Management
Targets and Metrics, Target Year and Progress	The Company aims to reduce Scope 3 emissions from the use phase of sold products in alignment with its officially validated 1.5-degree Science Based Targets (SBTs). Additionally, it has set a goal to reduce water withdrawal per product by 10% across all manufacturing facilities by 2030. To achieve these targets, the Company invests in research and development (R&D) projects focused on developing products and technologies with lower energy consumption. For further information, please refer to the Sustainability Targets and In Touch with Planet sections of the Report.	The Company plans to establish renewable energy systems with a total capacity of 100 MWp, procure 100% green electricity, and reduce energy consumption per product by 15% by 2030. Additionally, it aims to reduce Scope 1, 2, and 3 use phase GHG emissions by 42% by 2030 and scope 1, 2 and 3 emissions by 90% by 2050 from a 2022 base year in accordance with its officially validated 1.5-degree SBTs by the SBTi. It also aims to decrease water withdrawal per product by 10%, increase the water recycling and reuse ratio to 25%, and raise the waste recycling rate to 99% across all manufacturing facilities by 2030. For further information, please refer to the Sustainability Targets and In Touch with Planet sections of the Report.	The Company is committed to ensuring that suppliers exceeding 500 ToE obtain ISO 50001 certification by 2030. It has also set a target to ensure suppliers use 100% green electricity by 2030. Furthermore, the Company aims for all suppliers that have signed its Commitment Letter to establish and publicly disclose their own sustainability targets. For further information, please refer to the Sustainability Targets and Sustainable Supply Chain Management sections of the Report.
Executive Compensation	The Company has set the target of “Reducing Scope 3 GHG Emissions from the Use Phase,” which is integrated into the scorecards of the CEO, CFO, Chief Production & Technology Officer, Chief Marketing Officer, Chief Sustainability, Quality & Customer Care Officer, Chief Commercial Officer - Türkiye and South Asia, Chief Commercial Officer - Europe, as well as relevant Executive Directors and Business Unit Managers. The achievement of this target, along with other sustainability-related KPIs, is indirectly linked to annual compensation and bonuses.	The Company has also established the targets of “Reducing Scope 1 and 2 GHG Emissions” and “Reducing Scope 3 GHG Emissions from the Use Phase.” These objectives are embedded in the scorecards of the CEO, CFO, Chief Production & Technology Officer, Chief Marketing Officer, Chief Sustainability, Quality & Customer Care Officer, Chief Purchasing & Supply Chain Officer, Chief Commercial Officer - Türkiye and South Asia, Chief Commercial Officer - Europe, as well as relevant Executive Directors and Business Unit Managers. The achievement of this target, along with other sustainability-related KPIs, is indirectly linked to annual compensation and bonuses.	The Company has introduced the target of “Integrating Sustainability into the Supply Chain,” which is included in the scorecards of the CFO, Chief Sustainability, Quality & Customer Care Officer, Chief Purchasing & Supply Chain Officer, as well as relevant Executive Directors and Business Unit Managers. The achievement of this target, along with other sustainability-related KPIs, is indirectly linked to annual compensation and bonuses.

Impact Valuation of Significant Material Issues

	 Energy and Water Efficient Products	 Climate Action
Material Issue for External Stakeholder	Nearly 40% of household energy consumption comes from the use of electronic appliances. This is a significant part of the Company's environmental footprint, as approximately 80% of its Scope 3 GHG emissions stem from the use phase of its products throughout their lifetime. Therefore, increasing the sales of energy-efficient products would positively contribute to climate transition efforts and create a meaningful impact on external stakeholders.	E-waste is the fastest-growing waste stream and is expected to reach approximately 82 million tonnes by 2030, representing a 33% increase from 2022 levels*. Large home appliances account for more than half of all e-waste collected. Improper recycling of electronic waste can lead to the release of harmful chemicals into the environment. Additionally, e-waste contains valuable materials such as silver, platinum, and copper. If these metals are not properly recovered and recycled, the extraction of virgin materials leads to increased emissions. Therefore, effective Waste Electrical and Electronic Equipment (WEEE) management not only benefits the environment but also enhances health and safety conditions for those involved in the recycling process, creating a positive impact on external stakeholders.
Cause of Impact	With all our brands globally, the increased sales of energy-efficient products will contribute to reducing energy consumption and associated carbon emissions worldwide. This positive impact originates from the products and services segment of the business value chain and accounts for more than 50% of overall business activity.	The Company conducts take-back campaigns, replacing old appliances with more energy-efficient ones to help lower emissions. As the only home appliance manufacturer in Europe with its own WEEE recycling plants, the Company recovers materials while ensuring proper recycling compliance with health and safety regulations. Since the Company directly manages WEEE recycling operations in Türkiye, the positive impact from this initiative covers less than 50% of its business activity.
External Stakeholder Evaluated	The impact of energy efficient products is assessed with respect to the environment, society, consumers, customers, and employees.	The impact of enhanced end-of-life responsibility for products is evaluated considering the environment, society, consumers, customers, and employees.

* UNITAR, ITU, & UNU. (2024). *The Global E-waste Monitor 2024: Electronic waste rising five times faster than documented e-waste recycling* (2nd ed., November 2024). United Nations.

Impact Valuation of Significant Material Issues

	 Energy and Water Efficient Products	 Climate Action
Topic Relevance on External Stakeholders	The Company is committed to raising consumer awareness about making informed decisions when choosing products and using them efficiently to reduce energy consumption. Through AI-enabled energy-saving features and connected appliances, the Company encourages consumers to adopt more efficient usage behaviours, optimize energy consumption, and make more sustainable choices throughout the product lifecycle. As demand for household appliances, particularly refrigerators and air conditioners, continues to rise—especially in developing regions—energy-efficient products will contribute positively to both the environment and society. By preventing additional GHG emissions that would otherwise be released if such energy efficiency measures were not in place, these products help mitigate carbon-related environmental degradation and associated societal challenges, including health issues, migration concerns, and labour productivity declines caused by extreme weather events linked to climate change.	Proper dismantling and recycling of household appliances enables the recovery of valuable metals and plastics, reintegrating them into the economy and reducing the need for virgin materials, thereby avoiding emissions associated with raw material extraction and processing. Moreover, safe recycling practices protect the health and safety of those working in the e-waste sector. Since 2014, the Company has recycled approximately 1.98 million WEEE units in its recycling plants. These efforts contribute to reducing GHG emissions through material recovery and circular resource use.
Output Metric	The use of energy-efficient products leads to significant energy savings compared to less efficient alternatives. The amount of energy saving thanks to the Company's energy-efficient products is calculated in terms of Avoided GHG emissions. Avoided GHG Emissions in 2025: 431,175 tCO ₂ e	The Company has two WEEE Recycling Plants, Eskişehir and Bolu in Türkiye. In 2025, materials such as metal, plastic, copper, and glass recovered from end-of-life products were recycled and reintroduced into the economy. By substituting virgin materials with recycled materials, the Company helps avoid GHG emissions associated with primary raw material extraction and material production. Avoided GHG emissions in 2025: 16,836 tCO ₂ e
Impact Valuation	Social cost of carbon**	Social cost of carbon**
Impact Metric	Social cost avoided***: USD 81,923,250	Social cost avoided***: USD 3,198,840

** Social cost of carbon is taken as 190 USD per tonne based on the estimates from Environmental Protection Agency's Social Cost of Greenhouse Gases Report published in November 2023.

*** Social cost avoided is calculated with the following formula: Avoided GHG emissions x Social cost of carbon.

MATERIAL IMPACTS, RISKS & OPPORTUNITIES (IROS)

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In the following table, we present the impacts, risks, and opportunities (IROS) identified as material in our Double Materiality Assessment (DMA). These IROS have been assessed at either the double, impact, or financial materiality level. The table includes brief descriptions of each material IRO, along with an indication of whether they relate to our own operations or our value chain, including upstream and downstream activities. For impacts, we also specify whether they are positive or negative.

Our DMA considers inherent IROS while also accounting for measures that have been fully integrated into our governance, management, and daily operations to reduce or mitigate their effects. Each IRO identified through the DMA, in accordance with the Corporate Sustainability Reporting Directive (CSRD) and related methodologies established by the European Financial Reporting Advisory Group (EFRAG), and other relevant guidance has been described in terms of how it specifically manifests for our company.

Material sustainability matters are considered when overseeing corporate strategy, and going forward, the IROS identified through our DMA play a greater role in informing decision-making. The material issues that are identified and prioritized in the Double Materiality Matrix are integrated into overall risks, potential business impacts, targets, and metrics of the Company, in order to form the Company's sustainability strategy by incorporating these issues at its core. This ensures that material IROS are consistently integrated into strategic choices, from sourcing and product development to manufacturing, distribution, use phase and end-of-life management. These IROS are evaluated within the Company's overall Enterprise Risk Management (ERM) system by carrying them to the Early Detection of Risk Committee, reporting them to the Board of Directors.



					Time Horizon			Value Chain		
Our Material Topic	Linked ESRS Topic	Materiality Outcome	IRO type	Description	Short-Term	Medium-Term	Long-Term	Upstream	Own operations	Downstream
 Climate Action	E1 Climate Change	Double Material	Financial Risk	Under the EU Carbon Border Adjustment Mechanism (CBAM) published in 2023, there will be additional financial costs calculated over the embedded emissions of the steel and aluminum imported by our operations in Europe. This poses a risk to increase our costs in production. In addition, certain finished products may potentially be brought within the scope of CBAM from around 2029 onwards, subject to future regulatory developments, which may result in additional downstream cost pass-through effects on finished products.	■	■		■		■
			Financial Risk	Increasing decarbonization efforts accelerate the adoption of carbon pricing mechanisms such as emission trading systems (ETS). If we become subject to such mechanisms, the additional cost incurred might pose a risk to our cost-competitiveness.		■			■	
			Financial Risk	Under the EU’s revised steel import regime (effective July 2026), out of quota duties increase from 25% to 50%, while new origin documentation requirements may further raise input costs and create additional compliance and downstream cost pressures for our European operations.	■	■		■	■	
			Financial Opportunity	We heavily invest in renewable energy to make savings from the cost paid to grid, have reduction from green electricity certificate cost and reduce carbon tax risk.		■			■	
 Energy and Water Efficient Products	E1 Climate Change	Double Material	Potential Negative Impact	Higher R&D investments required to increase the share of energy-efficient products may raise product costs, limit pricing flexibility, and negatively affect competitiveness and profitability.		■			■	■
			Financial Risk	Transitioning to energy-efficient portfolios requires significant R&D investment and increases product costs. Due to price sensitivity and competitive pressures, these cost-ups may not be fully reflected in prices, putting pressure on margins and profitability.		■			■	■
			Financial Opportunity	Rising demand for low-carbon energy-efficient products creates opportunities to grow sales, supported by the Company’s portfolio and access to green financing.	■	■	■			■
 R&D, Innovation and Digital Transformation	E1 Climate Change	Double Material	Potential Negative Impact	Delays or failures in digital transformation and innovation may increase costs, limit market opportunities, and weaken competitiveness and profitability.	■	■	■		■	■
			Financial Risk	Significant investments in R&D, innovation, and digital transformation may lead to high upfront costs and uncertain returns if implementation is delayed or ineffective, increasing operational expenses and reducing competitiveness.	■	■	■		■	■

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						Time Horizon			Value Chain		
Our Material Topic	Linked ESRS Topic	Materiality Outcome	IRO type	Description		Short-Term	Medium-Term	Long-Term	Upstream	Own operations	Downstream
 Future Fit Culture, Talent & Organizational Management	S1 Own workforce S2 Workers in the value chain	Impact Material	Potential Positive Impact	Embedding diversity and inclusion across the value chain fosters innovation, strengthens engagement, supports sustainable growth, and unlocks individual potential.		■	■	■	■	■	■
 Business Ethics and Transparency	S1 Own workforce S2 Workers in the value chain G1 Business conduct	Financial Material	Financial Risk	Strong ethics, legal compliance, respect for human rights, and leadership accountability guide our business conduct.		■	■	■	■	■	■
 Sustainable Supply Chain Management	S2 Workers in the value chain G1 Business conduct	Impact Material	Potential Positive Impact	Our supplier management approach addresses key risk areas through audits, ESG assessments, reporting channels, data collection, and targeted incentives.		■	■	■	■	■	
			Financial Risk	Unethical conduct and labor rights violations in the value chain can create financial and reputational risks, which we mitigate through due diligence and ethical standards.		■	■		■	■	
 Data Privacy and Cybersecurity	S4 Consumers and end- users	Double Material	Financial Risk	Expanding AI enabled, connected product ecosystems requires continuous investment in data infrastructure, cybersecurity, and compliance with evolving regulations. Data privacy fragmentation, increasing attack surfaces, and delays in technology deployment may raise costs, disrupt operations, and put pressure on competitiveness and profitability.		■	■	■		■	■
			Financial Opportunity/ Potential Positive Impact	Leveraging AI, digitalization and connected ecosystems in line with IoT security standards and regulations can build consumer trust, strengthen brand positioning, and expand market share. Enhanced cybersecurity, compliant data use, and smart product capabilities support new service models, drive sales, and create a sustainable competitive advantage.		■	■	■		■	■

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Our Material Topic	Linked ESRS Topic	Materiality Outcome	IRO type	Description	Short-Term	Medium-Term	Long-Term	Upstream	Own operations	Downstream
 Product Quality and Safety	S4 Consumers and end- users	Double Material	Financial Risk	The Company prioritizes product safety across all processes, adhering to international and regional regulations, standards, and its own Product Safety Design Criteria, while actively contributing to global safety standardization efforts. Any disruptions in this system may delay the identification of failure, lead to regulatory non-compliance, harm the company's reputation, and result in financial losses, posing a significant risk to product safety and quality.	■	■	■	■	■	■
			Potential Negative Impact	Product quality and safety directly affect consumer health, well-being, and trust, with risks varying by region, product category, and local regulations; mitigating these risks requires strong quality control systems, continuous monitoring, and sustained investment in compliance and safety standards.	■	■	■			■
 Customer and Consumer Experience	S4 Consumers and end- users	Impact Material	Potential Positive Impact	We enhance the customer and consumer experience by delivering high-quality, innovative home appliances with reliable performance, user-friendly features, and excellent after-sales support, fostering trust and long-term brand loyalty.	■	■	■			■
			Financial Risk	The EU Directive on Empowering Consumers for the Green Transition (EmpCo) strengthens requirements for substantiating environmental claims and labels in consumer communications. Non-compliance may result in sanctions, withdrawal or correction obligations, and increased risk of product deselection and restricted market access in both B2C and B2B channels.	■	■			■	■
 Corporate Governance	G1 Business conduct	Double Material	Financial Risk	Efforts to strengthen corporate governance and integrate sustainability considerations may increase compliance costs. Delays or inefficiencies in adapting to evolving regulations may reduce competitiveness, limit access to capital, and negatively impact profitability.	■	■	■		■	■
 Sustainable Financing	G1 Business conduct	Financial Material	Financial Opportunity	The sustainable financing instruments provided to the Company demonstrate investor and financing institutions' confidence in its ability to execute its sustainable transformation strategy, enabling access to better financing conditions with a reduced interest rate compared to conventional financing instruments.	■			■	■	■

CLIMATE-RELATED RISKS & OPPORTUNITIES

Climate-related risks and opportunities disclosed in this Report have been prepared in accordance with the Turkish Sustainability Reporting Standards (TSRS), reflected in the same manner in the Company's TSRS Compliant Sustainability Report, and independently verified by a third party auditor.

Risk & Opportunity Definitions

Risk and Opportunity Evaluation Criteria: Arçelik defines its significant climate-related risks and opportunities with their place within the value chain, type (physical/transition), primary potential financial impact, time horizon, likelihood and magnitude and impact figure. The criteria according to which Arçelik defines its risks are:

Place of risk/opportunity in the value chain	
Upstream	Processes at the early stages of the value chain, including the supply, purchasing, and transportation of raw materials and components to our production facilities.
Own Operations	Production processes directly linked to our internal business operations, including manufacturing, logistics, and corporate functions.
Downstream	Processes at the final stages of the value chain, including the distribution, sale, use, and end-of-life treatment of our products and services by customers, business partners, and end-users.

Risk type		
Physical climate risks	Acute	Short-term, extreme weather events intensified by climate change
	Chronic	Long-term shifts in climate patterns
Climate transition risks	Policy Risk	Arising from current or future climate-related regulations
	Technology Risk	Associated with emerging or disruptive low-carbon technologies
	Legal Risk	Associated with litigation or liability related to climate change
	Market Risk	Driven by shifts in supply and demand due to climate change or sustainability trends
	Reputation Risk	Associated with brand value and trust due to perceived failure to address climate or environmental issues
Other sustainability-related risks	Risks arising from broader environmental, social, or governance issues beyond climate change	

Magnitude of Risk	
Low	1% decrease in EBITDA
Moderate	1%-3% decrease in EBITDA
High	3%-5% decrease in EBITDA
Severe	5%-10% decrease in EBITDA
Critical	10% decrease in EBITDA

The company evaluates the potential impacts of climate change across defined time horizons, which are closely aligned with its strategic priorities, the expected development of sustainability initiatives, and its long-term strategy.

Time horizon		
Short-term	1-3 years	The short-term horizon encompasses a one to three-year period, focusing on immediate and near-term objectives. This timeframe involves tactical initiatives and operational priorities that are closely aligned with the Company's corporate strategy and support timely strategic decisions.
Medium-term	4-10 years	The medium-term horizon covers a period of four to ten years and is characterized by strategic initiatives and capacity-building efforts. These are developed in alignment with the Company's corporate strategy and guide medium-term strategic planning and resource allocation.
Long-term	11-30 years	The long-term horizon spans eleven to thirty years, addressing transformational ambitions and systemic evolution. This extended outlook reflects visionary planning fully integrated with the Company's corporate strategy and informs long-term strategic decision-making.

Likelihood	
Virtually certain	Expected to occur in most circumstances
Very likely	Highly probable, there is a strong basis for expecting it to occur
Likely	Probable and could occur under normal conditions
More likely than not	More probable than improbable
About as likely as not	Likelihood is approximately even
Unlikely	Not expected but is still possible under specific conditions
Very unlikely	Not probable and would occur only under exceptional circumstances
Exceptionally unlikely	Rare or unprecedented

Type of Impact	
Actual	Already occurred or is currently being experienced
Anticipated	Expected to occur in the future, based on current trends, forecasts, or scenario analyses

Discounting Methodology Usage in
Climate-Related Risks’ Calculations

In the previous year, the Weighted Average Cost of Capital (WACC) was used as the discounting methodology in the calculation of climate-related risks. For the current reporting period, this approach has been revised, and Company’s average borrowing rate has been applied across all risks. The estimated financial impacts presented in the “Climate-Related Transition Risks” and “Climate-Related Physical Risks” sections reflect the forecasted effects of identified risks, discounted to 2025 present value using this rate. This approach has been adopted to ensure a coherent and comparable assessment of financial impacts across different risk categories and to enhance the transparency of the underlying assumptions.

Scenario Analyses

Scenario analysis enables the Company to explore different potential future pathways to assess the resilience of its strategy and operations. Through the application of these sustainability and climate-related scenarios, the Company identifies and assesses both transition and physical sustainability and climate-related risks and opportunities across its operations and value chain. The Company has selected these scenarios to be aligned with the 1.5 °C global warming target and ensure preparedness for different temperature increases. These scenarios were chosen specifically because they provide relevant frameworks that align with the white goods sector’s sustainability challenges and opportunities and reflect the key regulatory and market dynamics in the regions where the Company operates.

While deciding on robust strategies over climate-related risks & opportunities, the Company considers the IPCC’s low (RCP2.6), moderate (RCP 4.5) and high (RCP 8.5) scenarios, which are mainly depending on the global warming levels by 2100, together to decide on the company’s short, medium and long-term targets.

This risk assessment has been conducted on the basis of the relevant financial year, covering the time horizons of 2030, 2050 and 2100. We assess our risks according to these scenarios via following tools:

- The policy, market, legal, reputation, and technology risk analyses were conducted company-wide by leveraging the Company’s internal expertise and utilizing the International Energy Agency (IEA) scenarios: the Current Policies Scenario (CPS), the Stated Policies Scenario (STEPS), and the Net Zero Emissions by 2050 Scenario (NZE).
- For physical risk, including both acute and chronic aspects, external and internal expertise were used, considering different tools including three IPCC-aligned Shared Socioeconomic Pathways (SSPs) (SSP1-2.6, SSP2-4.5, and SSP5-8.5, representing warming levels of approximately 1.5-2°C, 3°C, and 4-5°C by 2100, respectively), WRI Aqueduct future projections under RCP 2.6, RCP 7.0, and RCP 8.5 representing, pathways consistent with approximately 1.5-2°C, 3-4°C, and 4.5-5°C of warming by 2100, respectively and WWF Water Risk Filter.



Scenario Analyses

	Current Policies Scenario (CPS)	Stated Policies Scenario (STEPS)	Net Zero Emissions by 2050 Scenario (NZE)
Policies	Only currently adopted and legislated policies.	Includes all currently adopted policies plus officially announced or planned policies and strategies.	Rapid, comprehensive, and stringent mitigation actions to achieve net zero CO ₂ emissions by 2050.
Global Warming	~2.9°C by 2100	~2.5°C by 2100	~1.5°C by 2100
Gross Domestic Product (GDP) & Economic Growth	- Assumes global GDP growth ~2.6% per year (2024–2050). - Economic growth in developing economies, particularly in APAC and Africa, is strong, but limited by slow improvements in electricity access and infrastructure. - Energy demand rises faster than GDP due to low efficiency and continued reliance on fossil fuels. - High exposure to climate-related economic risks and supply chain disruptions. - Innovation and clean energy investment lag, slowing the shift to new industries. - Progress in expanding electricity access is slowest among all scenarios.	- Similar trajectory as CPS for global GDP growth. - Developing economies, particularly in Asia-Pacific and Africa, will experience above-average economic growth, driven by expanded energy access, industrialization, and favorable demographic trends. - Energy demand grows more slowly than GDP, thanks to stronger efficiency and electrification. - Economic losses from global warming will be lower than in higher-emissions scenarios (e.g., CPS), significant climate-related risks will still pose threats to growth and supply chains.	- Similar to CPS and STEPS for global GDP growth. - Rapid energy access and clean energy investment drive the highest economic growth in developing economies. - Energy demand declines even as GDP rises, due to major efficiency gains. - Global economic risks are lower compared to delayed transition scenarios, due to avoided costs of climate damages. - Asia dominates a global hub for manufacturing solar panels, batteries, and EVs, driving GDP and trade surpluses. - China continues focus on clean manufacturing, carbon capture and storage (CCS), and hydrogen technologies.
Population	World population grows from ~8.1 billion (2024) to ~9.6 billion (2050), with global growth slowing from 1% to 0.6%, sub-Saharan Africa increasing by ~70%, China declining from ~1.41 billion to ~1.25 billion, Africa and Southeast Asia revised downward, and the Middle East slightly upward.	Similar trajectory as CPS	Similar to CPS and STEPS.
Inflation	- Inflation risk remains high due to ongoing reliance on volatile fossil fuel markets. - Energy bills are more vulnerable to global price spikes. - Limited efficiency and renewables adoption amplify exposure to shocks. - Inflation is less predictable and can be severe during crises.	- Inflation risk is moderated by greater efficiency and renewables. - Energy prices are more stable, with reduced sensitivity to fossil fuel swings. - Cleaner energy mix provides a buffer against global shocks. - Macro stability improves, but some inflation risk persists.	- Moderating inflation as energy systems stabilize and fossil fuel exposure drops. - Upfront clean energy investment may raise costs short-term. - Energy prices become predictable and inflation moderates. - Stable energy costs support a resilient, low-inflation economy.
Demand for Appliances	- Higher demand for basic and mid-tier appliances (refrigerators, air conditioners, washing machines, etc). - AC and refrigerator demand grows strongly, especially considering higher temperatures.	- Appliance demand accelerates in APAC and Africa with expanding electricity access and middle classes. - Growing urban middle class fuels higher ownership rates of refrigerators, ACs, washing machines, etc. - Widespread incentives for energy-efficient appliances (MEPS, rebates, tax credits) stimulate upgrades.	- Universal electricity access by 2030 boosts white goods demand in Africa and South Asia. - Increase in demand for home appliances, especially towards energy-efficient, smart and electrified products. - Rapid growth in air conditioners in Asia and Africa. - Regulations drive a shift to best-in-class, efficient, and smart appliances by 2035.

Scenario Analyses

	Current Policies Scenario (CPS)	Stated Policies Scenario (STEPS)	Net Zero Emissions by 2050 Scenario (NZE)
Technological Breakthrough	- Slower adoption of new technologies due to limited policy support. - No major disruptive technology.	- Faster introduction of new technologies, including renewables, EVs, and batteries. - Policy support and market trends drive innovation, but not at the scale of NZE. - Inverter technology, smart sensors, and heat pump systems for cooling/heating. - IoT integration becomes standard - Growth in AI-driven diagnostics and predictive maintenance to extend appliance life and reduce energy use. - Gradual deployment of electric arc furnaces, green hydrogen, and renewable heat in appliance production. - Increase in smart, connected appliances, pressure to invest in R&D and connectivity.	- Aggressive deployment of advanced technologies: renewables, storage, hydrogen, CCUS, and AI for energy optimization. - Advanced grid management via AI-based grid flexibility, load balancing via digital twins. - Solar and wind PV's deployed at record speed. - Technological advancements in battery chemistries enabling 7/24 battery supply.
Physical Risks & Implications	- More frequent and severe extreme weather and water scarcity. - Limited regulatory push beyond existing efficiency standards. - High risk of operational disruptions in both direct operations and supply chains, especially due to infrastructure vulnerability and concentrated critical minerals supply.	- Although less severe than CPS, climate change risks remain significant. - Still material risks to economies, infrastructure, businesses. - Operational disruption risks in own operation and supply chain still remain.	- Physical climate risks are significantly reduced compared to CPS and STEPS. - Economic damage from extreme events more manageable than CPS and STEPS, but not eliminated.
Transition Risks & Implications	- Carbon pricing mechanisms are being implemented more slowly and at lower levels than in STEPS/NZE scenarios, with existing carbon tax and ETS systems keeping carbon prices relatively low and providing limited decarbonization incentives - Delay in minimum energy efficiency regulations in developing regions where we intend to grow. - Investing in the design and production of energy-efficient appliances incurs higher upfront costs. If consumers, particularly in cost-sensitive markets, are unwilling to absorb these additional costs, the Company may face squeezed profit margins or reduced competitiveness.	- Rapid implementation of carbon pricing mechanisms, minimum energy performance standards (MEPS), CBAM and ETS across jurisdictions increase operational costs. - CBAM and similar mechanisms raise the cost of carbon-intensive materials (steel, aluminum, semiconductors) and, together with potential product-specific carbon taxation on exports from non-EU countries to the EU, may further impact the Company. - Increasing costs to produce energy-efficient appliances globally on Best Available Technology. Risk of margin loss if costs cannot be reflected on the prices of products. - Different sustainability criteria include energy labeling, product repairability, durability, recycled content, and digital product passports across major markets create compliance complexity and increase administrative costs. - Expansion of EPR schemes and mandatory take-back programs increases costs. - Increased demand for carbon removal credits puts the prices upwards. - Risk of penalties or litigation claims due to EU Green Claims Directive.	- Mandatory adoption of ultra-high efficiency and low-carbon appliance standards by 2030 or earlier in major markets- frequent product redesign cycles & increased R&D costs. - Implementation of high and harmonized carbon prices, reaching over USD 250/ton CO₂ by 2050, directly impacting operational and supply chain costs. - Access to public procurement and green finance tied to EU Taxonomy or equivalent sustainability performance, creating a pressure for companies to increase best two energy class sales, which is challenging due to the increased costs on product and lack of demand from the market. - CBAM and similar policies expand beyond the EU to other major economies (US, Canada, Japan), increasing compliance costs and trade risks for exporters. - Companies that do not innovate or secure resilient supply chains may lose access to key markets.
Opportunities	- The rising middle class in APAC and Africa regions presents a strong long-term growth opportunity, particularly for essential appliances like refrigerators and air conditioners. - Expanding our renewable energy solutions, such as solar PV panels, can open up new business opportunities and strengthen the company's sustainability positioning.	- Strong innovative in-house R&D skills to meet the energy-efficient product demand and manage the demand growth in developing regions. - Robust and publicly available decarbonization strategy, more than EUR 500 million green bond and loan and EUR 100 million sustainability linked loan to meet sustainability performance. - The rapid rise of middle-income consumers and energy access will create strong demand for energy-efficient appliances, presenting new revenue growth opportunities. - The growing demand for repair, refurbishment, and take-back programs will create new business models for the Company.	- Opportunity to generate revenue from top-tier eco labels, increase price index and brand quality, as well as consumer awareness with strong R&D and marketing skills. - Companies aligned with EU Taxonomy and similar frameworks gain preferential access to public procurement, green finance, and sustainability-linked investment. - Enhanced access to better financing that could reduce cost of capital through ESG linked instruments, tied to increased sale top tier efficient appliances.

CLIMATE-RELATED TRANSITION RISKS

Risk 1: Carbon Border Adjustment Mechanism (CBAM)

Risk Description			
Description	The EU Carbon Border Adjustment Mechanism (CBAM), effective since 2023, is in a transitional phase until the end of 2025, during which importers must report embedded greenhouse gas emissions without financial obligations. From 2026 onwards, CBAM will enter its definitive regime, introducing financial obligations based on embedded emissions, aligned with the EU Emissions Trading System (EU ETS) carbon price, to be settled through the purchase and surrender of CBAM certificates. The first certificate purchases and related payments will be made in February 2027 for emissions generated in 2026. In addition, the European Commission has indicated that the scope of CBAM may be extended over time to cover additional sectors and potentially certain downstream products. This could result in indirect carbon cost exposure for imported finished goods incorporating CBAM-covered materials.		
Company-specific description	The Company operates multiple production facilities across Europe, manufacturing home appliances including refrigerators, cooking appliances, dishwashers, and washing machines, located in Italy, Poland, Romania, and Slovakia. A portion of steel and aluminum used in production is imported from outside the EU, falling within the CBAM scope as a covered good. Under CBAM, these importer facilities are required to report embedded emissions of imported steel during the transitional phase. From 2026 onwards, CBAM-related financial obligations will apply to these imports, with first certificate purchases expected in February 2027 for 2026 emissions. In addition to raw material exposure, the Company imports a limited volume of finished products (such as refrigerators, washing machines, and dryers) from non-EU countries, including Türkiye. While such products are not currently within the formal scope of CBAM, potential future scope extensions or indirect cost pass-through effects (through CBAM-covered inputs such as steel and aluminum used in these products) may result in additional cost burdens comparable to carbon-related border taxes. In the event that such products or related downstream emissions are brought into the CBAM framework in the future, financial obligations could potentially arise from around 2029 onwards, subject to regulatory developments.		
	This is expected to increase the cost of carbon-intensive raw materials such as steel and aluminum sourced from non-EU suppliers, potentially exerting upward pressure on input costs and pricing. Indirect impacts on imported finished goods may further affect overall cost competitiveness in the EU market. To remain competitive and compliant, the Company must integrate carbon considerations into sourcing, product design, and supply chain strategies including supplier engagement, increased use of low-carbon materials, and potential adjustment of sourcing footprints.		
	At the same time, CBAM may create opportunities by reinforcing the competitiveness of EU-based production and incentivizing lower-carbon supply chains. In addition, similar carbon-related regulations may emerge in other jurisdictions outside the EU, including Türkiye; however, at this stage, the analysis is limited to the EU CBAM framework, while recognizing the potential for broader future regulatory convergence and possible extensions of CBAM to additional sectors or downstream products.		
	This risk assessment has been conducted specifically for imported steel and aluminum for which CBAM-related payments are expected to be made in 2027. Accordingly, all quantitative estimates presented in the table below relate solely to the 2027 impact. Due to the high level of uncertainty regarding product-specific conditions, regulatory developments, and potential scope extensions anticipated around 2029, no quantitative estimation has been performed for that period. Should such products or downstream emissions become subject to CBAM in the future, the assumptions, scope, and financial impacts presented in the table would need to be reassessed and updated accordingly.		
Related Material Issue(s) & Capital(s)	Climate Action - Natural Capital	Primary Potential Financial Impact	Increased indirect (operating) costs
The Area Where the Risk Occurs	Manufacturing facilities located in Italy, Poland, Romania, and Slovakia	Expected Time Horizon	Short-term
Related Value Chain Stage	Upstream	Likelihood	Very likely
Risk Type	Policy Risk (Transition Risk)	Magnitude of Impact	Moderate
Primary Risk Driver	Changes to international law and bilateral agreements	Type of Impact	Anticipated

CLIMATE-RELATED TRANSITION RISKS

Risk 1: Carbon Border Adjustment Mechanism (CBAM)

Financial Impact of Risk					
Estimated Cost of Risk		Current Impact: No financial impact has been observed in the current reporting year. Expected Impact (2027): TRY 204,015,913 - TRY 549,212,402		Estimated Cost of Risk Corresponding Item in the Consolidated Financial Table	Forecast Value - Operating Profit
Calculation Rationale	The purpose of this calculation is to assess the potential cost impact of risks the Company may face under the EU CBAM Regulation. The risk related to embedded emissions of imported steel has been calculated for the 2027 fiscal year.				
	Judgements	- The volume and country of origin of CBAM-covered goods, including steel and aluminum used in production, have been determined based on the 2026 budget figures. - Within the scope of the methodology applied in the calculation, default values published under the CBAM Regulation have been used for the maximum risk scenario, while supplier-specific non-verified emissions data have been used as the basis for the minimum risk scenario. - Potential indirect supply chain impacts, including cost pass-through effects reflected in suppliers' unit costs, particularly those arising from EU ETS-related cost increases from EU-based sources and CBAM-covered materials included within spare parts shipments to Europe, have been excluded from the scope of the calculation due to significant uncertainties.			
	Assumptions	- A reduction of 2.5% in free allocations under the CBAM framework has been assumed for 2026. - In cases where supplier-specific non-verified emissions data were not available for the minimum risk calculation, default emission data for the relevant material were used. - For the carbon price projection, a price of EUR 80 per ton of CO₂ has been assumed for 2026, based on the European Commission report titled "Trends in Carbon Intensity and the Macroeconomic Role of the EU Emissions Trading System."			
	Measurement Uncertainty	- Changes in the tonnage of imported materials - Changes in value following verification of supplier emission data - Volatility in carbon prices			
	Final Calculation	Based on these judgements, assumptions and measurement uncertainties, the calculation has been performed by multiplying the volume of imported CBAM-covered goods, the country of origin, product and country-specific embedded emissions values, and the projected carbon price for the relevant year. The calculated risk cost is a projection. As of the 2025 fiscal year, no CBAM-related payments have been made. The first financial obligations related to CBAM certificates are expected to occur in February 2027, corresponding to emissions generated in 2026. The reported risk value represents the projected financial impact for 2027 and has been discounted to 2025 using the Company's average discount rate applied to its European operations.			
	Methodology Change	The calculation methodology has been revised this year, as the current approach is considered to provide a more meaningful view of the risk. In the previous year's calculation, the analysis was based on emission factors defined by the Company, as official EU default emission factors had not yet been published. In the current assessment, CBAM default values published by the European Commission have been used, and the methodology has been updated accordingly. In addition, changes in projected steel consumption have affected the calculation results.			
Cost of Response to Risk		2026: TRY 484,828,273		Cost of Response to Risk Corresponding Item in the Consolidated Financial Table	Forecast Value - Operating Profit
Calculation Rationale	The purpose of this calculation is to estimate the potential financial impact of reducing the carbon tax payable under the CBAM framework.				
	Judgements	- Due to the absence of a mature and scalable green steel market, the calculation is based on the potential cost impact of sourcing CBAM-covered goods from the EU compared to sourcing from non-EU regions. - It is assumed that sourcing from the EU would reduce CBAM exposure, as embedded emissions are expected to be lower compared to imports from non-EU regions with higher carbon intensity.			
	Assumptions	- CBAM-covered goods consumption volumes, including steel and aluminum for 2026, are based on internal production forecasts of the relevant manufacturing facilities. - The projected price differential between EU-origin steel and non-EU steel is assumed to reflect differences in carbon intensity, regulatory compliance costs, and CBAM-related exposure. - No significant structural changes in supply chain configuration, trade flows, or CBAM methodology are assumed over the assessment period.			
	Measurement Uncertainty	Global steel prices and the price differential between EU and non-EU sourcing may be subject to market volatility and geopolitical developments.			
	Final Calculation	The estimated steel consumption of the relevant manufacturing facilities for 2026 has been multiplied by the projected price difference between EU-origin steel and non-EU steel prices. The reported risk value represents the projected financial impact for 2026 and has been discounted to 2025 using the Company's average discount rate applied to its European operations.			
	Methodology Change	The prior-year methodology was based on a comparison between green steel and conventional steel. However, due to the lack of a sufficiently developed green steel market, the methodology has been revised. The current approach compares sourcing from the EU versus non-EU regions, providing a more robust and observable proxy for CBAM-related cost exposure. While the prior-year scope included EU sourcing considerations, the current methodology explicitly assumes a substitution of non-EU sourcing with EU sourcing; therefore, the multiplier used in the calculation remains unchanged.			
Mitigating Actions of Risk		To reduce CBAM's potential financial impact: - Prioritize sourcing low-carbon/green steel and aluminum while optimizing production processes for energy efficiency and emissions reduction. - Engage suppliers to adopt sustainable practices, reduce their emissions, and align with CBAM requirements to minimize upstream risks. - Integrate carbon management into our sourcing, product designs, and supply chain strategies. - Ensure compliance through accurate GHG emissions tracking, strategic planning, and collaboration with suppliers and policymakers for long-term risk reduction.			

CLIMATE-RELATED TRANSITION RISKS

Risk 2: Carbon Pricing Mechanisms

Risk Description			
Description	The carbon pricing mechanism is a policy instrument designed to reduce greenhouse gas emissions by assigning financial cost to emissions. It mainly takes two forms: emissions trading systems (ETS) and carbon taxes. In an ETS, a cap is set on total emissions, and emission allowances are either allocated or auctioned to firms; these allowances can then be traded, creating a market-based carbon price. In contrast, a carbon tax establishes a fixed price per ton of CO ₂ -equivalent (CO ₂ e) emissions. Both approaches are based on the “polluter pays” principle, encouraging firms to improve energy efficiency, adopt cleaner technologies, and invest in low-carbon innovation. Carbon pricing is widely regarded as a cost-effective tool for supporting decarbonization and environmental sustainability. For companies, increasing carbon prices may significantly influence production costs, investment decisions, and international competitiveness.		
Company-specific Description	Currently, the Company does not have material direct financial obligations under mandatory carbon pricing mechanisms in the countries where it operates, as our sector is not currently subject to such schemes. Nevertheless, we closely monitor regulatory developments related to carbon pricing mechanisms across all operational geographies, including the European Union. In Türkiye, the national Emissions Trading System (ETS) is in the piloting phase under the country's climate policy framework. In Pakistan, Bangladesh, and Russia, carbon pricing frameworks remain at an early stage, primarily focusing on pilot initiatives, institutional readiness, and emissions monitoring infrastructure. South Africa has implemented a national carbon tax, while emissions trading mechanisms are still at an early development stage and a border carbon adjustment mechanism is not in place. Increasing global decarbonization efforts are expected to accelerate the adoption of carbon pricing mechanisms over time. If our operations become subject to such mechanisms in the future, additional Scope 1 and Scope 2 emissions-related costs may adversely affect our cost competitiveness. To mitigate any potential future impacts and reach our sustainability targets, we continue to implement initiatives aimed at reducing our global Scope 1 and Scope 2 greenhouse gas emissions through energy efficiency improvements and renewable energy investments.		
Related Material Issue(s) & Capital(s)	Climate Action & Natural Capital, Financial Capital	Primary Potential Financial Impact	Increased indirect (operating) costs
The Area where the Risk Occurs	All manufacturing facilities in Italy, Poland, Slovakia, Romania, Türkiye, South Africa, Pakistan, Bangladesh, Russia and Egypt.	Expected Time Horizon	Medium-term
Related Value Chain Stage	Direct operations	Likelihood	Unlikely
Risk Type	Policy risk (Transition risk)	Magnitude of Impact	Low
Primary Risk Driver	Carbon pricing mechanisms	Type of Impact	Anticipated

CLIMATE-RELATED TRANSITION RISKS

Risk 2: Carbon Pricing Mechanisms

Financial Impact of Risk						
Estimated Cost of Risk		Current Impact: No financial impact has been observed in the current reporting year. Expected Impact (2035): TRY 48,058,090 - TRY 133,008,354		Estimated Cost of Risk Corresponding Item in the Consolidated Financial Table	Forecast Value - Operating Profit	
Calculation Rationale	The calculation rationale is to estimate the potential financial impact of the carbon pricing mechanisms for 2035 in the countries where the Company's manufacturing facilities are located.					
	Judgements	- The IEA World Energy Outlook 2025 provides carbon price projections from 2035 onwards, rather than from 2030 as in the previous year's analysis. - The analysis was based on the IEA World Energy Outlook 2025 Net Zero Emissions (NZE) scenario only. Scope was determined based on whether carbon pricing exposure applies to EU manufacturing facilities only or to manufacturing facilities globally. - In the maximum impact scenario, a conservative scope was adopted by assuming potential exposure to carbon pricing mechanisms across all countries in which the Company has manufacturing facilities. Although there is uncertainty regarding the Company's future exposure to such mechanisms in certain countries, the Scope 1 and Scope 2 emissions associated with the manufacturing facilities in the countries mentioned were retained within the scope of the assessment.				
	Assumptions	The assessment assumes that carbon pricing exposure may apply either to EU manufacturing facilities only or to manufacturing facilities globally, resulting in changes in the number of facilities within scope.				
	Measurement Uncertainty	- Uncertainty remains regarding the future geographic coverage of carbon pricing mechanisms and the resulting facility scope. - Actual exposure may vary by jurisdiction due to differences in thresholds, sector coverage, and implementation timing. - Projected emissions are based on the Company's long-term plans and are inherently subject to change due to underlying assumptions, forecast uncertainties, and other dependent variables.				
		Carbon Prices (USD per tCO ₂ e)				
		Net Zero Emissions by 2050 Scenario		2035		
		Advanced economies with net zero emissions pledges		180		
		Selected emerging markets and developing economies		125		
Other emerging market and developing economies		50				
From IEA World Energy Outlook 2025						
Final Calculation	The total financial impact was estimated by multiplying the forecast Scope 1 and Scope 2 emissions for each relevant manufacturing facility for 2035 by the carbon prices for NZE scenario published by IEA World Energy Outlook 2025 for the relevant countries for year 2035. In the minimum impact, only EU-based emissions were considered, while all global factories in the countries mentioned were considered. The estimated cost of risk represents the potential cost in 2035, discounted to 2025 present value using the discount rate.					
Methodology Change	The methodology remained unchanged compared to the previous year's analysis; however, certain input variables were updated. - In the previous year's calculation, the analysis was based on 2030 considering carbon prices available in IEA World Energy Outlook 2024. - Thailand and China were excluded from the calculation due to a change in organizational boundary. In the previous methodology, minimum and maximum impacts were assessed using three scenarios. In the current methodology, the assessment was based solely on the NZE scenario, with variation driven by the scope of manufacturing facilities included (EU-only vs. global).					
Cost of Response to Risk		2025: TRY 197,320,066*		Cost of Response to Risk Corresponding Item in the Consolidated Financial Table		General administrative expenses, Cash outflows from purchases of property, plant and equipment and intangible assets
Calculation Rationale	The cost of response to risk has been calculated as the sum of the total cost of on-site energy systems, green electricity certificates, and energy efficiency projects in 2025. While not initiated solely in response to this specific risk, these investments support risk management and reflect the Company's broader strategic approach to staying aligned with stakeholder expectations. *2025 figure has been indexed to the December 2025 purchasing power with the application of IAS 29 Financial Reporting in Hyperinflationary Economies.					
	Judgements	A conservative approach was adopted by recognizing only 2025 expenditures on on-site renewable energy systems, green electricity certificates, and energy efficiency projects as relevant response costs, as these measures directly support the reduction of Scope 1 and Scope 2 emissions and help limit future exposure to carbon pricing mechanisms.				
	Assumptions	The calculation assumes that all identified 2025 expenditures for renewable electricity procurement, on-site energy investments, and energy efficiency projects are attributable to the Company's climate transition response and are measured on the basis of realized annual costs for the reporting year.				
	Measurement Uncertainty	The estimate is subject to uncertainty regarding the effectiveness of the measures, and the extent to which future carbon pricing obligations may be reduced as a result of these measures.				
	Final Calculation	The total cost of response to risk was calculated as the aggregate of 2025 expenditures related to on-site renewable energy systems, green electricity certificates, and energy efficiency projects. These response costs were considered relevant because they contribute to reducing operational greenhouse gas emissions and thereby help manage the Company's potential future exposure to carbon pricing mechanisms.				
	Methodology Change	The methodology remained unchanged compared to the previous year's analysis; however, certain input variables were updated.				
Mitigating Actions of Risk		The Company continues to invest in on-site renewable energy systems, green electricity certificates and energy efficiency projects in order to reduce its Scope 1 and Scope 2 emissions and minimize its potential financial exposure. The Company has publicly available 2030 and 2040 targets that support and guide its efforts in this regard. It aims to achieve 100% green electricity by 2030, establish renewable energy systems with a capacity of 100 MWp, and 110 MWp by 2030 and 2040, respectively, and reduce the energy consumption per product in production by 15% and 30% by 2030 and 2040, respectively. Additionally, the Company's Scope 1 and Scope 2 target* is to reduce by 42% by 2030 and 90% by 2050 in absolute terms. *Since Beko Europe has been added to the scope, the base year has been revised to 2024 for the targets excluding emission reduction target. The scope of this target will be expanded following a new submission to the SBTi for approval.				

CLIMATE-RELATED TRANSITION RISKS

Risk 3: Sale of Energy-Efficient Appliances

Risk Description			
Description	As companies advance toward net zero, expectations to reduce Scope 1, 2, and especially Scope 3 emissions continue to rise. Combined pressures of evolving regulatory frameworks, shifting market dynamics, and decarbonization commitments require companies to accelerate their transition pathways to energy-efficient product portfolios—while maintaining competitiveness and commercial resilience.		
Company-specific Description	Our Company's Net Zero strategy depends heavily on reducing Scope 3 emissions, 80% of which stem from the use phase of sold products, making the share of energy-efficient appliances across all categories critical to our decarbonization pathway in line with Science Based Targets initiative (SBTi) targets. However, this transition requires navigating both regulatory and market-driven constraints and creates a commercial dilemma. To meet SBTi targets, we must develop and sell more energy-efficient appliances, which require higher R&D investment and lead to cost-ups per product.		
	At the same time, market composition, consumer price sensitivity, and our brand positioning significantly impact our business model by increasing cost pressures, limiting our ability to reflect these cost-ups in our sales prices, and requiring significant changes in product development and market positioning – ultimately affecting our ability to stay competitive, adapt our product portfolio, and maintain access to green financing.		
	Given the competitive market landscape, the ability of some players to produce or source highly efficient appliances at lower cost—either due to greater scale advantages or more flexible brand positioning—we may be unable to reflect our efficiency related cost-ups in market prices, putting direct pressure on our margins and profitability.		
	As a result, shifting our product mix to higher energy classes—while essential for meeting sustainability targets—may require the Company to trade off short-term profitability to stay competitive.		
Related Material Issue(s) & Capital(s)	Energy and Water Efficient Products Manufactured and Natural Capitals	Primary Potential Financial Impact	Increased indirect (operating) costs
The Area where the Risk Occurs	Manufacturing Facilities	Expected Time Horizon	Medium Term
Related Value Chain Stage	Downstream	Likelihood	Likely
Risk Type	Market Risk (Transition Risk)	Magnitude of Impact	Low
Primary Risk Driver	Uncertainty in market signals	Type of Impact	Anticipated

CLIMATE-RELATED TRANSITION RISKS

Risk 3: Sale of Energy-Efficient Appliances

Financial Impact of Risk						
Estimated Cost of Risk		Current Impact: No financial impact has been observed in the current reporting year. Expected Impact (2030): TRY 160,765,978 - TRY 401,914,945		Estimated Cost of Risk Corresponding Item in the Consolidated Financial Table	Forecast Value - Operating Profit	
Calculation Rationale	The rationale behind this calculation is to estimate the potential financial impact of aligning the Company's product portfolio with an SBTi aligned energy efficient sales mix. In line with the Company's SBTi target to reduce Scope 3 use phase emissions by 42% by 2030 (base year 2022), the analysis assesses the cost implications of increasing the share of higher energy efficiency products across the covered product categories*. The calculation quantifies the potential financial exposure associated with achieving the SBTi target, by estimating the total cost-ups required to deliver an SBTi aligned product portfolio. This risk is primarily reputational and market-driven rather than financial. It does not stem from any regulatory requirement or legally binding obligation, but arises from the Company's SBTi commitments, evolving market expectations, and competitive dynamics. The key exposure relates to sustainability-linked financing: failure to meet annual SBTi targets may prevent the Company from benefiting from reduced interest rates. While no direct financial impact has been observed to date, the estimated exposure reflects a forward-looking assessment of the costs required to align the product portfolio with SBTi commitments. Therefore, the risk represents a potential loss of financial advantage and competitive positioning, rather than a regulatory risk.					
	Judgements	- To remain on track with the SBTi pathway, an average annual emissions reduction of 11% per product category is required between 2025 and 2030 as per GHG emissions reached in the reporting year, reflecting a shift towards an energy class mix that required a higher share of energy-efficient products. - To achieve the 11% reduction, energy class upgrades were prioritized starting from the lowest cost-up and progressively applied until the annual reduction requirement was met, with the number of units upgraded determined accordingly. - Energy-efficient technologies typically require higher R&D and production investments. - Price increases cannot be fully passed on to consumers due to market competition, brand positioning, and regional price sensitivity. Thus, the Company faces cost-ups per product to increase the share of energy-efficient appliances. - Competitors may maintain lower costs or lower efficiency standards, keeping prices down. - Transitioning to higher energy efficiency classes creates a profitability risk driven by price gaps.				
	Assumptions	Cost up impacts resulting from energy class upgrades within these product groups were used as the basis for the calculation.				
	Measurement Uncertainty	- Where all products supplied to a country shift up by one energy class, emissions reduction is assumed to be directly proportional to the energy class improvement. - Where the energy class is upgraded for only a portion of products (e.g., lower-capacity products) and not for others (e.g., higher-capacity products), the accuracy of the calculation is reduced. - Calculations rely on budgeted sales volumes, assuming a stable country mix (this assumption applies to the reporting year).				
	Final Calculation	Based on the above judgements, assumptions and measurement uncertainties, the calculation is performed by multiplying the cost-ups required for energy class upgrades by the corresponding sales volumes to reach our SBTi Scope 3 use phase target by the end of 2030. The resulting “cost of risk” reflects the sum of financial exposure associated with achieving the required energy class distribution for each product category*. The estimated cost of risk is presented as a range, with the maximum value reflecting the initial calculated amount, and the minimum value reflecting a 40% reduction from that initial estimate. These values reflect the forecasted financial impact of the risk in 2030, discounted to 2025 using the Company's discount rate.				
	Methodology Change	The prior-year methodology calculated the cost difference between the expected (market-average) and the required (SBTi-aligned) product mix, summing up the total cost-ups calculated for each product category*. The calculation methodology has been revised this year, as the current approach is considered to provide a more meaningful view of the risk. Due to the underlying uncertainties, prior-year figures cannot be restated under the new methodology.				
Cost of Response to Risk		2025: TRY 1,545,697,444		Cost of Response to Risk Corresponding Item in the Consolidated Financial Table		Marketing expenses, Research and development expenses, Cash outflows from purchases of property, plant and equipment and intangible assets
Calculation Rationale	The rationale behind this calculation is to estimate the potential financial impact of the Company's investments in marketing spending for sustainability and research and development (R&D) efforts aimed at reducing the cost-ups per product associated with increasing the share of energy-efficient appliances in our product portfolio.					
	Judgements	The spending items listed under “cost of response to risk”– marketing spending for sustainability and R&D spending—are part of the company's regular operations and workflows, while also contributing to the response to this risk. While not initiated solely in response to this specific risk, they support risk management and reflect on the company's broader strategic approach to staying aligned with market and customer expectations.				
	Assumptions	- For the marketing spending for sustainability, the logic is as follows: As consumer demand for sustainability-driven products grows, marketing efforts focused on educating consumers about the environmental benefits of energy-efficient products can help increase consumer willingness to pay a premium for these items. - For the R&D spending, the logic is as follows: The focus is on the dedicated efforts of R&D personnel who work to enhance technologies that reduce the additional cost-ups per product associated with producing energy-efficient appliances. To meet sustainability targets, the Company invests in R&D to improve the energy- efficiency of its products. The rationale is that, through effective R&D efforts, the Company can reduce the cost-ups associated with producing energy-efficient appliances, making them more affordable and accessible while maintaining competitiveness.				
	Measurement Uncertainty	The calculation is based on current plans and budget allocations for 2025 and may change due to revisions in strategy, scope, or investment priorities.				
	Final Calculation	Based on these judgements, assumptions and measurement uncertainties, the resulting “cost of response to risk” reflects the sum of the marketing spending for sustainability and the R&D spending for energy-efficient products. Please note that the value reported for 2025 represents a single year and is not cumulative.				
	Methodology Change	The methodology remained unchanged compared to the previous year's analysis.				
Mitigating Actions of Risk		To reduce the potential financial impact of scaling the sale of energy-efficient appliances, the Company has developed a comprehensive mitigation strategy that addresses regulatory compliance, market dynamics, and sustainability commitments. This strategy includes actions to manage cost-ups, maintain competitiveness, and support long-term decarbonization goals. The Company's SBTi validated targets remain central to this approach. We aim to reduce absolute Scope 3 emissions from the use of sold products by 42% by 2030 and achieve a 90% reduction across Scope 3 by 2050 from the 2022 base year. These commitments guide our roadmap and ensure alignment with global climate goals. Please refer to the Sustainability Targets section of the Report for further details on these commitments. To mitigate the financial impact of transitioning to a portfolio dominated by energy-efficient appliances while meeting EU Taxonomy requirements and SBTi targets, the Company will: - Prioritize efforts in R&D for energy-efficient technologies to reduce the cost-ups associated with producing energy-efficient products. This will help make energy-efficient appliances more affordable and accessible while maintaining product quality and competitiveness. - Increase sustainability-focused marketing campaigns to educate consumers about the benefits of energy-efficient products. - Invest in energy-efficient production technologies to reduce energy consumption and reduce production costs, improving overall product efficiency. - Leverage green financing options to support the R&D and marketing efforts needed to meet SBTi targets, enabling the Company to implement sustainability initiatives without significant financial strain. - Establish strategic pricing models for energy-efficient products that account for potential cost-ups while maintaining consumer demand and competitiveness in the market. - By implementing these measures, the Company can mitigate the financial impact of scaling the sale of energy-efficient appliances and aligning its operations with the Science Based Targets, enabling it to meet its sustainability targets while maintaining profitability.				

* The calculation has been conducted for the refrigerators, washing machines, dishwashers, and dryers as they represent a significant portion of Scope 3 emissions during the use phase.

CLIMATE-RELATED PHYSICAL RISKS

Climate-related physical risks are increasingly probable over the next decade and pose significant threats to companies. According to the Intergovernmental Panel on Climate Change (IPCC), even with global warming limited to 1.5°C, the frequency and intensity of extreme weather events are expected to rise. What was once a 1-in-10-year extreme heat event is projected to occur 4.1 times more often and be 1.9°C hotter at 1.5°C warming. These risks have the potential to disrupt manufacturing operations through damage to facilities as well as interruptions in supply chains, and threats to the wellbeing of employees. The International Energy Agency (IEA) also highlights that under its Stated Policies Scenario (STEPS), the world is on track for approximately 2.4°C warming by 2100, which would further

amplify these physical risks. Given these projections, it is crucial for companies to assess and adapt to these climate-related physical risks to ensure business continuity and resilience.

In line with its climate strategy, the Company conducted climate-related scenario analyses to assess the potential impacts of physical risks on its operations and value chain. The assessment was designed to evaluate both acute and chronic physical risks under different climate trajectories. To this end, both external and internal expertise were applied, using tools aligned with the IPCC’s Shared Socioeconomic Pathways (SSP1-2.6, SSP2-4.5, and SSP5-8.5), WRI Aqueduct (RCP 2.6, 7.0, and 8.5), and the WWF Water Risk Filter.

The analysis considered a wide range of physical climate risks, including water stress, water scarcity, drought, flooding, wildfires, hot days, heatwaves, cold waves, and sea level rise. Given the Company’s global footprint, water stress and heatwaves have been identified as a high-priority climate-related risks.

The Company is adopting a qualitative approach at this stage to understand potential large-scale impacts across diverse regions. As part of the assessment, it also carried out a more detailed water risk analysis, focusing on projected water stress in 2030 and estimating the potential financial impacts, given the high level of expected operational exposure. In 2025, no production interruptions or major operational disruptions

occurred due to physical climate-related events. The Company did not encounter any cases—such as floods or other acute weather-related incidents—that would necessitate disclosure under physical risk considerations. Therefore, no material physical climate risks were identified that affected operations during the reporting year.

The Company assessed the baseline water stress risk of selected raw material suppliers using the WRI Aqueduct 4.0 Water Risk Atlas, based on available site-level location data and industry sector weighting. Suppliers in areas classified as extremely high-water stress were prioritized for engagement.

Percentage of manufacturing facilities under extreme weather events in 2030 (in case of very high risk)

Climate Scenarios	Hot Days	Heatwave	Coldwave	Wildfire	Sea Level Rise	Water Stress
SSP1-2.6	11%	25%	0%	0%	0%	45%
SSP2-4.5	11%	25%	0%	2%	2%	43%
SSP5-8.5	18%	41%	0%	2%	2%	36%

CLIMATE-RELATED PHYSICAL RISKS

Risk 1: Water Risk

Risk Description			
Description	Climate change is altering the global water cycle, affecting the availability, distribution, and quality of freshwater resources. These changes are projected to increase the frequency and intensity of hydrological extremes, including floods and droughts, although impacts vary significantly by region. As a result, water stress is expected to intensify in many vulnerable areas, posing challenges for sustainable water resources management.		
Company-specific Description	In 2025, the Company revised its comprehensive water risk assessment for its manufacturing facilities, based on the collaboration with a third-party expert. The assessment evaluated both basin level risks—such as water scarcity, quality, and stress—and site-level operational risks including water withdrawal. It leveraged tools such as the WRI Aqueduct Water Risk Atlas and the WWF Water Risk Filter. In addition, the in-house team analyzed three water stress scenarios for 2030 (RCP 2.6, 4.5, 8.5). These scenarios were used to explore potential future water availability in the basins where the facilities are located. The analysis identified that certain manufacturing sites may face a risk of water shortages, with the unlikely potential to disrupt operations depending on the severity and duration of water scarcity.		
Related Material Issue(s) & Capital(s)	Water Management & Natural and Financial Capital	Primary Potential Financial Impact	Reduced revenue due to lower production capacity
The Area where the Risk Occurs	Singer Refrigerator, TV, A/C and Washing Machine Plant and Beko Egypt Cooking Appliance, Refrigerators and Dishwasher Plant	Expected Time Horizon	Medium-term
Related Value Chain Stage	Direct operations	Likelihood	Unlikely
Risk Type	Acute and Chronic Physical Risk	Magnitude of Impact	Low
Primary Risk Driver	Disruption in production capacity	Type of Impact	Anticipated

CLIMATE-RELATED PHYSICAL RISKS

Risk 1: Water Risk

Financial Impact of Risk					
Estimated Cost of Risk		Current Impact: No financial impact has been observed in the current reporting year. Expected Impact (2030): TRY 81,027,826 – TRY 93,006,567		Estimated Cost of Risk Corresponding Item in the Consolidated Financial Table	Forecast Value - Operating Profit
Calculation Rationale	The cost of risk was estimated based on the potential production loss in 2030 resulting from water scarcity in the relevant basins.				
	Judgements	- The assessment focuses on manufacturing facilities identified as having relatively higher basin-level water stress and site-level operational water dependency, based on the 2025 water risk assessment under different climate scenarios. 2030 was chosen as the year to assess financial impacts of water risks, based on scientific forecasts and the Company's sustainability targets. - Potential production losses in 2030 were assessed only for facilities in Bangladesh and Egypt that were identified as having comparatively higher water risk under the pessimistic climate scenario. - A conservative approach was adopted to estimate the potential financial impact of adverse water availability conditions in 2030. In estimating the financial impact for the two manufacturing facilities, campus-wide water demand and potential supplier-level production losses were excluded from the calculation, as they were considered unlikely to result in product loss.			
	Assumptions	- The analysis assumes that currently planned water efficiency, recycling, and reuse measures may partially mitigate, but not fully eliminate, the potential operational impacts of water scarcity. - Production loss estimates assume that water availability constraints may affect manufacturing operations in line with site-specific process water dependency, production plans, and basin-level water stress conditions. - Estimated production loss was derived using facility-specific production plans, process water consumption, and assumptions regarding the duration and severity of water availability constraints. - The potential duration was assumed to be four months based on peak seasonal periods. - Constraint severity was assessed using a water scarcity ratio derived from the WRI Aqueduct Water Risk Atlas, based on water stress, available blue water, and total blue water demand under pessimistic and optimistic scenarios.			
	Measurement Uncertainty	- The estimate is subject to uncertainty related to future water stress conditions, local hydrological developments, and climate pathway assumptions. - Actual impacts may vary depending on the timing, duration, and severity of water shortages, as well as regulatory, infrastructure, and operational conditions. - As these outputs are derived from multi-source water risk indicators and are translated into financial impacts using 2030 revenue per product, the results should be interpreted as scenario-based indicative estimates subject to water risk modelling and financial projection uncertainties.			
	Final Calculation	The water risk assessment considered basin-level indicators such as water scarcity, quality, and stress, together with site-level operational level indicators such as water withdrawal, in collaboration with a third-party expert. It also incorporated internally analyzed 2030 water stress scenarios (RCP 2.6, RCP 4.5 and RCP 8.5), alongside basin-level and site-level findings derived from the WRI Aqueduct Water Risk Atlas and the WWF Water Risk Filter. Based on this analysis, the factories in Bangladesh and Egypt were identified as having comparatively higher water risk. The total financial impact was estimated by applying the water scarcity ratio to annual production volumes, adjusted for process water dependency and the assumed four-month peak season, and multiplying the resulting potential production loss by the 2030 revenue per product. The water scarcity ratio derived from the WRI Aqueduct Risk Atlas was used as the key input variable to estimate production constraints, with pessimistic and optimistic climate-related water risk scenarios providing the minimum and maximum cost-of-risk estimates, respectively. The estimated cost of risk represents the potential cost in 2030, discounted to 2025 present value using the discount rate.			
	Methodology Change	- In the previous year's calculation, the analysis was based on campus-wide water dependency, whereas the current analysis focuses on water used in production. - While the previous calculation was based on the assumed duration of water availability constraints, the current analysis incorporates two climate-related water risk scenarios to estimate the minimum and maximum cost of risk.			
Cost of Response to Risk		2025: TRY 162,817,357		Cost of Response to Risk Corresponding Item in the Consolidated Financial Table	Forecast Value - Operating Profit
Calculation Rationale	The cost of response to risk was calculated based on 2025 operational and capital expenditures related to water stewardship and water-related risk management. While the cost of risk was estimated based on water quantity-related impacts, the cost of response incorporated broader water-related expenditures, in line with the wider water risk framework applied from the outset of the assessment, which considered not only water quantity but also factors such as water quality. While not initiated solely in response to the risk at the factories mentioned, these investments support risk management and reflect the Company's broader strategic approach to staying aligned with stakeholder expectations.				
	Judgements	A conservative approach was adopted by including only 2025 operational and capital expenditures that directly support water stewardship, resilience and related sustainability management actions as relevant response costs within the broader water risk management approach.			
	Assumptions	The calculation assumes that the identified 2025 water-related expenditures provide a reasonable proxy for the annual cost of response to basin-level and site-level water risks.			
	Measurement Uncertainty	The estimate is subject to uncertainty regarding the allocation of shared sustainability expenditures to water-related response activities, the timing and effectiveness of implementation, and the extent to which these measures will reduce actual operational impacts under future water risk conditions.			
	Final Calculation	The total cost of response to risk was calculated as the sum of 2025 operational and capital expenditures related to water stewardship and water-related sustainability management, including expenditures supporting water efficiency, monitoring, and improved resilience in all manufacturing operations exposed to water risk.			
Mitigating Actions of Risk	Methodology Change	The methodology remained unchanged compared to the previous year's analysis; however, certain input variables were updated.			
		The Company works to identify water risks and invest in initiatives to increase water recycling and reuse, and to reduce water withdrawal. As part of our risk adaptation plans, the Company has set water related targets to reduce water withdrawal per product by 10% by 2030 and 25% by 2040 compared to 2024. Additionally, the Company aims to increase the water recycling and reuse ratio (total recycled and reused water/total water withdrawal) to 25% by 2030, 35% by 2040 across all manufacturing plants, working towards a more closed-loop water system in production. In this regard, the Company leverages the latest technologies to reduce our dependency on the available water in the relevant basins. The Company also encourages our suppliers to set sustainability targets such as ensuring suppliers within 90% of purchasing volume to establish their own sustainability targets on water and emissions by 2030.			

CLIMATE-RELATED OPPORTUNITIES

Opportunity 1: Energy-Efficient Product Portfolio

Opportunity Description			
Description	With the growing importance of climate-related risks, consumers' awareness and sensitivity regarding the low-carbon footprint is increasing. This leads consumers to demand for energy-efficient household appliances, creating a financial opportunity through higher sales of these product categories.		
Company-specific Description	The rising demand for energy-efficient products offers the Company a strong opportunity to enhance its competitive positioning and drive revenue growth. The Company holds this opportunity since it already has a wide energy-efficient product portfolio and is already making energy-efficient product sales. The Company also had the opportunity of investing in innovation for energy-efficient products with more favorable financing options thanks to green financing. As part of our transition plan and in line with our commitment to the SBTi, we aim to reduce the absolute Scope 1, 2, and 3 emissions from the use of sold products by 42% by 2030 and to reduce Scope 1, 2, and 3 emissions by 90% by 2050, compared to the 2022 base year. To realize these targets, we continue to invest in R&D to improve energy efficiency across our product portfolio. Due to these efforts, the Company also has the opportunity of minimizing additional costs associated with energy-efficient products. This enables the Company to meet evolving market and regulatory demands, maintain cost efficiency, and strengthen customer loyalty– ultimately supporting long-term value creation and profitability.		
Related Material Issue(s) & Capital(s)	Energy and Water Efficient Products - Natural and Financial Capitals	Primary Potential Financial Impact	Increased revenues resulting from increased demand for products and services
The Area Where the Opportunity Occurs	Our sales countries with Energy Label regulations in the regions of Europe, Asia-Pacific, Africa, America, and the Middle East	Expected Time Horizon	In the reporting year
Related Value Chain Stage	Downstream	Magnitude of Impact	High
Primary Opportunity Driver	Development of new products or services through R&D and innovation	Type of Impact	Actual

CLIMATE-RELATED OPPORTUNITIES

Opportunity 1: Energy-Efficient Product Portfolio

Financial Impact of Opportunity				
Estimated Financial Effect of Opportunity		Current Impact: TRY 253,288,748,420	Estimated Financial Effect of Opportunity Corresponding Item in the Consolidated Financial Table	Net sales
Calculation Rationale	The purpose of this calculation is to assess the potential revenue or financial effects arising from energy-efficient product portfolio.			
	Judgements	- The “allowable” energy class has been determined based on energy labeling defined by country-specific regulations. “Allowable” refers to the lowest energy class allowed in the market. - Energy-efficient products are classified as those above the allowable energy class. - Energy labeling systems across different markets have been assumed to be comparable. - The relevant product groups include: Dishwasher, Washing Machine, Refrigerator, Freezer, Tumble Dryer, Washer Dryer, Television, Oven, Hood, Air Conditioner, Household Heaters, and Heat Pump. For household heaters and heat pumps, EU regulations have been taken into account regardless of the country in which they are sold. For all other product categories, country-specific labels and product groups listed in the Annex have been considered. For further information regarding the markets and energy labels included in the turnover from energy-efficient products, please refer to Annex 6: Product Indicators of the Report.		
	Assumptions	- The analysis has been carried out by considering: - country-specific energy labels in markets where energy classifications are available, and - EU energy labels and the Energy Star program in markets where such classifications are not available. - Demand for energy-efficient products has been represented by the preference for products above the allowable energy class.		
	Measurement Uncertainty	- Differences and inconsistencies across country-specific energy labels and regulations. - Accuracy of sales data and potential errors in product-level data classification.		
	Final Calculation	The financial impact has been calculated based on the sales of energy-efficient products that are above the “allowable” energy class, as defined by applicable energy regulations in the relevant markets. In this context, product-level sales data determined in accordance with market-specific energy labels and regulatory frameworks have been used. The resulting financial impact is equal to the Company's total turnover generated from energy-efficient products in the 2025 financial year.		
	Methodology Change	- The methodology has been updated in line with changes in energy classification across markets. For the 2025 financial year, this update reflects: - the exclusion of energy class E under the EU energy labeling framework from being considered as energy-efficient, and - the transition in energy labeling for tumble dryers. As a result of these changes, a decrease has been observed in the financial impact calculated from energy-efficient products compared to the previous year.		
Cost to Realize Opportunity		2025: TRY 1,713,481,976	Cost to Realize Opportunity Corresponding Item in the Consolidated Financial Table	Research and development expenses, Cash outflows from purchases of property, plant and equipment and intangible assets
Calculation Rationale	The purpose of this calculation is to assess the potential cost impacts associated with responding to opportunities arising from energy-efficient product portfolio.			
	Judgements	- It has been assessed that aligning the Company's product portfolio with the increasing demand for energy-efficient products may create a potential financial opportunity. - R&D expenditures and investments have been considered as relevant cost components for realizing this opportunity. - It has been determined that these expenditures are not solely driven by this specific opportunity, but also form part of the Company's broader sustainability strategy and targets.		
	Assumptions	- Continuous R&D spending and investment are required to improve energy performance and meet the growing demand for energy-efficient products, and these expenditures include both products developed in the 2025 financial year as well as those planned for future years. - Investments have been considered based on cash flow values. - These expenditures are assumed to support both opportunity realization and overall strategic alignment, rather than being initiated solely for this specific opportunity.		
	Measurement Uncertainty	- Potential limitations in the allocation of R&D expenditures and investments specifically to energy-efficient product development - Uncertainty regarding the extent to which these investments directly contribute to the realization of the identified financial opportunity - Variability in future market demand for energy-efficient products		
	Final Calculation	The cost of realizing this opportunity has been determined based on the Company's total R&D expenditures and investments made during the 2025 financial year that support the development and production of energy-efficient products. These expenditures include both current and forward-looking investments and are presented on a cash flow basis.		
	Methodology Change	The methodology remained unchanged compared to the previous year's analysis.		

CLIMATE-RELATED OPPORTUNITIES

Opportunity 2: Renewable Energy Investment

Opportunity Description			
Description	Reducing Scope 1 and 2 emissions by establishing renewable energy systems is a strategic approach to mitigating a possible higher cost associated with grid electricity and green electricity certificates.		
Company-specific Description	The Company aims to reduce our environmental impact from energy use through dedicated energy initiatives, including establishing renewable energy systems as well as purchasing green electricity certificates. The Company is advancing its renewable energy transition by targeting the installation of systems with a capacity of 100 MWp by 2030 and reaching 110 MWp by 2040. In parallel, the Company plans to use 100% green electricity by 2030 in all countries where it has production facilities. Therefore, expanding the installed capacity of renewable energy systems is expected to reduce the Company's dependence on grid electricity and lower the cost of purchasing green electricity certificates.		
Related Material Issue(s) & Capital(s)	Climate Action & Natural Capital	Primary Potential Financial Impact	Reduced operating costs through avoided grid electricity purchases and lower green electricity certificate expenditure.
The Area where the Opportunity Occurs	At 16 manufacturing facilities in different countries including Türkiye, Romania, South Africa, Pakistan and offsite renewable energy sites.	Expected Time Horizon	In the reporting year
Related Value Chain Stage	Direct operations	Magnitude of Impact	Medium-low
Primary Opportunity Driver	Use of low-carbon energy sources	Type of Impact	Actual

CLIMATE-RELATED OPPORTUNITIES

Opportunity 2: Renewable Energy Investment

Financial Impact of Opportunity				
Estimated Financial Effect of Opportunity		Current Impact: TRY 427,354,677	Estimated Financial Effect of Opportunity Corresponding Item in the Consolidated Financial Table	Forecast Value - Operating Profit
Calculation Rationale	In 2025, the Company realized cost savings through electricity generated by its installed renewable energy systems, which reduced both grid electricity purchases and the need to procure green electricity certificates.			
	Judgements	- The financial effect was assessed based on avoided grid electricity purchases and avoided green electricity certificate procurement attributable to electricity generated from the Company's renewable energy systems during the reporting year. - The financial effect of the opportunity was assessed only for the reporting year.		
	Assumptions	Electricity generation volumes, applicable site-level grid electricity tariffs, and green electricity certificate prices used in the calculation are assumed to be representative for the reporting period and are based on available internal operational and procurement data.		
	Measurement Uncertainty	- The estimate is subject to uncertainty due to potential variations in actual generation performance, site-specific consumption patterns, electricity tariff changes, certificate market prices, and the allocation of avoided costs across facilities. - Extending the estimate beyond the reporting year is subject to uncertainty due to variability in future electricity prices across countries and the dependence of renewable energy generation on site-specific solar irradiation conditions.		
	Final Calculation	The estimated financial effect was calculated by multiplying the electricity generated from renewable energy systems during the reporting year by the applicable avoided grid electricity cost per kWh and adding the avoided cost of green electricity certificates for the equivalent volume of electricity.		
	Methodology Change	The methodology remained unchanged compared to the previous year's analysis		
Cost to Realize Opportunity		2019-2025: TRY 1,823,928,229*	Cost to Realize Opportunity Corresponding Item in the Consolidated Financial Table	General administrative expenses, Cash outflows from purchases of property, plant and equipment and intangible assets
Calculation Rationale	In order to seize the opportunity of cost saving, Arçelik needs to realize the planned renewable energy investments. Therefore, the Company has been implementing renewable energy systems since 2019. The cost to realize opportunity is equal to the Company's investment in renewable energy for the period 2019-2025. While not initiated solely in response to this specific opportunity, these investments support risk management and reflect the Company's broader strategic approach to staying aligned with stakeholder expectations.			
	Judgements	The cost to realize the opportunity was assessed as the capital expenditure directly attributable to renewable energy system investments made to support the Company's decarbonization roadmap and related energy cost-saving objectives.		
	Assumptions	Investment amounts included in the estimate are assumed to relate to eligible renewable energy projects, to be recorded consistently across reporting periods, and to reflect actual cash outflows or inflation-adjusted comparable values where applicable.		
	Measurement Uncertainty	The estimate is subject to uncertainty due to project scope changes, timing differences in capitalization, inflation indexation effects, exchange rate fluctuations for imported equipment, and the allocation of multi-purpose investments across sites or programs.		
	Final Calculation	The cost to realize the opportunity was calculated for renewable energy system investments during 2019–2025, adjusted where applicable in line with IAS 29 to reflect purchasing power at the reporting date.		
	Methodology Change	The methodology remained unchanged compared to the previous year's analysis.		

* For 2025 financial investments, reference should be made in the 2025 Annual Report. For prior years, the corresponding line items should be reviewed in the respective annual reports. Additionally, 2023, 2024, and 2025 figures have been indexed to reflect purchasing power at the reporting date with the application of IAS 29 Financial Reporting in Hyperinflationary Economies.

CLIMATE-RELATED OPPORTUNITIES

Opportunity 3: Products with Reduced Water Consumption

Opportunity Description			
Description	With the increasing pressure on water resources driven by climate change, urbanization, and regulatory developments, consumer awareness and sensitivity regarding water consumption are growing. This shift leads consumers to prefer household appliances with reduced water consumption, creating a financial opportunity through increased demand and higher sales of these product categories.		
Company-specific Description	The increasing demand for products with reduced water consumption provides the Company with an opportunity to strengthen its competitive position and drive revenue growth. The Company is well positioned to capture this opportunity thanks to its existing portfolio of products with reduced water consumption and ongoing investments in R&D and water efficiency improvements, supported by access to sustainable financing. These efforts enable the Company to meet evolving regulatory and consumer expectations, maintain cost efficiency, enhance customer loyalty, and support long-term value creation.		
Related Material Issue(s) & Capital(s)	Energy and Water Efficient Products - Natural and Financial Capitals	Primary Potential Financial Impact	Increased revenues resulting from increased demand for products and services
The Area Where the Opportunity Occurs	Europe, Türkiye and MENA Regions	Expected Time Horizon	In the reporting year
Related Value Chain Stage	Downstream	Magnitude of Impact	Medium-high
Primary Opportunity Driver	Development of new products or services through R&D and innovation	Type of Impact	Actual

CLIMATE-RELATED OPPORTUNITIES

Opportunity 3: Products with Reduced Water Consumption

Financial Impact of Opportunity				
Estimated Financial Effect of Opportunity		Current Impact: TRY 1,747,187,712	Estimated Financial Effect of Opportunity Corresponding Item in the Consolidated Financial Table	Net sales
Calculation Rationale	The purpose of this calculation is to assess the potential revenue or financial effects arising from products with reduced water consumption.			
	Judgements	- Products with reduced water consumption are defined as products that incorporate technologies such as AutoDose, EcoWater, SaveWater and Water Monitoring in washing machines, and fast programs, door-opening drying, PowerIntense and SaveWater technologies in dishwashers. - These technologies are designed to reduce water consumption during the use phase and deliver measurable water savings.		
	Assumptions	- The analysis has been carried out by comparing products incorporating water-saving technologies with equivalent baseline products from the Company's own portfolio that do not include these technologies. - Water consumption comparisons are based on liters per cycle values as defined in the EU energy label methodology. - Demand for products with reduced water consumption has been represented by consumer preference for products incorporating these water-saving technologies. - The analysis covers only the Company's own brands. - Other regional water-efficiency labeling schemes have not been included in the scope.		
	Measurement Uncertainty	- Variations in water consumption performance depending on user behavior and operating conditions. - Accuracy of sales data and potential errors in product-level data classification.		
	Final Calculation	The financial impact has been calculated based on the sales of products with reduced water consumption, defined as products incorporating water-saving technologies in washing machines and dishwashers. The resulting financial impact is equal to the Company's total turnover generated from these products in the 2025 financial year.		
	Methodology Change	The methodology remained unchanged compared to the previous year's analysis		
Cost to Realize Opportunity		2025: TRY 115,787,778	Cost to Realize Opportunity Corresponding Item in the Consolidated Financial Table	Research and development expenses, Cash outflows from purchases of property, plant and equipment and intangible assets
Calculation Rationale	The purpose of this calculation is to assess the potential cost impacts associated with responding to opportunities arising from products with reduced water consumption.			
	Judgements	- It has been assessed that aligning the Company's product portfolio with the increasing demand for products with reduced water consumption may create a potential financial opportunity. - R&D expenditures and investments have been considered relevant cost components for realizing this opportunity. - It has been determined that these expenditures are not solely driven by this specific opportunity but also form part of the Company's broader resource efficiency Strategy.		
	Assumptions	- Continuous R&D spending and investment are required to improve water efficiency performance and meet the growing demand for products with reduced water consumption, and these expenditures include both products developed in the 2025 financial year as well as those planned for future years. - Investments have been considered based on cash flow values. - These expenditures are assumed to support both opportunity realization and overall strategic alignment, rather than being initiated solely for this specific opportunity.		
	Measurement Uncertainty	- Potential limitations in the allocation of R&D expenditures and investments specifically to the development of products with reduced water consumption. - Uncertainty regarding the extent to which these investments directly contribute to the realization of the identified financial opportunity. - Variability in future market demand for products with reduced water consumption.		
	Final Calculation	The cost of realizing this opportunity has been determined based on the Company's total R&D expenditures and investments made during the 2025 financial year that support the development and production of products with reduced water consumption. These expenditures include both current and forward-looking investments and are presented on a cash flow basis.		
	Methodology Change	The methodology remained unchanged compared to the previous year's analysis.		

CLIMATE-RELATED OPPORTUNITIES

Opportunity 4: Sustainable Financing

Opportunity Description			
Description	Sustainable financing instruments, such as green bonds and sustainability-linked loans, present an opportunity to drive capital toward environmentally and socially responsible projects while enhancing long-term financial resilience.		
Company-specific Description	We benefit from a EUR 500 million green financing consisting of a EUR 350 million green bond and an EUR 150 million green loan with better borrowing conditions. With the Green Bond, we finance Eligible Green Projects including energy-efficient, eco-efficient, and circular economy-adapted products and the promotion of energy efficiency in production. The proceeds support the Company's investments in energy- and water-efficient products, energy efficiency in production, sustainable water and wastewater management, pollution control and prevention, renewable energy, and green building initiatives. With a green loan from EBRD, we implement projects aimed at achieving net-zero emissions in the value chain by 2050 through the financing of environmental sustainability and R&D projects. The green financing provided to the Company demonstrates investors and financial institutions' confidence in its ability to execute its green transformation strategy, enabling access to better financing conditions with reduced interest rates compared to conventional financing instruments. It also strengthens our business model by supporting sustainable product development and operational efficiency. In addition, the Company has secured a EUR 100 million Sustainability-Linked Loan (SLL) from IFC. This loan agreement reinforces the Company's commitment to integrating sustainability across its entire value chain and accelerating innovation in energy-efficient technologies. Structured under the Company's Sustainability-Linked Finance Framework, the five-year facility is directly linked to the Company's 2030 targets, including reducing greenhouse gas emissions and increasing women employment.		
Related Material Issue(s) & Capital(s)	Sustainable Financing - Financial Capital	Primary Potential Financial Impact	Increased access to capital at lower/more favorable rates
The Area Where the Opportunity Occurs	The corporate level, covering all operations except Joint Ventures	Expected Time Horizon	In the reporting year
Related Value Chain Stage	Upstream, Own Operations, Downstream	Magnitude of Impact	Low
Primary Opportunity Driver	Access to favorable financing conditions	Type of Impact	Actual

CLIMATE-RELATED OPPORTUNITIES

Opportunity 4: Sustainable Financing

Financial Impact of Risk				
Estimated Financial Effect of Opportunity		Current Impact: TRY 118,268,715	Estimated Financial Effect of Opportunity Corresponding Item in the Consolidated Financial Table	Forecast Value - Financing expenses
Calculation Rationale	The purpose of this calculation is to assess the potential financial effects arising from sustainable financing.			
	Judgements	- Sustainable financing instruments (e.g., green bonds/loans, sustainability-linked loans) are assessed as comparable funding tools to conventional credit facilities in terms of purpose and maturity, with the primary difference being their preferential pricing linked to sustainability performance or use-of-proceeds criteria. - Financial benefits are defined as the realized interest rate advantage obtained from green and sustainability-linked financing instruments compared to conventional financing alternatives. In sustainability-linked financing, only the interest rate benefit achieved upon the fulfillment of predefined sustainability performance targets is considered. - The analysis focuses on the financial benefit realized in 2025 from both existing green financing instruments and sustainability-linked financing structures. It includes ongoing benefits from green financing instruments originated in prior years, as well as benefits from sustainability-linked financing instruments linked to 2025 performance outcomes.		
	Assumptions	- The calculation is based on the financing amount utilized under sustainability-linked financing instruments within the 2025 financial year, rather than the total committed sustainable financing amount. - The interest rate comparison assumes that at least one sustainability performance target is met, in line with the pricing structure of the sustainability-linked financing instruments. - Interest rate benchmarks for conventional financing are estimated based on available internal benchmarks, - Financing volumes, tenors, and drawdown structures remain consistent between green and conventional scenarios for comparability. - Hypothetical or unexecuted financing options are not considered.		
	Measurement Uncertainty	- Interest rate benchmarks for conventional financing are based on internal estimates and may vary depending on timing, market conditions, and funding sources. - For sustainability-linked financing instruments, the realized benefit depends on the actual achievement of sustainability performance targets; therefore, any deviation in target outcomes would directly impact the calculated savings.		
	Final Calculation	Based on these judgements, assumptions, and measurement uncertainties, the calculated financial impact represents the savings achieved by the Company in 2025 through the use of sustainable financing compared to conventional financing alternatives.		
	Methodology Change	The methodology remained unchanged compared to the previous year’s analysis. The financial impact of the sustainability-linked loan obtained in 2025 has been included compared to the previous year.		
Cost to Realize Opportunity		2021-2024: TRY 1,622,656	Cost to Realize Opportunity Corresponding Item in the Consolidated Financial Table	General administrative expenses*
Calculation Rationale	The purpose of this calculation is to assess the potential cost impacts associated with responding to opportunities arising from sustainable financing.			
	Judgements	- Audit and Second Party Opinion (SPO) services are assessed as direct cost elements linked to the realization of the opportunity, as they are required to fulfill the obligations associated with green bond, green loan, and sustainability-linked loan instruments. - It has been determined that SPO and verification/audit expenses incurred during the 2021–2024 period should be included within the scope, as these costs are recurring and necessary for maintaining the use and credibility of sustainable financing instruments.		
	Assumptions	Only audit services related to sustainability-linked financial instruments have been considered. It is assumed that all associated costs are directly attributable to the verification of use-of-proceeds and compliance requirements of these financial instruments.		
	Measurement Uncertainty	- Changes in accounting policies or cost classification across reporting periods may affect comparability. - Nominal cost differences may arise due to foreign exchange fluctuations and inflationary impacts over the assessment period.		
	Final Calculation	The total cost incurred to realize the opportunity has been calculated as the sum of SPO and audit service expenses recorded between 2021 and 2024.		
	Methodology Change	The methodology remained unchanged compared to the previous year’s analysis. However, the SPO service fee incurred in 2024 for the sustainability-linked loan obtained in 2025 has been incorporated into the calculation.		

* For 2024 financial expenses, 'General administrative expenses' item should be considered in 2024 Annual Report, while for the 2021-2023 expenses, 'General administrative expenses' in the financial statements of the other years should be reviewed.

INTRODUCTION

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CREATION STRATEGY

DOUBLE MATERIALITY &
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SUSTAINABILITY
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IN TOUCH WITH
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SUSTAINABILITY TARGETS-PLANET

As our Company continues to refine its strategic direction, we updated our sustainability targets in 2024 to reflect our strengthened ambition for the future. In this report, we present our forward-looking targets alongside the progress achieved in 2025, demonstrating our commitment to transparent performance tracking and continuous improvement. Additionally, this report introduces newly established targets reflecting our expanded sustainability commitments. These targets remain aligned with our long-term vision and our dedication to creating value for all stakeholders in line with the United Nations Sustainable Development Goals (SDGs).

➤ For details on our progress toward previously set targets, please see [Sustainability Reports](#).

Our Science Based Targets ³	Target Year ¹		Base Year	Base Year Data	2023 Progress	2024 Progress	2025 Progress	Target achieved (%) ²	Target Status ¹¹	Related Capitals	Related Material Issues	Contributions to SDGs
	2030	2050										
Reduce absolute Scope 1-2 GHG emissions approved by the SBTi	42%	90%	2022	175,448 tCO ₂	4% reduction (168,321 tCO ₂)	2% reduction (171,422 tCO ₂)	19% reduction (141,554 tCO ₂)	46% ¹⁰	On Target	NC, MC, FC	Climate Action	SDG 7, 9, 12, 13 FF related target
Reduce absolute Scope 3 GHG emissions from use of sold products approved by the SBTi ⁴	42%	-	2022	23,259,032 tCO ₂	6% increase (24,659,977 tCO ₂)	16% increase (26,875,071 tCO ₂)	21% increase (28,028,884 tCO ₂)	-49% ¹⁰	Below Target	NC, MC, FC	Climate Action Energy and Water Efficient Products	SDG 7, 9, 12, 13 FF related target
Reduce absolute Scope 3 GHG emissions approved by the SBTi	-	90%	2022	31,577,139 tCO ₂	2% increase (32,099,849 tCO ₂)	9% increase (34,547,932 tCO ₂)	16% increase (36,782,952 tCO ₂)	-18% ¹⁰	Below Target	NC, MC, FC	Climate Action Energy and Water Efficient Products	SDG 7, 9, 12, 13 FF related target

Our 2030 - 2040 Targets	Target Year ¹		Base Year	Base Year Data	2025 Performance	Target achieved (%) ²	Target Status ¹¹	Related Capitals	Related Material Issues	Contributions to SDGs
	2030	2040								
Green electricity usage ratio in all manufacturing facilities	100%	100%	2024	60.5%	63.5%	63.5%	On Target	NC, MC, FC	Climate Action	SDG 7, 9, 12, 13
Establish renewable energy systems with a capacity	100 MWp	110 MWp	2024	90.2 MWp (cumulative)	96 MWp (cumulative)	59% ¹⁰	On Target	NC, MC, FC	Climate Action	SDG 7, 9, 12, 13
Reduce energy consumption per product in all manufacturing facilities ⁵	15%	30%	2024	0.00292 TOE/product ⁹	4% reduction (0.00281 TOE/product)	26.6% ¹⁰	Below Target	NC, MC, FC	Climate Action	SDG 7, 9, 12, 13
Reduce water withdrawal per product in all manufacturing facilities ⁵	10%	25%	2024	0.08713 m³/product	9.7% reduction (0.07899 m³/product)	93% ¹⁰	On Target	NC, MC, FC	Water Management	SDG 6, 9, 12 FF related target
Reduce water discharge per product in all manufacturing facilities ⁵	10%	25%	2024	0.07445 m³/product	7% reduction (0.06940 m³/product)	70% ¹⁰	On Target	NC, MC, FC	Water Management	SDG 6, 9, 12 FF related target
Increase water recycling and reuse ratio in all manufacturing facilities	25%	35%	2024	8%	8%	32%	On Target	NC, MC, FC	Water Management	SDG 6, 9, 12 FF related target
Increase waste recycling ratio in all manufacturing facilities ⁶	99%	99%	2024	98.5%	98.6%	99.6%	On Target	NC, MC, FC	Waste Management	SDG 9, 12
Increase refurbishment ratio in our Refurbishment Centers ⁷	85%	90%	2024	81%	86%	100%	On Target	NC, MC, FC	Durability, Reparability and Refurbishment	SDG 9, 12
Arçelik Green Chemistry Management System implementation in all manufacturing facilities	80%	100%	2024	55%	60%	75%	On Target	NC, MC, FC	Chemical Management	SDG 12
Increase recycled plastic usage in our manufacturing facilities ⁸	40%	50%	2024	18%	28%	70%	On Target	NC, MC, FC	Material Recycling and Reduction	SDG 9, 12, 14
Increase Taxonomy-aligned turnover as a share of total turnover	26%	-	2025	21%	-	-	Newly set	NC, MC, FC	Climate Action	SDG 7, 9, 12, 13
Allocate annual CapEx to transition-related activities regarding Scope 1 and Scope 2 emissions as a share of total CapEx	1%	-	2025	1%	-	-	Newly set	NC, MC, FC	Climate Action	SDG 7, 9, 12, 13
Allocate annual CapEx to transition-related activities regarding Scope 3 emissions as a share of total CapEx	3%	-	2025	2%	-	-	Newly set	NC, MC, FC	Climate Action	SDG 7, 9, 12, 13

Our 2050 Targets	Related Capitals	Related Material Issues	Contributions to SDGs
Strive to achieve no net loss of biodiversity through proactive conservation efforts	NC, MC, FC	Biodiversity	SDG 12
No gross deforestation from our operations’ activities by - Commit to using sustainably sourced paper, cardboard, and wooden packaging certified by FSC or PEFC for our products - Using recycled cardboard outer boxes for our own product boxes - Decreasing wooden plate consumption for our own product packaging - Monitor the supply chain to encourage no deforestation - Having enabled the suppliers to switched to recycled cardboard outer boxes of their products	NC, MC, FC	Sustainable Supply Chain Management Biodiversity	SDG 12

¹ Target year dates signify “by the end of” the year determined

² The target achievement (%) for Scope 1-2 and Scope 3 GHG emissions from the use of sold products was calculated based on the 2030 targets, while it was calculated for Scope 3 GHG emissions based on the 2050 target. The target achievement (%) for all other targets on this page was calculated based on 2030 targets

³ Since Beko Europe has been added to the scope, the base year has been adjusted as 2024 for all targets excluding emission reduction target. This target's scope will be expanded after a new submission is made to the SBTi to be approved. Beko Egypt operations, which were not part of the organizational boundary in the base year, have been included in the current reporting period as organic growth. Accordingly, their impact is reflected in the target progress.

⁴ 2030 Scope 3 GHG emissions from use of sold products target covers use-phase emissions of dishwasher, dryer, front-load washing machine, hob, hood, microwave, oven, refrigerator, television, vacuum cleaner, washer dryer, air conditioner product groups while 2050 target covers all emissions in the base year. The figures for 2022, 2023, and 2024 have been revised in accordance with our near-term SBT.

⁵ The target's base year was calculated using full-year data, while only April-December period for Beko Europe is included due to the merger timing.

⁶ Domestic waste was excluded.

⁷ The scope of the target includes the centers in the UK, Italy and Romania.

⁸ The scope of the target excludes refrigerator manufacturing facilities due to the limited possibility of use in food contact parts.

⁹ Minor correction: The value was reported as 0.00293 in our previous report and has now been corrected to 0.00292.

¹⁰ The target achievement (%) was determined by assessing the 2025 performance in absolute terms against the base year data toward the target; (Reporting Year Data- Base Year Data) / (Target Year Data - Base Year Data)

¹¹ Target Status is determined based on the target achievement percentage toward the 2030 target: ‘On Target’ (≥30% achieved), ‘Below Target’ (<30% achieved). ‘Newly Set’ refers to targets established in 2025.

FF: Forward Faster

NC: Natural Capital, MC: Manufactured Capital, FC: Financial Capital, IC: Intellectual Capital, HC: Human Capital, SC: Social Capital

SUSTAINABILITY TARGETS-HUMAN NEEDS

As our Company continues to refine its strategic direction, we updated our sustainability targets in 2024 to reflect our strengthened ambition for the future. In this report, we present our forward-looking targets alongside the progress achieved in 2025, demonstrating our commitment to transparent performance tracking and continuous improvement. These targets remain aligned with our long-term vision and our dedication to creating value for all stakeholders in line with the United Nations Sustainable Development Goals (SDGs).

In Touch with **Human Needs**

➤ For details on our progress toward previously set targets, please see [Sustainability Reports](#).

Our Targets	Target Year ¹		Base Year ²	Base Year Data	2025 Progress	Target achieved (%)	Target Status ⁴	Related Capitals	Related Material Issues	Contributions to SDGs
	2026	2030								
Support the career development of women engineers (3rd and 4th-grade students)	-	22 workshops, 560 women engineering students	2024	7 workshops, 307 women engineering students	0	0%	Below Target	IC· HC· SC	Corporate Citizenship	SDG 5, 10, 17 AC related target ³
Increase the employment rate of women employees at women-led dealerships	-	60%	2024	51%	51%	0%	Below Target	IC, HC, SC	Corporate Citizenship	SDG 5, 8, 10, 17
Increase the number of women entrepreneurs in the dealer ecosystem by boosting the number of women Beko dealers	150 women dealers	-	2021	86 women dealers	137	79.7%	On Target	IC, HC, SC	Corporate Citizenship	SDG 5, 8, 10, 17 AC related target
Ensuring that women receive technical training and start working as technical service personnel in Arçelik Authorized Services	1,000 women technicians	-	2021	0 women technicians	814	81.4%	On Target	IC, HC, SC	Corporate Citizenship	SDG 5, 10, 17 AC related target
Provide technology design, IT, and software training to reduce the gender digital divide in 81 provinces of Türkiye to women students	100,000 women students	-	2021	0 women students	105,010	105%	On Target	IC, HC, SC	Corporate Citizenship	SDG 4, 5, 10, 17 AC related target

1 Target year dates signify “by the end of” the year determined.
2 The base year has been adjusted as 2024 for some targets.
3 Until 2026, our target will follow the goals we merged under the Action Coalition umbrella.
4 Target Status is determined based on the target achievement percentage toward the 2030 target: ‘On Target’ (≥30% achieved), ‘Below Target’ (< 30% achieved). ‘Newly Set’ refers to targets established in 2025
AC: Action Coalition
NC: Natural Capital, MC: Manufactured Capital, FC: Financial Capital, IC: Intellectual Capital, HC: Human Capital, SC: Social Capital”

As our Company continues to refine its strategic direction, we updated our sustainability targets in 2024 to reflect our strengthened ambition for the future. In this report, we present our forward-looking targets alongside the progress achieved in 2025, demonstrating our commitment to transparent performance tracking and continuous improvement. Additionally, this report introduces newly established targets reflecting our expanded sustainability commitments. These targets remain aligned with our long-term vision and our dedication to creating value for all stakeholders in line with the United Nations Sustainable Development Goals (SDGs).

For details on our progress toward previously set targets, please see Sustainability Reports.

Our Targets	Target Year ¹		Base Year ²	Base Year Data	2025 Performance	Target achieved (%) ³	Target Status ⁴	Related Capitals	Related Material Issues	Contributions to SDGs
	2030	2040								
Increase the average training hours per employee	32	35	2024	22	15	47%	On Target	IC, HC	Future Fit Culture, Talent and Organizational Management	SDG 4
Convert training activities to online platforms	30%	35%	2024	6%	9%	30%	On Target	IC, HC	Future Fit Culture, Talent and Organizational Management	SDG 4
Increase the percentage of women	-		2024	-			On Target	IC, HC	Future Fit Culture, Talent and Organizational Management	SDG 5, 6
– in the total workforce	35%	40%	2024	29%	29%	83%	On Target	IC, HC	Future Fit Culture, Talent and Organizational Management	SDG 5, 6
– in all management positions	30%	35%	2024	26%	26%	87%	On Target	IC, HC	Future Fit Culture, Talent and Organizational Management	SDG 5, 6
– in junior management positions	35%	35%	2024	27%	28%	80%	On Target	IC, HC	Future Fit Culture, Talent and Organizational Management	SDG 5, 6
– in top management positions	32%	35%	2024	27%	23%	72%	On Target	IC, HC	Future Fit Culture, Talent and Organizational Management	SDG 5, 6
– in management positions in revenue generating functions	25%	30%	2024	20%	20%	80%	On Target	IC, HC	Future Fit Culture, Talent and Organizational Management	SDG 5, 6
– in STEM related positions	38%	40%	2024	22%	22%	58%	On Target	IC, HC	Future Fit Culture, Talent and Organizational Management	SDG 5, 6
– Assign women directors in STEM-related departments	3	4	2024	1	1	33%	On Target	IC, HC	Future Fit Culture, Talent and Organizational Management	SDG 5, 6
Reach supplier employees for OHS training	5,000 supplier employees	-	2024	3,852 supplier employees	3,983 supplier employees (cumulative)	80%	On Target	HC, SC	Future Fit Culture, Talent and Organizational Management	SDG 3, 4, 17
Improve Service Call Rate (SCR) performance	49%	-	2020-2025	36%	-	-	Newly Set	MC, IC, SC	Product Quality and Safety	SDG 3, 9, 12, 13
Increase the ratio of Six Sigma Projects per trained employee	65%	-	2022-2025	56%	-	-	Newly Set	MC, IC, SC	Product Quality and Safety	SDG 3, 9, 12, 13
Ensure the suppliers use green electricity	100% green electricity for the suppliers in 90% of purchasing volume	-	2024	26% green electricity use by the suppliers in 13% of purchasing volume	23% green electricity use by the suppliers in 19% of purchasing volume	22%	Below Target	NC, FC, MC, SC	Sustainable Supply Chain Management	SDG 7, 9, 12, 13
Emission reduction targets set by our suppliers	Suppliers in 90% of purchasing volume	-	2024	Suppliers in 4.6% of purchasing volume	Suppliers in 3.8% of purchasing volume	4%	Below Target	NC, FC, MC, SC	Sustainable Supply Chain Management	SDG 7, 9, 12, 13
Ensure our suppliers set their own targets on water	Suppliers in 90% of purchasing volume	-	2024	Suppliers in 14.8% of purchasing volume	Suppliers in 16.5% of purchasing volume	18%	Below Target	NC, FC, MC, SC	Sustainable Supply Chain Management	SDG 6, 9, 12 FF related target
Ensure our suppliers exceeding 500 ToE obtain the ISO 50001 certificate	Suppliers in 90% of purchasing volume	-	2024	Suppliers in 30.3% of purchasing volume	Suppliers in 33.8% of purchasing volume	38%	On Target	NC, FC, MC, SC	Sustainable Supply Chain Management	SDG 7, 12, 13

¹ Target year dates signify “by the end of” the year determined.
² Since Beko Europe has been added to the scope, the base year has been adjusted as 2024 for all targets.
³ The target achievement (%) for all targets on this page were calculated based on 2030 targets.
⁴ Target Status is determined based on the target achievement percentage toward the 2030 target: ‘On Target’ (≥30% achieved), ‘Below Target’ (< 30% achieved). ‘Newly Set’ refers to targets established in 2025

FF: Forward Faster
NC: Natural Capital, MC: Manufactured Capital, FC: Financial Capital, IC: Intellectual Capital, HC: Human Capital, SC: Social Capital
ToE: Tonnes of Oil Equivalent

CONTRIBUTION TO UN SUSTAINABLE DEVELOPMENT GOALS

At Arçelik, our commitment to advancing the UN Sustainable Development Goals (SDGs) is deeply ingrained within our corporate values and business model. We recognize the pivotal role of addressing contemporary challenges in line with our materiality issues, sustainability strategy, and strategic targets to drive meaningful societal and environmental progress.

Process for Establishing SDG Priorities

We believe that sustainable development is a collective responsibility requiring active participation from all stakeholders. To ensure that we are addressing the most critical sustainability issues, we closely work with our stakeholders to identify key materiality issues which help us define our strategic priorities. This, in turn, allows us to determine our SDG priorities and shape our short-medium and long-term goals accordingly. Based on these goals and objectives, we develop and implement projects and initiatives that aim to contribute to the SDGs.

The following diagram shows our prioritized SDGs which are linked to our strategic priorities and have the most significant direct impact on our Company's core business.

OUR STRATEGIC PRIORITIES CONTRIBUTING TO SDGs				
Transition to Net Zero: SDG 7, SDG 9, SDG 12, SDG 13, SDG 14	Digital Transformation & Innovation: SDG 9, SDG 12, SDG 17	Circular Economy: SDG 9, SDG 12, SDG 13, SDG 14, SDG 17	Water Management: SDG 6, SDG 14, SDG 17	Creating Value in the Supply Chain: SDG 3, SDG 12, SDG 13, SDG 17
Supporting Local Communities: SDG 3, SDG 12, SDG 17	Gender Equality & Diversity: SDG 4, SDG 5, SDG 8, SDG 10, SDG 17	Future Fit Culture, Talent & Organizational Management: SDG 3, SDG 4, SDG 5, SDG 8, SDG 17	Ensuring Healthy Lives & Well-Being for People: SDG 3, SDG 8	Quality, Safety & Customer Management: SDG 3, SDG 9, SDG 12, SDG 13

Arçelik supports all UN SDGs with its sustainability approach embedded into all its operations. However, based on the results of the table where we aligned our strategic priorities with the SDGs, we can see that 12 SDGs stand out since Arçelik directly contributes to them: 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14, 17.



Arçelik has determined short and long-term SMART (Specific, Measurable, Achievable, Relevant, Time-bound) sustainability targets in line with these strategic areas.

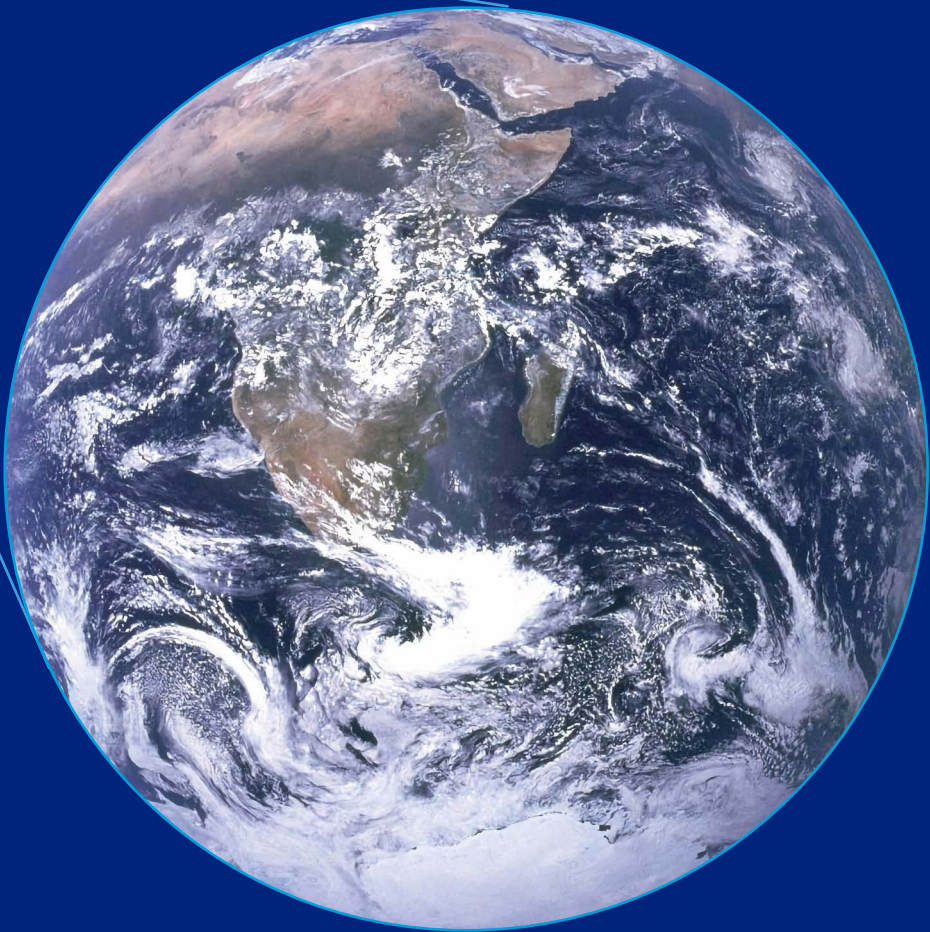
For further information on these targets, their contribution to the SDGs, and the Company's annual progress toward these targets, please refer to the Sustainability Targets section of the Report.

In the following sections of the Report, the Company's contribution to the SDGs is detailed through related activities and projects.

For further information, please refer to Annex 14, SDG Index of the Report.

IN TOUCH WITH OUR PLANET

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Biodiversity	100
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→ Please refer to the Sustainability Targets section to explore Arçelik’s environmental targets and its 2025 progress.



Related Capitals



Natural



Intellectual

Environmental Management

We manage our environmental impact through international management standards, particularly ISO 14001 Environmental Management System, and ISO 50001 Energy Management System integrated with ISO 9001 Quality Management System. The effectiveness and continuity of the management systems are ensured through regular Internal System Controls and third-party audits with international accreditation.

All our manufacturing facilities undergo comprehensive environmental risk assessments covering key operational aspects in accordance with environmental regulations. These assessments identify potential environmental impacts and associated risks at the site level. Activities are aligned with ISO 14001 standards and are systematically managed on a daily, monthly, and annual basis. This approach enables us to systematically identify, evaluate, and manage environmental risks through a continuous improvement cycle. Based on these assessments, response plans are developed and implemented to mitigate identified risks. This systematic process ensures that environmental considerations are embedded across all operations.

Additionally, greenhouse gas (GHG) emissions of our company are categorized and calculated in accordance with GHG Protocol and verified in accordance with ISAE 3410.

* Fines under USD 10,000 or less are considered insignificant.

As the physical effects of the climate crisis, such as heat waves, droughts, wildfires, sea level rise and floods are becoming more prevalent globally, immediate action is required to mitigate and adapt to these devastating risks as well as the policy and regulatory changes that come along.

We are taking steps to limit the increase in global temperatures to the 1.5-degree scenario. To achieve this, we are investing heavily in energy efficiency and renewable energy in production and purchasing green electricity to further decrease GHG emissions. We are also investing heavily in R&D to produce energy-efficient products to reduce the GHG emissions associated with the use phase of the products.

In addition, we evaluate our operations and assets according to our exposure to climate-related hazards and transition events, and relative sensitivity analyses are being conducted. According to the results of these studies, currently there are no assets or activities considered as incompatible with the climate-neutral economy.

Effective environmental management, adaptation, and mitigation of the impact of climate change are key priorities for us. Thus, we manage our processes in conformity with legal requirements. During the reporting period, there were no significant* fines due to non-compliance with environmental legislation.

Our environmental indicators, including targets and methodologies, are verified by a third-party organization to ensure accuracy, transparency, and alignment with industry standards. We regularly review our sustainability and climate-related targets through structured internal processes to ensure alignment with our broader sustainability strategy and long-term goals.

These reviews are conducted at least annually, with oversight from relevant departments and input from business units across the organization. Progress is monitored using a combination of qualitative assessments and quantitative performance indicators. These metrics are tracked through internal monitoring systems. Insights gained through these reviews inform strategic decision-making, resource allocation, and the continuous improvement of our sustainability efforts.

Additionally, we believe raising awareness and knowledge on environmental and energy management is crucial. To this end, we provide environmental training on topics such as efficient water use and waste reduction, as well as energy training to enhance competence and understanding in energy management.



➤ For further information, please refer to [Annex 3. Assurance Report](#), [Annex 5. Environmental Indicators](#), and [Climate-Related Risks and Opportunities](#) sections of the Report.

➤ For further information, please refer to our [Climate Change Strategy](#), [Environmental Policy](#), and [Energy Policy](#).

➤ The training details can be seen in [Annex 8. Social Performance Indicators](#).

CLIMATE ACTION

Our Science Based Targets

2050 NET ZERO COMMITMENT IN LINE WITH SCIENCE BASED TARGETS INITIATIVE CORPORATE NET ZERO STANDARD

We have committed to the Science Based Targets Initiative to become a company with net zero emissions by 2050 in line with the Science-Based Targets Initiative Corporate Net Zero Standard*. Within the scope of this commitment, our near-term and net-zero targets, aligned with the 1.5°C climate scenario, were officially validated by the Science Based Targets Initiative (SBTi) in November 2024.

In the scope of our near-term target, we commit to reducing our absolute Scope 1 and Scope 2 emissions by 42% by 2030 compared to a 2022 base year and reducing Scope 3 emissions from the use of sold products by 42% for the same period.

Our overall net zero target is to reach net zero greenhouse gas emissions across our value chain by 2050. In the scope of our long-term net-zero target, we commit to reducing our combined Scope 1 and Scope 2 emissions, as well as our Scope 3 emissions, by 90% by 2050, compared to a 2022 base year. We aim to do this by taking

challenging, innovative actions in our entire value chain. For our 10% residual emissions, we commit to investing in qualified nature and/or technology-based carbon removal projects in line with the SBTi Corporate Net Zero Standard.

Currently, we do not rely on the use of carbon credits to achieve our targets, but will consider utilizing carbon credits in the future as we continue to advance towards our goals. Any future carbon credits used will be verified through third-party verification, ensuring the credits meet stringent standards for quality. The type of carbon credits we will use and whether they focus on carbon reduction or removal will be disclosed at that time, as we align our actions with the evolving regulatory and market standards.

With our 1.5°C-aligned targets, we broaden our target to all manufacturing facilities, including joint ventures for Scope 1, 2, and Scope 3 emissions. For Scope 3 emissions stemming from the use phase of products, the target includes MDAs, SDAs, TVs, and A/Cs.

Our officially validated science-based targets are more ambitious compared to the previous ones, as they require faster and deeper emissions reductions across both our operations and value chain, reflecting alignment with the 1.5°C scenario rather than the well-below 2°C pathway.

GHG Emissions

We have been calculating our GHG emissions using IPCC and GHG Protocol guidelines and this data has been verified by an independent organization in accordance with ISO 14064-3 Standard since 2010 until 2023. However, to be in line with changing regulations, we have started to use ISAE 3410 standard since 2024.

In 2024, we incorporated GHG emissions data that reflects the significant structural change following our Company’s merger with Whirlpool’s operations in Europe, Middle East, and Africa (EMEA) region.

This integration required the revision of our emissions reporting boundaries to ensure the accuracy, consistency, and completeness of our consolidated GHG accounting across the entire value chain, and the reported data is also verified by a third-party auditor.

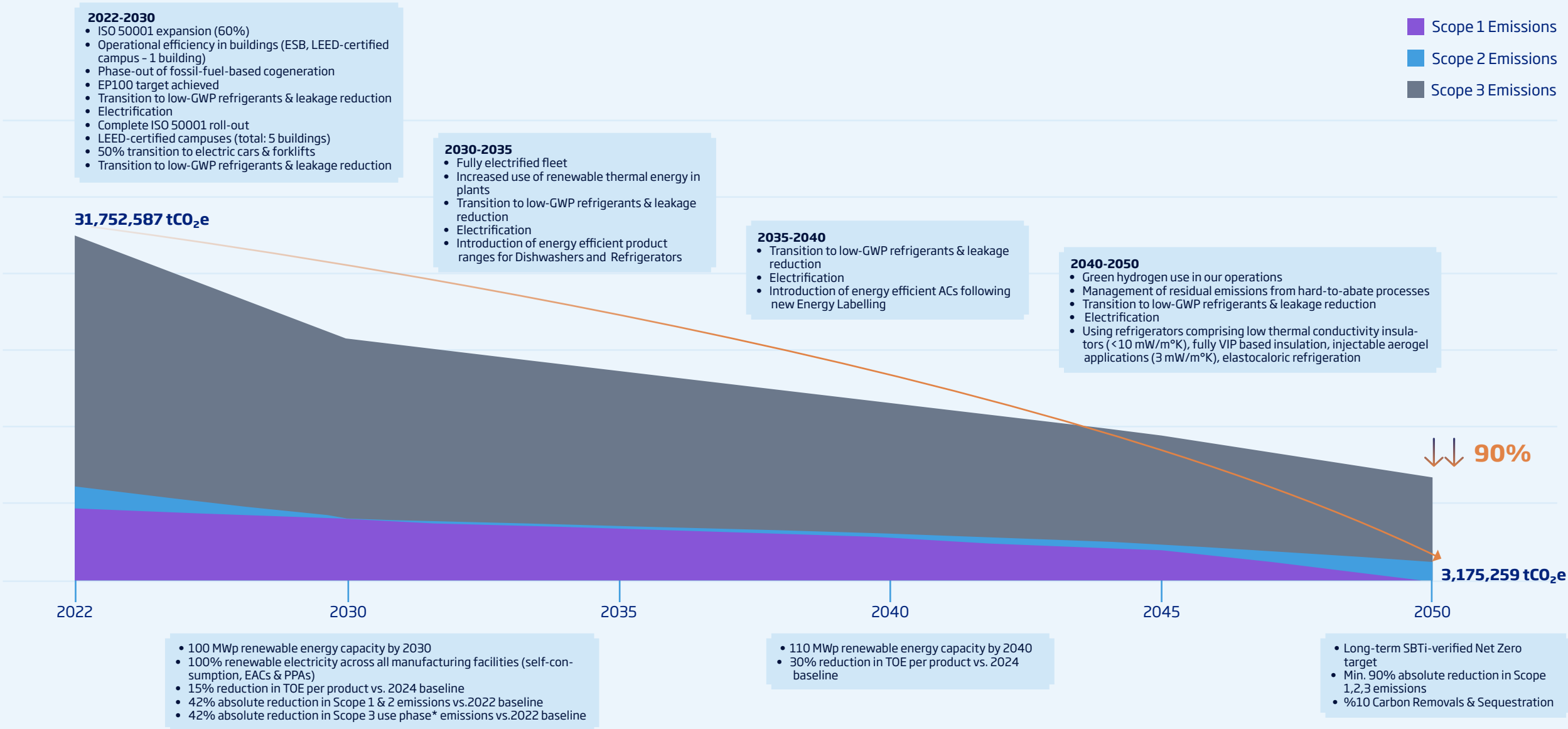
Decreasing Scope 3 emissions generated during the products’ use phase is a critical element of the Company’s strategy towards its net zero emissions target. Thus, an in-house “Digital Scope 3 Sales Emissions Monitoring System” has been developed through the collaboration of the relevant teams from different departments. The system can calculate the use-phase emissions in 129 product categories, including major and small home appliances and air conditioners, retrieving country-based sales and Stock Keeping Unit (SKUs) as well as product emissions data of 122 different countries.

➤ For further information regarding our air emissions, please refer to [Annex 5. Environmental Performance Indicators](#).

➤ For further information regarding Assurance and Verification of our GHG emissions, please refer to the [Annex 3. Assurance Report](#) section of the Report.

* CO₂, CH₄, N₂O, HFCs, and SF₆ are included within the scope of the target.

The Company’s Net Zero Roadmap



Please note that this roadmap is intended for representative visualization purposes only. Scale differences between Scope 1, Scope 2, and Scope 3 emissions have been adjusted to enhance readability and illustrate the overall decarbonization trajectory. For further information on detailed baseline emissions, historical performance data, and actual values, please refer to Annex 5. Environmental Performance Indicators.

The actions outlined on this page represent key identified initiatives supporting our decarbonization pathway. For a comprehensive view of all planned measures, targets and actions across the net zero journey, please refer to the Net Zero Roadmap in Detail and Sustainability Targets section of the Report.

* 2030 Scope 3 Target covers use-phase emissions of dishwasher, dryer, frontload washing machine, hob, hood, microwave, oven, refrigerator, television, vacuum cleaner, washer dryer, air conditioner product groups while 2050 Target covers all emissions in the base year.

Net Zero Roadmap In Detail

INTRODUCTION

PARTNERSHIPS & RECOGNITION

GOVERNANCE

SUSTAINABLE VALUE CREATION STRATEGY

DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT

SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs

IN TOUCH WITH OUR PLANET

IN TOUCH WITH HUMAN NEEDS

IN TOUCH WITH BUSINESS

ANNEXES

Scope 1 & 2

- Energy efficiency projects including compressed air, energy efficiency in HVAC systems and lighting systems, insulation, heat recovery, energy-efficient motor transition and process optimization
- Improving energy efficiency in buildings and LEED certified manufacturing facilities
- Increasing the number of ISO 50001 EnMS certified factories and doubling economic output for every unit of energy consumed
- Electrification in manufacturing
- Low GWP refrigerant usage in manufacturing
- Transition to electric cars and forklifts
- Use of green hydrogen where possible (to be considered after 2030)
- Using more renewable thermal energy in manufacturing facilities
- Making significant investment to achieve the 2030 target to reach 100 MWp renewable energy capacity and starting to work towards surpassing 110 MWp capacity by 2040
- Aiming for 100% renewable electricity with renewable energy systems for self-consumption and EACs and PPAs in all manufacturing facilities

Scope 3 Emissions Generated During Product Use Phase

- Increasing penetration of super energy-efficient products globally, including developing and emerging countries without energy regulation
- Increasing penetration of solar-powered refrigerating appliances especially in South Africa, Pakistan, India, Bangladesh
- Accelerating the phase out of high GWP refrigerants with the transition of low GWP refrigerant in all our products
- Increased R&D for efficient and affordable products
- Using refrigerators comprising low thermal conductivity insulators (<10 mW/m°K), fully VIP based insulation, injectable aerogel applications (3 mW/m°K)
- Implementing new and novel heat pump technologies, VCC compressor with higher performance
- Using non-fluorinated refrigerant heat pump systems in all washing machines and dishwashers
- Increasing communication activities on environmentally friendly products, energy and water saving tips at home with the aim to educate consumers to make informed choices
- Creating applications allowing gamification-based awareness campaigns with the users of connected appliances for more energy and water saving based on preferences of the consumer and more awards generated
- Collaborating with relevant stakeholders including NGOs which follow programs that develop energy efficiency policies on household products to increase minimum energy efficiency labeling requirements especially in emerging markets
- Working with financing institutions to make energy-efficient appliances financially available for more consumers
- Introduction of energy efficient product ranges for Dishwashers and refrigerators
- Introduction of energy efficient ACs following new Energy Labelling

Scope 3 Logistics Emissions

- Working towards the target to reduce emissions resulting from logistics operations by 90% by 2050 in line with corporate goals
- Reducing number of shipments
- Increasing the rate of lower-emission transportation modes
- Switching to biofuel alternatives, gradually increasing biofuel alternatives for downstream transportation
- Switching to electric transport alternatives using electricity from renewable source
- Route Optimization

Scope 3 Emissions from Materials Used in Products

- Increasing the amount of recycled materials used in products and packaging
- Decreasing raw material amount used in the products
- Increasing recovered materials used in the products from Company's own WEEE Recycling Plants
- Searching for green steel alternatives

➤ For further information regarding the targets and the actions already implemented towards the Company's Net Zero target, please refer to [GHG Emissions](#), [Air Emissions](#), [Energy Efficiency and Renewable Energy](#), [Energy and Water Efficient Products](#) and [Supplier ESG Program](#) sections of the Report.

➤ For further information, please refer to the [Sustainable Financing](#) section of this Report.

Net Zero Roadmap Alignment With Strategy

Our climate transition plan is a core component of our overall business strategy, driving innovation, operational excellence, and long-term value creation in a low-carbon economy. It is fully embedded in our strategic and financial planning.

The Company's Net Zero Roadmap has been developed in alignment with the Paris Agreement goal of limiting global warming to 1.5°C. In this context, the Company has committed to the Science Based Targets Initiative (SBTi) to achieve net zero emissions by 2050, with near-term and net-zero targets aligned with the 1.5°C climate scenario and validated by the SBTi.

Our officially validated and 1.5-degree-aligned science-based targets are embedded across key business functions, including capital allocation, budgeting, and performance management, ensuring that climate action is operationalized at all levels. We prioritize investments that advance decarbonization within our strategic planning and investment review processes.

To ensure accountability and alignment, emission reduction targets are reflected in executive KPIs and compensation structures. Progress is evaluated through annual, cross-functional reviews that involve business units and sustainability, risk, and finance teams.

This enables dynamic adaptation to evolving policy landscapes, market developments, and stakeholder expectations.

By embedding climate priorities across decision-making processes and financial systems, we ensure that our transition plan is not treated as a standalone initiative but as a foundational element of how we operate, grow, and create shared value.

Additionally, our climate transition plan is presented to shareholders at the Annual General Meeting (AGM), where we provide updates on the Company's carbon transition plan and actions. This ensures transparency and allows shareholders to give feedback on our progress toward a net zero economy.

In addition, we engage with our stakeholders – including employees, suppliers, customers and consumers, investors, governments, industry associations, non-governmental organizations (NGOs), and local communities – to support the achievement of our transition plan.

➤ Please refer to the [Stakeholder Engagement](#) section of the Report for further information on how our engagement with stakeholders supports our transition plan.

Assessment of Social Implications of the Transition Plan and Corresponding Actions

The Company recognizes that the transition to a low-carbon economy may create social implications for its workforce, value chain partners, consumers and communities. As part of its transition planning, the Company assesses decarbonization-related social impacts through its existing enterprise risk management and sustainability processes, including potential impacts on skills requirements, workforce structure, supplier readiness and product affordability.

These risks are considered within ongoing risk assessment and sustainability management practices and are reflected in relevant actions where identified. To support a just transition, the Company focuses on areas where established practices already exist, including employee training and development programs, occupational health and safety management systems, and inclusive employment policies. Supplier-related risks are addressed through existing supplier management and engagement processes, including alignment with company requirements on compliance, working conditions, and sustainability expectations.

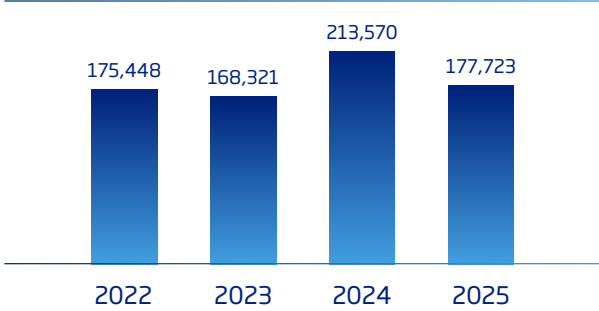


Consumer impacts are considered through the development of energy-efficient products aimed at reducing lifetime costs, while balancing energy performance improvements with product affordability considerations.

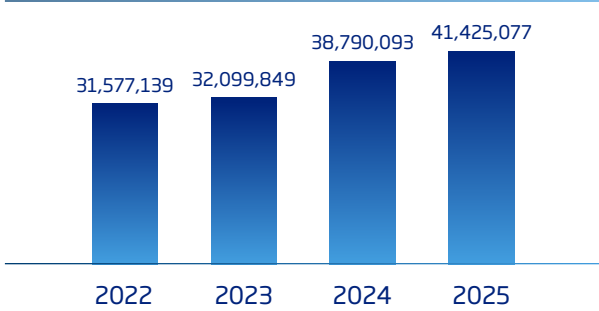
Relevant actions are followed through existing monitoring and reporting structures, and improvement needs are addressed as part of regular review processes. This approach supports the management of potential social impacts while contributing to a fair and responsible transition for employees, business partners and consumers.

CLIMATE ACTION

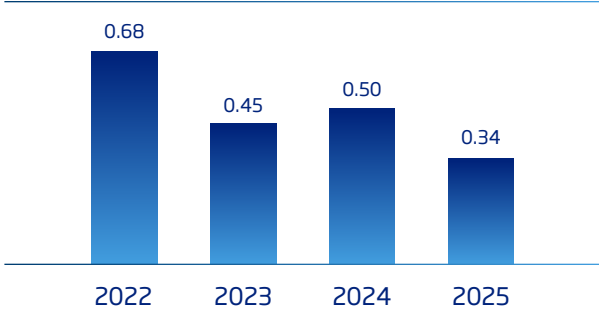
Scope 1 and Scope 2 GHG Emissions (tCO₂e)



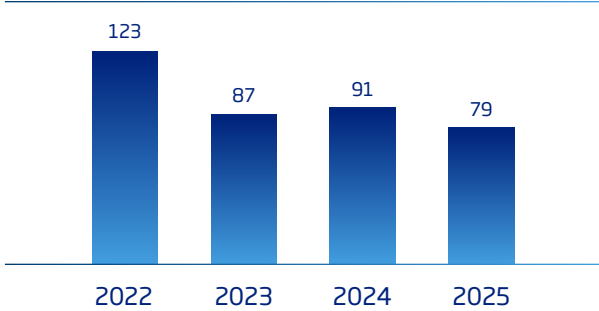
Scope 3 GHG Emissions (tCO₂e)



Scope 1 and Scope 2 GHG Emissions Intensity (tCO₂e/TRY million)



Scope 3 Emissions Intensity (tCO₂e/TRY million)



Air Emissions

We measure air emissions to maintain air quality, and we share our results with the relevant official institutions. Emission values for facilities within the reporting scope were within applicable legal limits in the reporting year. We also ensure that our performance is evaluated by independent and accredited laboratories that measure the level of compliance with regulations.

➤ For further information regarding our air emissions, please refer to [Annex 5. Environmental Performance Indicators.](#)



CLIMATE ACTION

Energy Efficiency and Renewable Energy

We are focused on reducing our energy-related environmental impact by implementing a variety of energy efficiency projects and expanding the use of renewable energy. As of 2025, 65% of our factories (including our headquarters) are ISO 50001 certified, and ISO 50001 EnMS surveillance audits are conducted annually by a third-party audit company. In addition, we periodically carry out detailed internal energy audits to identify energy efficiency potential within our manufacturing facilities.



LEED AND EDGE CERTIFICATION

The Company’s first Industry 4.0-based factory, the Washing Machine Plant in Romania, began operations in 2019 and was awarded the LEED Platinum Certificate, the highest level in the LEED green building rating system, for its efficient energy use, indoor air quality, and water-saving features. The new factories in Bangladesh and Egypt were built to meet LEED Gold standards and started operations in 2024. These facilities prioritize the use of natural daylight, energy monitoring systems and local or recycled materials, and are expected to save up to 50% energy compared to conventional facilities.

Additionally, the expansion project of the Company’s Washing Machine Plant in Manisa has received the EDGE Advanced certification, demonstrating international-level environmental sustainability. Developed by the International Finance Corporation (IFC) and administered by Green Business Certification Inc. (GBCI), EDGE (Excellence in Design for Greater Efficiencies) is a global green building certification promoting efficiency in energy, water, and materials. EDGE Advanced is awarded to projects achieving at least 40% energy savings compared to conventional baselines. The 64,410 m² facility achieved 73% energy, 23% water, and 20% material savings through high-efficiency systems, water-saving measures, and eco-friendly materials. Additionally, a 10.2 MWp rooftop solar plant meets 40% of the factory’s electricity need, decreasing GHG emissions and reducing operational costs.

KEY PROJECTS

To achieve our energy and climate goals and reduce energy consumption and GHG emissions, we continuously invest in energy efficiency solutions across our operations. These efforts focus on enhancing performance in key areas such as insulation, waste heat recovery, transition to energy-efficient motors, and the optimization of systems, including compressed air, heating, ventilation, air conditioning, and lighting, expanding

renewable energy use and green electricity procurement. These projects help us prevent GHG emissions as well as obtain financial savings and decrease our energy intensity.

In 2025, we implemented a total of 300 energy-efficiency projects across our production sites, leading to an estimated energy saving of approximately 69,562 GJ. As a result of these efficiency improvements, we have been able to avoid emitting 5,297 tCO₂e.

Location	Project Qty	Energy Saving (GJ)	Prevented GHG Emissions (tCO ₂ e)	Financial Saving (TRY)
Türkiye	86	19,402	1,396	11,860,303
Russia	51	13,157	798	4,195,365
South Africa	14	2,416	579	4,347,361
Thailand	13	1,103	149	1,243,421
Pakistan	26	798	88	960,276
China	3	786	129	896,530
Romania	24	5,589	336	4,930,462
Poland	25	11,173	972	12,834,754
Slovakia	32	5,015	226	7,615,547
Italy	26	10,122	624	10,154,622

FURNACE OPERATION OPTIMIZATION

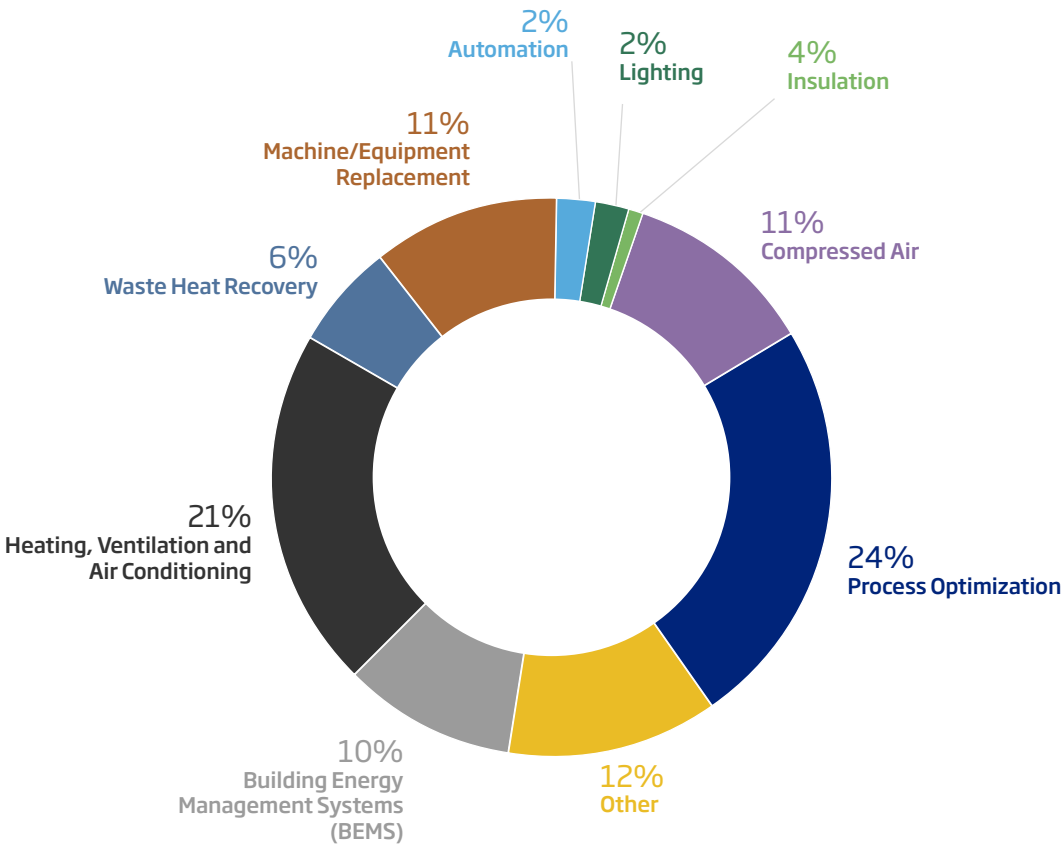
At the Ankara Dishwasher Plant, the operating hours, temperature setpoints, and start-up/shutdown strategies of the ovens in the painting process were restructured through a dynamic capacity management approach integrated with the production plan, enabling energy use to be optimized according to actual demand during low production periods. With this project, we have saved **136,000 m³ of natural gas**, achieved **EUR 49,860** in financial savings, and prevented **271 tCO₂e** emissions.

REGIONAL HEATING SETPOINT OPTIMIZATION

At the Melano Cooking Appliances Plant, the thermal requirements of different work areas within the production site were analyzed, and region-specific heating setpoint optimization was implemented based on a thermal demand mapping that considered personnel density, process heat loads, and environmental conditions. With this project, we have saved **16,009 m³ of natural gas**, achieved **EUR 15,965** in financial savings, and prevented **32 tCO₂e** emissions.

CONVERSION OF FORKLIFTS TO ELECTRIC MODELS

At the Romania Refrigerator Plant, 12 LPG-powered forklifts were replaced with electric forklifts as part of an improvement initiative, reducing fuel-related operational costs while establishing a more efficient and sustainable internal logistics infrastructure with zero direct emissions. With this project, **23,832 kg of LPG consumption** was eliminated, **EUR 22,298** in financial savings was achieved, and **69 tCO₂e** emissions were prevented.



GREEN ELECTRICITY AND
RENEWABLE ENERGY

In 2025, our green electricity ratio is 63.5% in our manufacturing operations. We will increase this ratio to 100% by 2030 in line with our sustainability targets. While Türkiye manufacturing facilities used 100% green electricity, Arçelik Hitachi Thailand plant met approximately 26.5% of its annual electricity consumption from a long-term PPA (Power Purchase Agreements) with floating solar PV plant in 2025.

As of the end of 2025, thanks to the photovoltaic solar systems established on our roofs, concentrated solar power plants, solar wall technologies, and ground-mounted solar power plants commissioned in Nevşehir and Eskişehir Refrigerator Plant's SPP, we have reached a total renewable energy capacity of 96 MWp. Thanks to these projects, 525,416 GJ of electricity was generated, 60,326 tCO₂e emissions were prevented, and TRY 430,491,107 financial saving was generated.

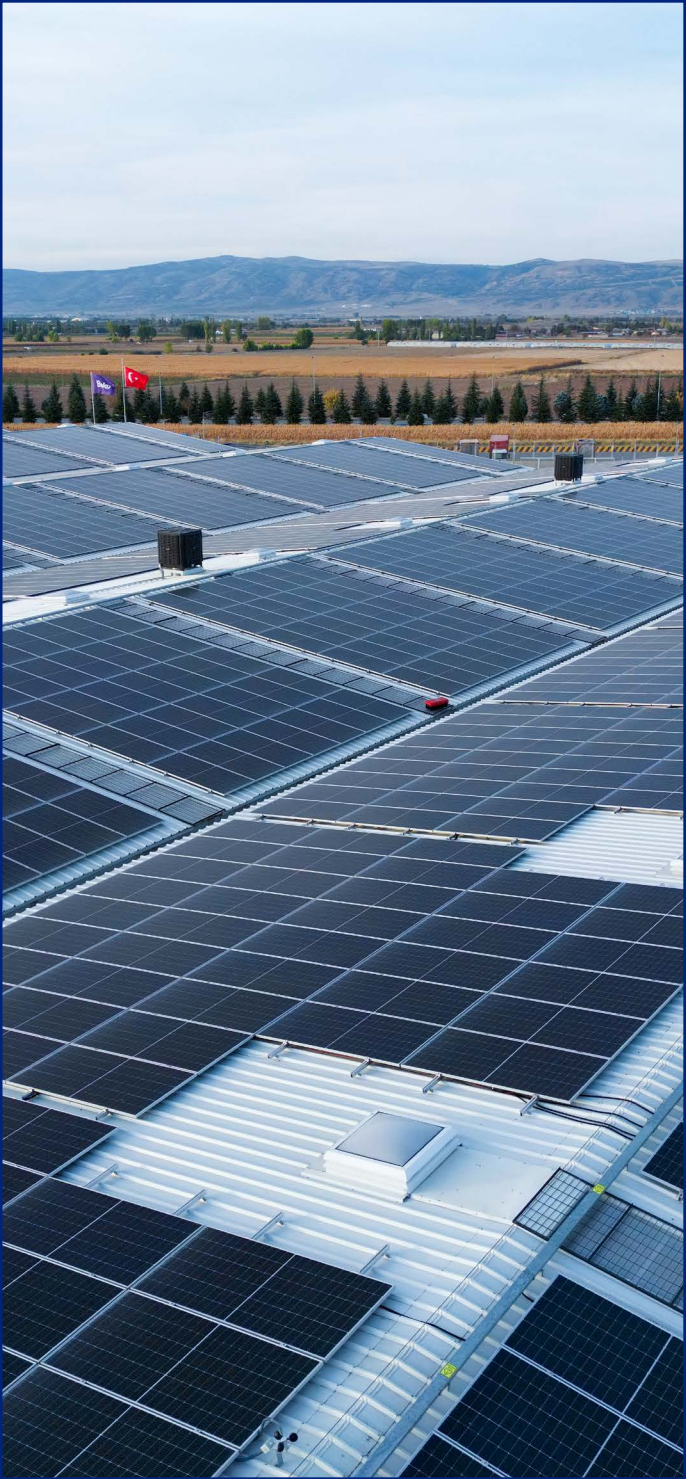
INTERNAL CARBON PRICING:
SHADOW PRICE

We use an internal carbon pricing mechanism to identify investment costs more accurately by taking into account a possible climate transition scenario where Emissions Trading Systems (ETS) or a potential additional cost mechanism for some raw materials may come into force within the framework of the EU Green Deal. Considering these scenarios and implementing an internal carbon pricing mechanism as a strategic decision-making component related to capital investments paves the way for reducing financial risks that may arise in the short and medium term.

The type of internal carbon price we use is the Shadow Price internal carbon pricing mechanism with a price of EUR 50 (TRY 2,236) per tCO₂e applied for investment decision-making processes, particularly for the machinery and equipment investments above 50 kW installed capacity and EUR 50,000 capital cost. This internal carbon pricing mechanism applies to Scope 1 and Scope 2 emissions, and material Scope 3 categories relevant to our operations.

Using this mechanism helps us change internal behavior, especially in purchasing practices. By using a carbon price, we drive low carbon investments and identify which investments offer low-carbon opportunities, navigate risks related to GHG regulations and stress test major risk items. We also encourage our suppliers to use internal carbon pricing to spread the best practices throughout the value chain and enhance supplier engagement and awareness, contributing to reducing upstream value chain emissions.

Additionally, we conduct cost-benefit analyses to support investment decisions and ensure that climate-related considerations are incorporated into both strategic planning and financial forecasting. The internal carbon price also supports our ability to incentivize the inclusion of climate-related risks into our broader risk assessment framework, further reinforcing the integration of sustainability into core business processes. It also supports our efforts toward setting and achieving climate-related targets, acting as a financial driver toward our long-term decarbonization strategy. In addition, our internal carbon pricing framework helps drive energy efficiency across operations by prioritizing investments and actions that lead to lower energy consumption and reduced emissions, while also setting a carbon offset budget to complement our decarbonization efforts.



Reducing the water footprint of our operations is one of our top priorities alongside effective water risk identification and management. As an industry-leading company, we leverage the latest technologies to decrease our water withdrawal in all our manufacturing facilities and utilize the latest datasets and tools for water risk management.

All these efforts are guided by our Water Policy, which is an integral part of our Environmental Policy as well as our Energy, Health and Safety, Quality, and GHG Management Systems, following our sustainability approach in line with our Global Code of Conduct. Through this policy, we commit to reducing water withdrawal, increasing water efficiency, recycling, and reuse; minimizing the water footprint of products, raising environmental awareness, and supporting water stewardship. In line with our policy and sustainability approach, we set our targets and manage our water performance via international management systems such as ISO 14001 EMS Certification.

The Sustainability Council (SC) is the top management-level committee responsible for the management of all environmental management issues, including water, in line with business strategies, risks, and opportunities. In the first stage, the company-level water targets and goals are identified by the SC and then distributed to the related bodies at the country level and

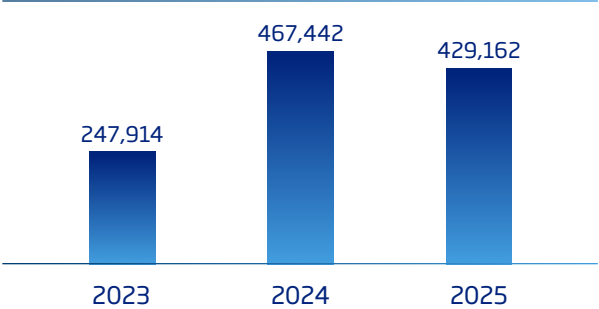
site/ facility level. The SC, chaired by our CFO, meets quarterly to monitor progress on these targets and discusses the water strategy, major plans, and actions for the following year’s plan.

In addition to water usage, we treat discharged water according to its characteristics in chemical and biological treatment facilities in all the regions where we operate. This ensures that discharged wastewater remains below legal discharge limits to protect water resources and biodiversity in the regions, and we periodically check compliance with these standards.

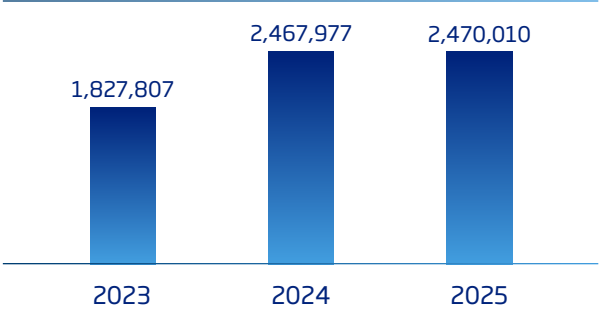
To ensure responsible water management and transparency, all water-related data, including water withdrawal, discharge and consumption disclosed in this report is audited and verified by a third-party auditor.

➤ For further information, please refer to [Annex 5. Environmental Performance Indicators.](#)

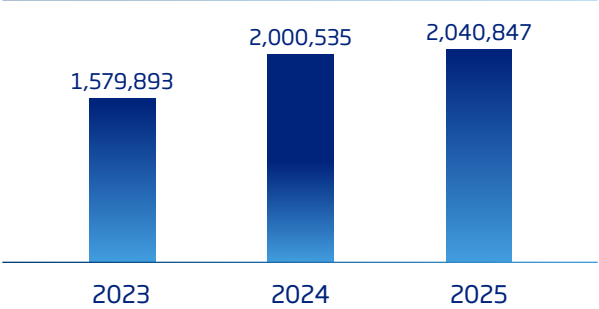
Water Consumption (m³)



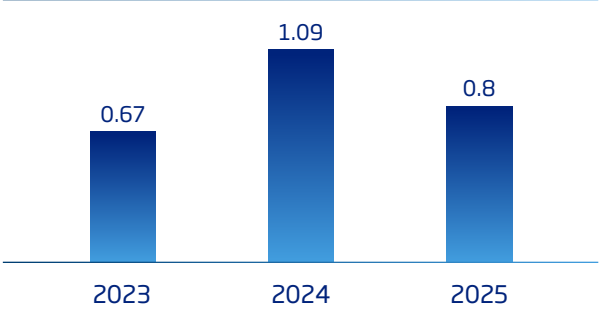
Water Withdrawal (m³)



Water Discharge (m³)



Water Consumption Intensity (m³/TRY million)



CEO Water Mandate

As part of our water management approach, we have become one of the 200+ companies that signed the CEO Water Mandate in 2022. CEO Water Mandate is a UN Global Compact Initiative, and a commitment platform for business leaders and learners to advance water stewardship. We commit to meeting the expectations of the CEO Water Mandate and report on our progress annually. Thus, we are committed to take action in the following areas:

- Direct Operations
- Supply Chain and Watershed Management
- Collective Action
- Public Policy
- Community Engagement
- Transparency

➤ For further information, please refer to the [Sustainability Targets](#) section of the Report.

Water Efficiency Efforts

As a result of water efficiency and rainwater harvesting projects implemented across different locations to date, including 8 projects in 2025, total water savings of 219,114 m³ have been achieved.

KEY PROJECTS

Location	Project Quantity	Project Type	Amount of Water Saved in 2025 (m³)	Financial Saving (TRY)
Rayong, Thailand	1	Recycling & Reusing Wastewater	4,800	109,837
Dhaka, Bangladesh	2	Water Efficiency	550	3,405
Kirzhach, Russia	1	Recycling & Reusing Wastewater	4,470	85,432
Eskişehir, Türkiye	1	Water Efficiency	280	15,400
Manisa, Türkiye	1	Water Efficiency	7,000	67,500
Poprad, Slovakia	2	Water Efficiency	7,340	505,269

Water Risk Management

We work to identify water risks in our regions of operation as well as throughout the value chain in order to take necessary actions for mitigation. Our Environment Working Group (WG) is responsible for water risk management. The WG conducts water stress analysis for our manufacturing facilities as well as our suppliers. With the help of related finance and strategic planning departments, the possible financial impact of the risk is calculated. The water-risk-related assessments are regularly reported to the Sustainability Council (SC) and Early Detection of Risk Committee, at least twice a year. The assessments are prioritized in accordance with Arçelik’s risk scoring methodology, and decisions for strategy change or mitigation action are taken when necessary. As a result of this process, we have revised our water management plans accordingly.

➤ For further information regarding Arçelik’s quantitative water risk calculations, please refer to [Climate-Related Physical Risks section of the Report](#).

SCENARIO ANALYSIS AND ADAPTATION PLAN FOR WATER RISKS

Arçelik has been conducting risk analysis on potential operational and financial impacts of climate-related physical risks, including water stress, water scarcity, drought, flooding, wild-fires, hot days, heatwaves, cold waves, and sea level rise. As our climate scenario analysis identified water stress as a high-priority physical risk given our global manufacturing footprint, this section presents our dedicated assessment of water-related exposure and its potential financial impacts

➤ For further information, please see [Climate-Related Physical Risks section of the Report](#).

Arçelik utilizes both its own resources as well as the third-party consultants’ know-how. The data used in risk computations include the Intergovernmental Panel on Climate Change (IPCC)’s Shared Socioeconomic Pathways (SSP1-2.6, SSP2-4.5, and SSP5-8.5), the WRI Aqueduct Water Risk Atlas (RCP 2.6, 7.0, and 8.5) projected to 2030, and the WWF Water Risk Filter, corresponding to optimistic, business-as-usual, and pessimistic scenarios.



The risk analysis focuses on Arçelik’s own operations as well as that of its raw material suppliers. To identify exposure, we screen selected raw material suppliers using the WRI Aqueduct Water Risk Atlas, based on available location data and sector classification. We have set our water-related targets for all our manufacturing facilities in line with our commitment to water stewardship. In terms of water efficiency, we aim to reduce water withdrawal per product by 10% by 2030 and by 25% by 2040. Additionally, we are committed to reducing our water discharge by 10% by 2030 and by 25% by 2040. As a risk adaptation plan, we have also set our 2030 and 2040 targets to increase the water recycling and reuse ratio to 25% and 35% in all manufacturing facilities.

For effective water management in our value chain, we collect water withdrawal and discharge data and 2030 targets from our critical Tier 1 suppliers. We collected data from 354 suppliers and 108 suppliers set their water withdrawal or water reuse and recycling targets. Our goal is to reach suppliers representing 90% of our purchasing volume and ensure that they set their own water-related targets by 2030.

The table below summarizes the distribution of our manufacturing facilities across baseline water-stress categories, together with their water withdrawal, discharge, and consumption volumes; the subsequent table presents the projected distribution under the RCP 2.6, 7.0, and 8.5 scenarios for 2030.

WATER MANAGEMENT

Water Stress Based on WRI Aqueduct Water Risk Atlas	Water Withdrawal (m³)	% of Total Water Withdrawal	Water Discharge (m³)	% of Total Water Discharge	Water Consumption (m³)	% of Total Water Consumption	Operations
High Water Risk Locations	468,661	20%	385,822	21%	82,839	19%	Ulmi, Romania - Arctic Washing Machine Plant Gaești, Romania - Arctic Refrigerator Plant Gebze, Türkiye - Arçelik LG Plant Kirzhach, Russia - BEKO LLC Refrigerator and Washing Machine Plant Rayong, Thailand - Refrigerator Plant Radomsko, Poland - Beko Europe Radomsko Washing Machine and Dryer Plant Radomsko, Poland - Beko Europe Radomsko Dishwasher Plant Lodz, Poland - Beko Europe Lodz Tumble Dryer Plant Lodz, Poland - Beko Europe Lodz Cooking Appliances Plant Shanghai, China - Arçelik Hitachi Washing Machine Plant
Extremely High-Water Risk Locations	929,288	41%	689,078	37%	240,209	56%	Gujarat, India - Voltbek Refrigerator Plant Karachi, Pakistan - Refrigerator and TV Plant Karachi, Pakistan - Washing Machine, A/C and Cooking Appliances Plant Dhaka, Bangladesh - Refrigerator Plant Dhaka, Bangladesh TV, A/C and Washing Machine Plant Siena, Italy - Beko Europe Siena Refrigerator Plant Comunanza Washing Machine and Dryer Plant Ankara, Türkiye - Dishwasher Plant Melano, Italy - Beko Europe Melano Cooking Appliances Plant Eskişehir, Türkiye - Compressor Plant Eskişehir, Türkiye - Refrigerator Plant 10 th of Ramadan, Egypt - Beko Egypt Cooking Appliances, Refrigerator and Dishwasher Plant Kabin Buri, Thailand - Arçelik Hitachi Refrigerator Plant Kabin Buri, Thailand - Arçelik Hitachi Washing Machine Plant Manisa, Türkiye - Refrigerator Plant Manisa, Türkiye - Washing Machine Plant

INTRODUCTION

PARTNERSHIPS &
RECOGNITION

GOVERNANCE

SUSTAINABLE VALUE
CREATION STRATEGY

DOUBLE MATERIALITY &
STAKEHOLDER
ENGAGEMENT

SUSTAINABILITY
TARGETS, COMMITMENTS,
PROGRESS &
CONTRIBUTION TO UN
SDGs

IN TOUCH WITH
OUR PLANET

IN TOUCH WITH
HUMAN NEEDS

IN TOUCH WITH
BUSINESS

ANNEXES

Scenario	Locations with High Water Stress	Locations with Extremely High-Water Stress
RCP 2.6	Ulmi, Romania Arctic Washing Machine Plant	Gujarat, India - Voltbek Refrigerator Plant
	Gaești, Romania Arctic Refrigerator Plant	Karachi, Pakistan - Refrigerator and TV Plant
		Karachi, Pakistan - Washing Machine, A/C and Cooking Appliances Plant
	Gebze, Türkiye Arçelik LG	Dhaka, Bangladesh - Refrigerator Plant
		Dhaka, Bangladesh - TV, A/C and Washing Machine Plant
	Kirzhach, Russia BEKO LLC Refrigerator and Washing Machine Plant	Siena, Italy - Beko Europe Siena Refrigerator Plant
	Rayong, Thailand Refrigerator Plant	10 th of Ramadan, Egypt - Beko Egypt Cooking Appliances, Refrigerator and Dishwasher Plant
		Eskişehir, Türkiye- Compressor Plant
		Eskişehir, Türkiye - Refrigerator Plant
		Kabin Buri, Thailand - Arcelik Hitachi Refrigerator Plant
		Kabin Buri, Thailand - Arcelik Hitachi Washing Machine Plant
		Manisa, Türkiye- Refrigerator Plant and Türkiye
		Manisa Washing Machine Plant
		Comunanza, Italy - Beko Europe
		Comunanza Washing Machine and Dryer Plant

Melano, Italy - Beko Europe Melano Cooking Appliances Plant

Ankara, Türkiye - Dishwasher Plant

Lodz, Poland - Beko Europe Lodz Cooking Appliances Plant

Lodz, Poland - Beko Europe Lodz Tumble Dryer Plant

Radomsko, Poland - Beko Europe Radomsko Dishwasher Plant

Radomsko, Poland - Beko Europe Radomsko Washing Machine and Dryer Plant

Shanghai, China - Arçelik Hitachi Washing Machine Plant

Scenario	Locations with High Water Stress	Locations with Extremely High-Water Stress
RCP 7.0	Shanghai, China - Arçelik Hitachi Washing Machine Plant	Gujarat, India - Voltbek Refrigerator Plant
	Ulmi, Romania - Arctic Washing Machine Plant	Karachi, Pakistan - Refrigerator and TV Plant
		Karachi, Pakistan - Washing Machine, A/C and Cooking Appliances Plant
	Gaești, Romania - Arctic Refrigerator Plant	Dhaka, Bangladesh - Refrigerator Plant
		Dhaka, Bangladesh TV, A/C and Washing Machine Plant
	Gebze, Türkiye Arçelik LG	Italy, Beko Europe Siena Refrigerator Plant
	Kirzhach, Russia - BEKO LLC Refrigerator and Washing Machine Plant	Manisa, Türkiye - Refrigerator Plant
		Manisa, Türkiye - Washing Machine Plant
	Rayong, Thailand Refrigerator Plant	Kabin Buri, Thailand - Arcelik Hitachi Refrigerator Plant
		Kabin Buri, Thailand - Arcelik Hitachi Washing Machine Plant
		Eskişehir, Türkiye - Compressor Plant
		Eskişehir, Türkiye - Refrigerator Plant
		Comunanza, Italy - Beko Europe Comunanza Washing Machine and Dryer Plant
		Melano, Italy - Beko Europe Melano Cooking Appliances Plant
		10 th of Ramadan, Egypt - Beko Egypt Cooking Appliances, Refrigerator and Dishwasher Plant

Ankara, Türkiye - Dishwasher Plant

Lodz, Poland - Beko Europe Lodz Cooking Appliances Plant

Lodz, Poland - Beko Europe Lodz Tumble Dryer Plant

Radomsko, Poland - Beko Europe Radomsko Washing Machine and Dryer Plant

Scenario	Locations with High Water Stress	Locations with Extremely High-Water Stress
RCP 8.5	Lodz, Poland - Beko Europe Lodz Cooking Appliances Plant	
	Lodz, Poland - Beko Europe Lodz Tumble Dryer Plant	Gujarat, India - Voltbek Refrigerator Plant
	Radomsko, Poland - Beko Europe Radomsko Washing Machine and Dryer Plant	Karachi, Pakistan - Refrigerator and TV Plant
		Karachi, Pakistan - Washing Machine, A/C and Cooking Appliances Plant
	Shanghai China - Arçelik Hitachi Washing Machine Plant	Dhaka, Bangladesh - Refrigerator Plant
		Dhaka, Bangladesh - TV, A/C and Washing Machine Plant
	Kirzhach, Russia - BEKO LLC Refrigerator and Washing Machine Plant	Siena, Italy - Beko Europe Siena Refrigerator Plant
	Radomsko, Poland - Beko Europe Radomsko Dishwasher Plant	Manisa, Türkiye - Refrigerator Plant
		Manisa, Türkiye - Washing Machine Plant
	Gebze, Türkiye - Arçelik LG	Eskişehir, Türkiye - Compressor Plant
		Eskişehir, Türkiye - Refrigerator Plant
	Ulmi, Romania - Arctic Washing Machine Plant	Kabin Buri, Thailand - Arcelik Hitachi Refrigerator Plant
		Kabin Buri, Thailand - Arcelik Hitachi Washing Machine Plant
	Gaești, Romania - Arctic Refrigerator Plant	Comunanza, Italy - Beko Europe Comunanza Washing Machine and Dryer Plant
	Rayong, Thailand - Refrigerator Plant	Melano, Italy - Beko Europe Melano Cooking Appliances Plant

10th of Ramadan, Egypt - Beko Egypt Cooking Appliances, Refrigerator and Dishwasher Plant

Ankara, Türkiye Dishwasher Plant

INTERNAL WATER PRICE

The Company uses the Internal Water Price mechanism to encourage investments in water infrastructure and determine the real price of water. We calculate internal water prices (IWP) for each facility separately through determining the current water stress via Aqueduct tool and modelling this for 2025, 2030 and 2050 for three different scenarios (business as usual, optimistic and pessimistic scenario).

We implemented a strategy where the cost of water usage is adjusted based on the level of water stress experienced by local water sheds. This method is grounded on a stress level scoring system, ranging from 1 to 5, with 1 indicating abundant water availability and 5 signaling severe scarcity.

Accordingly, for municipal water, the increase ranges from 10% to 70%. Also, IWP calculation includes monthly water bills, operational expenses, inflation rates and other direct/indirect water and wastewater prices. In 2025, total unit prices including IWP of our facilities change between 40-260 TRY/m³. These values were calculated based on data of two of our production plants with extremely high water stress.



We monitor our waste according to European Waste Codes (EWC) on a monthly basis from each production facility. The data collected is consolidated by the Central Environment Department for any possible improvements and shared with internal and external stakeholders.

With an improvement perspective, we adopt the near-zero waste approach during our waste management efforts. Our near-zero waste concept aims to reduce, reuse, and recycle the waste, and minimize all waste where landfill and non-energy recovery incineration are applied.

In line with this, we have set a target to increase the waste recycling rate to 99% by 2030, in all manufacturing facilities. Additionally, the diversion rates of waste to landfill in 2025 were 98.6% which has a third-party assurance.

➤ For further information, please refer to [Annex 3. Assurance Report.](#)

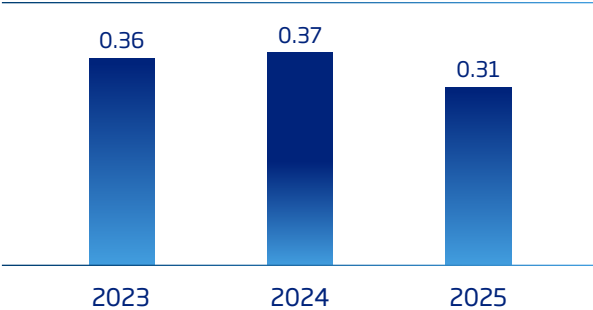
➤ For further information regarding our quantified target and progress, please refer to the [Sustainability Targets](#) section of the Report

The amount of investment in 2025 for waste reduction projects in production and product development stage was TRY 14 million.

To be able to reach our near-zero waste target with our integrated waste management approach, we identified areas to improve our performance and planned a roadmap. In this regard, we:

- Make resource efficiency improvements and invest in technologies that reduce the amount of virgin raw materials used,
- Prevent and reduce operational waste,
- Minimize overall chemical consumption and waste generation by redesigning product manufacturing processes,
- Improve the effectiveness of separating waste at the source, and
- Increase the rate of waste sent to recycling and energy recovery instead of landfill.

Waste Intensity (tonnes/TRY million)



KEY PROJECTS

In 2025, we prevented a total of 655 tonnes of waste, thanks to 7 waste reduction, reuse, and recycling projects carried out at various locations.

➤ For further information, please refer to [Annex 6. Environmental Performance Indicators.](#)

Location	Project Quantity	Project Type	Amount of Waste Prevented in 2025 (tonnes)	Financial Saving (TRY)
Manisa, Türkiye	3	Waste Reduction	19	3,666,300
Lipetsk, Russia	2	Waste Reduction	15	685,937
Eskişehir, Türkiye	1	Waste Reduction	576	4,292,551
Rayong, Thailand	1	Waste Reduction	45	4,439,729

CHEMICALS MANAGEMENT

Global regulations concerning chemicals and chemical-containing products are overseen by the central chemical management division within the Environment Department. This information is then communicated to all subsidiaries, particularly the green chemistry team members, ensuring compliance with both regulatory requirements and customer expectations worldwide. The Green Chemistry Working Group conducts an annual assessment of the regulations governing chemical use in products, along with an evaluation of related risks and opportunities associated with regulatory compliance.

Arçelik is committed to manage its chemicals safely throughout use, transportation, storage, and disposal of chemicals in the entire supply chain to reduce the impact on the environment and people. Our chemical risk approach methodology focuses on identifying, assessing, and managing the potential hazards associated with the substances used in our products. We follow a systematic process that includes reviewing materials for compliance with relevant regulations, evaluating the toxicity and environmental impact of substances, and conducting regular risk assessments to ensure that we meet safety and environmental standards.

Central Chemicals Oversight
Central division monitors regulations & communicates requirements

Product & Production Compliance
Procedures for compliance, risk assessment, and supplier engagement

Green Chemistry Working Group
Annual assessment of regulations, risks, and opportunities regarding chemicals

Supplier Accountability
Documentation, testing, and ongoing monitoring

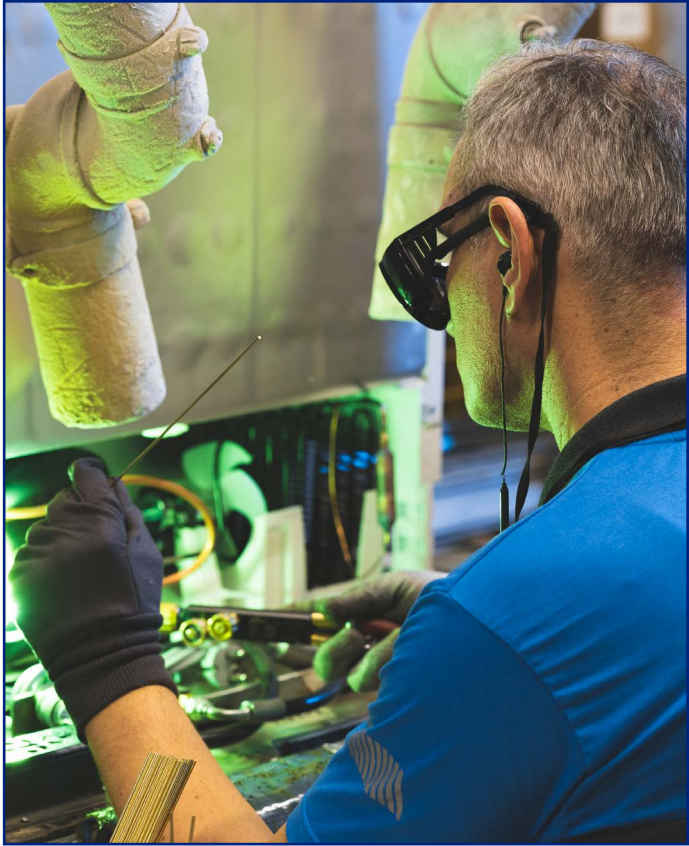
Training & Knowledge Sharing
Training programs, audits, and workshops for continuous improvement

Product Related Chemicals Management

We apply certain procedures to our products in accordance with Arçelik Chemical Compliance Specification and national chemical requirements. The procedures we apply cover issues such as supplier contribution, parts assurance, and labor. There are also EU directives and regulations such as the Restriction of Hazardous Substances in Electrical and Electronic Equipment (RoHS) and the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH), which are applied during the development of part of products and during mass production. As part of our commitment to regulatory compliance and environmental responsibility, we track the percentage of revenue generated from products containing substances regulated under major safety and environmental regulations.

CHEMICAL COMPLIANCE AND STAKEHOLDER ENGAGEMENT

Firstly, we expect our suppliers to fully understand the global regulations and directives and approve the contract of which they are a part. In our contracts with suppliers, we also require suppliers to provide the necessary documentation as outlined in the annexes of our Chemical Compliance Specification. We expect our suppliers to comply with all legal requirements from the beginning of the contract.



As a second step, when our suppliers are going to produce a new part, we require the relevant documents to be re-evaluated to ensure compliance with the legislation. We conduct various chemical tests to check the accuracy of the reports that we received from suppliers. Additionally, the compliance of parts in mass production is continuously monitored through sampling and testing by qualified staff in the Company's laboratories using a risk-based approach. In addition, finished products are tested at specified intervals in laboratories certified to the ISO/IEC 17025 standard.

CHEMICAL COMPLIANCE AND
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Processes	Description
Contract Signing	Supplier agrees to comply with regulations and provides required documents
Documentation Submission	Supplier submits documentation per Chemical Compliance Specification annexes
Pre-Production Evaluation	New part production requires re-evaluation of documents and compliance checks
Chemical Testing	Company performs chemical tests to verify supplier reports
Ongoing Monitoring	Continuous sampling and testing during mass production
Final Product Testing	Finished products tested in ISO/IEC 17025 certified labs

We have voluntarily implemented additional measures beyond regulatory requirements to increase customer satisfaction and manufacture home appliances with reduced environmental impact. In line with the new Swedish Chemical Tax, we are actively working to develop non-halogenated products to benefit from tax deduction. As a result of these efforts, we achieved a 50% tax deduction, meaning our products contain no bromine and chlorine. The products within the scope contain PVC (polyvinyl chloride) free components such as power cords, cables, hoses, and gaskets. All flame-retardant substances have been substituted with non-halogenated alternatives that are safer for both the environment and human health compared to halogenated options. The European Chemical Agency (ECHA) published a report on the European Regulatory Road Map Related Flame Retardants in March 2023. ECHA aims to ban certain brominated flame retardants to protect the environment. This was followed by a 2024 investigation report on aromatic brominated flame retardants, supporting further regulatory action under REACH. While these initiatives themselves are not a ban, it reflects ECHA’s intention to minimize environmental and health risks posed by these substances. The Company has begun developing a strict roadmap to phase out certain brominated flame retardants from its products in parallel with ECHA’s regulation direction.

Production Related
Chemicals Management

A comprehensive technical specification has been developed to outline the essential properties of required chemicals, incorporating both legal and Arçelik-specific criteria. This specification is communicated to chemical suppliers. Initial evaluations are conducted based on chemical safety data sheets (SDS), occupational health and safety (OHS) regulations, and Arçelik’s standards. During the evaluation phase, the use of toxic chemicals in production is strictly prohibited as a specific precaution. In the light of information from the SDS, we have chosen and purchased the appropriate chemicals. Environmental specialists in our manufacturing facilities carry out the investigations below, assisted if needed by the central chemical management team:

- Transport of chemicals
 - Chemicals inventory list
 - Chemicals risk assessments
 - Labelling and marking of chemicals
 - Providing and storing SDS
 - Storage of chemicals
 - Training by the chemical supplier
 - Preparation of environmental and occupational accident and emergency action plans
- After using chemicals, the most appropriate disposal method is chosen and applied.

CHEMICALS MANAGEMENT

The procedures for managing banned or restricted chemicals are outlined below:

- Determination of regulations and other requirements
- Assessment of compliance with regulations and other requirements
- Assessment of compliance in supplied raw materials/components /material
- Assessment of finished products
- Assessment of customer requests

Chemicals Management Training

Chemicals training includes product and production related chemical management topics.

For product related chemical training, an external third party has developed regulation training on ROHS, REACH, POP (Persistent Organic Pollutant), PAH (Polycyclic Aromatic Hydrocarbons), FCM (Food Contact Materials) and national legislation.

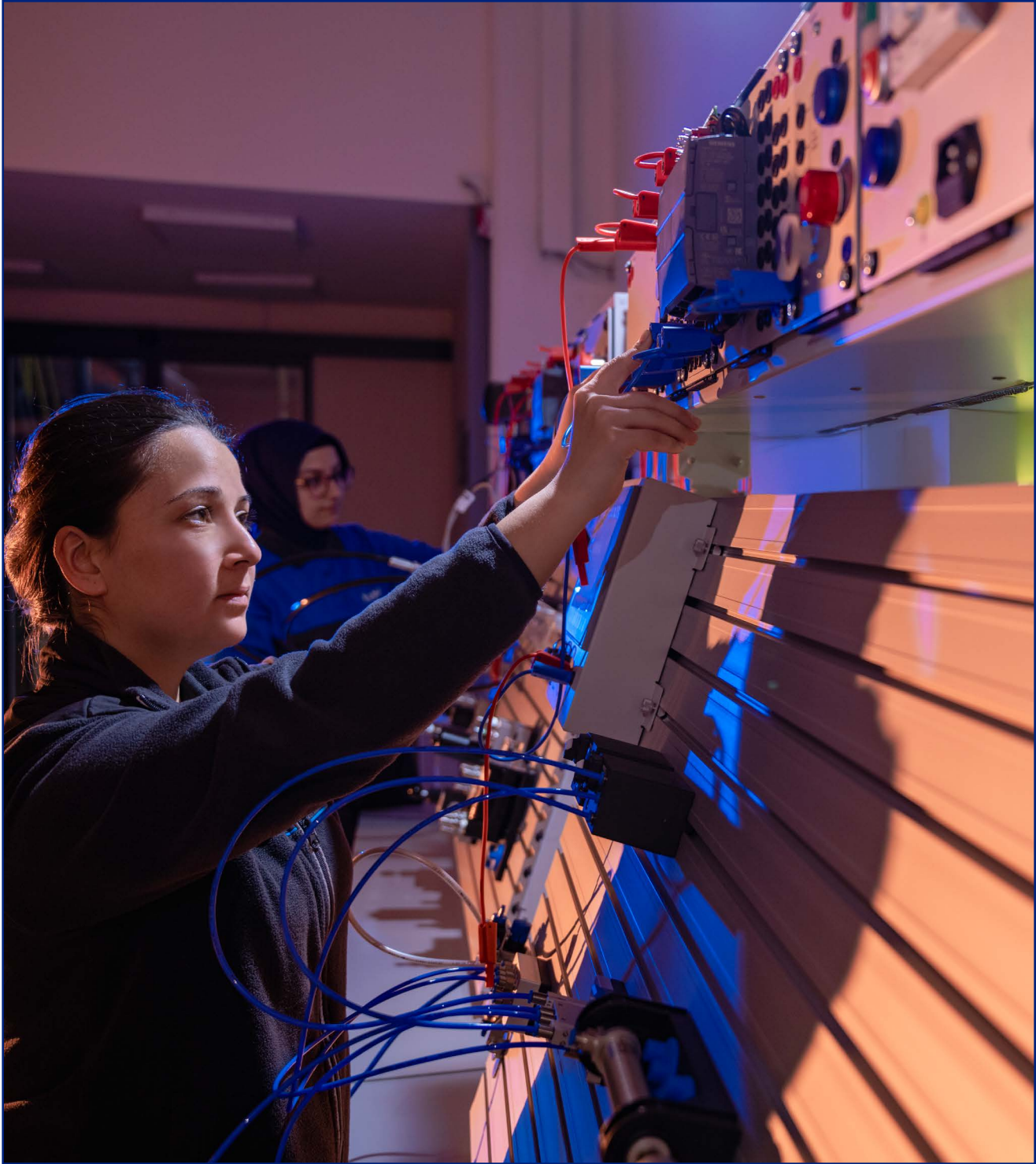
We also have the following activities and ensured each activity has a high level of participation:

- Regulation and testing training programs
- Periodic workshops to enhance knowledge-sharing and compliance

Production related chemical training covers topics such as health and safety implications, hazardous chemical classification and labeling, SDS, chemical storage, general safety rules and behaviors, environmental accidents and emergencies/emergency drills, and other OHS related topics.

All personnel are responsible for the general information mentioned and participate in the training. In addition to general information, those working with chemicals are informed about the rules to follow as part of the work and operating instructions. The HR officer and the relevant unit officer also participate in the training. The Company, together with the environmental and OHS officers and the workplace doctor, decides what information is to be included in the training.

➤ For further information regarding chemicals training, please refer to the [Annex 8. Social Performance Indicators](#) section of the Report.



OUR APPROACH TO BIODIVERSITY

Being aware of the vital importance of natural ecosystems for all of us, we aim to protect biodiversity through initiatives aligned with our commitments. At Arçelik, we recognize biodiversity loss as one of the global issues under pressure. Within this scope, we have assessed our biodiversity risk across our own operations and adjacent areas to address our nature-related impacts and dependencies, drawing on emerging frameworks including the Science Based Targets for Nature (SBTN) and the Taskforce on Nature-related Financial Disclosures (TNFD).

NATURE-RELATED IMPACT AND DEPENDENCY ASSESSMENT

Our assessment covers both industry-based nature-related impacts and dependencies and a location-based approach. As a first step, we mapped the business footprint of our own operations to implement the location-based approach. The geo-mapping of our manufacturing facilities was carried out using the Integrated Biodiversity Assessment Tool (IBAT). Locations were assessed based on the International Union for Conservation of Nature (IUCN) Red List of Threatened Species that potentially occur, Protected Areas, and Key Biodiversity Areas (KBAs) within 50 km of each site.

The material impacts of our industry were defined through SBTN’s Materiality Screening Tool, which is based on the Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) database. According to the results, the pressure categories rated as material are greenhouse gas (GHG) emissions, water use, and water/soil/solid pollutants – falling under the nature-related issue areas of climate change, resource use, and pollution, respectively. Also, using WWF Biodiversity Risk Filter, we reviewed the industry-level impacts and dependencies relevant to our sector, which confirmed water as a key dependency for our operations. Additionally, we screened our manufacturing sites and their surrounding river basins (scape-level risk) on this tool across physical, regulatory and reputational dimensions. Physical risk emerged as the most significant and most consistent risk type, driven primarily by pollution pressure and water availability. These findings informed the prioritization of our sites and reinforced water as an interrelated factor for both our nature-related impacts and dependencies.

PRIORITIZATION OF MANUFACTURING FACILITIES

We further assessed our nature-related impacts and prioritized our manufacturing facilities based on climate change and water use, which were found to be the most critical nature-related issues in terms of impact. The nature-related dependency of our manufacturing facilities was assessed as relatively low. However, water use is an interrelated factor for both impact and dependency: water use can create pressure on ecosystem services, while our business depends on water to operate without disruption. As the Company uses groundwater at a limited number of locations, this constitutes a qualitative nature-related impact and dependency. In addition, the proximity of our manufacturing facilities to areas of high biodiversity is another crucial factor we consider from the perspective of both nature-related impacts and dependencies.



BIODIVERSITY IN DOUBLE
MATERIALITY AND RISK
ASSESSMENT

We consider biodiversity loss as part of both our double materiality assessment and our enterprise risk assessment. Based on the results of the double materiality assessment for 2025, biodiversity was determined to be non-material. In addition, biodiversity was evaluated within our company-wide enterprise risk management process using a multidisciplinary approach. As a result, no biodiversity-related risks were identified through the enterprise risk assessment carried out during the reporting period.

MITIGATION HIERARCHY AND
LONG-TERM TARGETS

As part of our proactive strategy, the Company adopts the Mitigation Hierarchy to continuously prevent, minimize, and mitigate threats to biodiversity. We aim to reduce the pressure on biodiversity stemming from climate change and resource use through our long-term sustainability targets, such as reaching net-zero emissions, decreasing water withdrawal, and increasing our water recycling and reuse ratio. Arçelik aims to improve its biodiversity footprint towards No Net Loss by 2050, particularly in selected priority areas such as those in close proximity to Key Biodiversity Areas. These actions will include calculating the biodiversity footprint of the area,

designing projects that help increase the biodiversity of endangered or vulnerable species classified by the IUCN Red List or national declarations, and measuring improvements against the initial footprint. With this focus on biodiversity protection, we will cooperate with third parties specialized in biodiversity conservation where necessary.

SITE IN FOCUS: ULMI, ROMANIA

In 2024, we had two manufacturing facilities adjacent to protected areas in different countries. We prioritized our manufacturing facility in Ulmi, Romania, where the Company operates on a 431,369 m² site adjacent to a biodiversity-sensitive area – Natura 2000, designated as a Birds Directive Special Protection Area (SPA). In the region of this facility, we are already required to measure particulate matter (PM10), nitrogen dioxide (NO2), and sulfur dioxide (SO2) quarterly under National Air Quality Act 104/2011. In 2021, Arçelik committed to going beyond compliance by setting a roadmap with EPC Consultanță de Mediu, an environmental consultancy specializing in biodiversity conservation. The impact on nature was found to be limited; nevertheless, three objectives and key strategies were defined to improve the habitat conditions of the land under the Company's responsibility. We aim to improve biodiversity at the Ulmi site by implementing actions to reduce pressures and support the natural development of habitats by 2027. In

2023, the actions identified through the study were implemented on the factory area owned by the Company.

The priority species identified within the study are plant species; aquatic insects; grassland species; amphibian species; reptile species; aquatic bird species; predatory bird species; small mammals; medium-sized mammals; and bat species.

➤ For further information on actions taken against climate change, please refer to the [Climate Action section of the Report](#).

➤ For further information on managing water-related risks, please refer to the [Water Risk Management section of the Report](#).

➤ For further information on our policy, please refer to our [Biodiversity and No Deforestation Policy](#).

➤ For further information, please refer to our [website](#).

No Deforestation

Forests offer nature-based solutions to many global challenges – from combating climate change and biodiversity loss to building resilience against future crises. At Arçelik, we are working to eliminate deforestation within our supply chain in line with our [Biodiversity and No Deforestation Policy](#).

As a result of our deforestation assessment, we focused on paper and wood-based packaging materials for our products; our assessment therefore covers upstream activities.

We are committed to no gross deforestation from our operations' activities by 2050. We incorporate the following principles to achieve this goal:

- Continue to use paper, cardboard, and wooden packaging from more sustainable sources certified by global third-party certification systems such as the Forest Stewardship Council (FSC) or national schemes under the Program for the Endorsement of Forest Certification (PEFC) for our product packaging.
- Use recycled cardboard outer boxes for our own product boxes.
- Decrease wooden plate consumption for our own product packaging.
- Monitor the supply chain to encourage no deforestation.
- Enable our significant suppliers* to switch to recycled cardboard outer boxes for their products.
- For more information on our policy, please refer to our Biodiversity and No Deforestation Policy.

* Corresponding to 90% of purchasing volume.

PRODUCT STEWARDSHIP

The Company drives innovation in products and services to advance toward a closed-loop circular economy. This is achieved by enhancing recyclability, increasing the use of recycled materials in both products and packaging, reusing components, eliminating harmful substances, and ensuring effective end-of-life management through takeback and recycling programs. We also focus on extending product lifespans by improving durability, repairability, and reusability, while offering alternative end-of-life solutions to support a circular economy.



Material Reduction and Alternative Materials

As part of our circular economy approach, we focus on reducing material use, promoting multiple material lifecycles, and increasing the share of recycled content in our products. Raw materials and components are carefully selected during procurement, prioritizing recycled and responsibly sourced options to minimize environmental impact. Material choices are designed to meet standards for quality, aesthetics, and user safety while reducing waste generation. We work closely with our supply chain partners to enhance sustainable sourcing practices and further minimize environmental and value chain impacts.

MATERIAL REDUCTION

Material reduction is a key focus in our sustainability strategy, aimed at minimizing resource consumption and reducing environmental impact. By optimizing product design, we are continually working to reduce the amount of raw materials used in production without compromising on quality or performance. A total of 28,997 tonnes of material, including plastics by 16,651 tonnes, metals by 8,388 tonnes, other inorganic materials by 2,581 tonnes, packaging materials by 647 tonnes, electronic components by 315 tonnes, chemicals by 220 tonnes, and insulation materials by 195 tonnes were reduced compared to previous model material usage in 2025. This represents an approximately 69% increase compared to 2024, reflecting continued efforts in design optimisation, material efficiency and circular product development. Thanks to these efforts, a total of 60,398 tCO₂e emissions were prevented.

We innovate products by increasing recycled plastics in a wide range of products. Thanks to the innovative recycled material formulations we have been developing over the years, each year we increase the recycled plastic usage and our overall usage in 2025 was 31,665 tonnes of recycled plastics. The most prominent innovations that are applied to products are recycled waste PET bottles, waste fishnets, waste indus-

trial thread, and recycled plastic produced by the recycling of our packaging waste. In 2024, we started to use post-consumer recycled ABS plastics in the parts of dishwashers, washing machines, and tumble dryers.

Our target is to increase recycled plastic usage to 40% by 2030 and 50% by 2040 in our factories, excluding refrigerator factories.

Our holistic approach takes almost all the plastics in our products into consideration to maximize the plastic recycled content.

- For our yearly progress towards our global target, please refer to the Sustainability Targets of the Report.
- For further information regarding 2025 total recycled plastic by plastic technology and product category, please refer to the Annex 6. Product Indicators.

RECYCLED MATERIALS IN PRODUCTS

Type of Recycled Plastics	Innovation Detail	Usage Amounts in 2025	Products including the materials in 2025	Mostly used parts in 2025	Cumulated Usage Amounts by the end of 2025
Recycled waste PET bottles	We developed the “Leopet” raw material patented by the Company by using recycled waste PET bottles to show how waste material can be transformed into a valuable alternative raw material.	603 tonnes waste PET bottles (60.3 million recycled waste PET bottles)	Washing Machines, WasherDryers, Tumble Dryers, Dishwashers, Air Conditioners	Washing Machine's Tub, Dishwasher's chassis cover, Tumble Dryer's upper chassis and Air Conditioner's indoor unit chassis	4,122 tonnes recycled waste PET bottles since 2018 (412.2 million recycled waste PET bottles since 2018)
Recycled waste fishnets	Thanks to innovative recycled material formulations, we use high performance recycled polyamide compounds obtained from waste nets and industrial thread.	12 tonnes	Ovens, Dishwashers, Washing Machines	Oven's parts such as transport carrier part, hand cover plastic, hinge housing etc., Washing Machine's parts such as transportation safety pipe plastic and Dishwasher's foot holder	57 tonnes since 2020
Recycled waste industrial thread		517 tonnes		Oven's parts such as card holder plastic, air deflector plastic, display protector plastic, glass holder, door trim, etc.	1,814 tonnes since 2018
Recycled plastic produced by the recycling of Arçelik's packaging waste	We recycle polyethylene-based packaging waste generated during the transportation of components.	75 tonnes	Dishwashers, Refrigerators	Dishwasher's salt funnel, Refrigerator's support plastic part	401 tonnes since 2021
Post-consumer recycled (PCR) ABS plastic with Paint (Dye) Elimination	For the first time, recycled ABS plastic has been used in the parts of specific built-in dishwasher models, completely eliminating the painting process for these parts. This innovation has led to: -The integration of recycled plastic while eliminating environmentally harmful paint chemicals, -Optimization of process times by removing the painting step, -Energy savings.	55 tonnes	Dishwashers	Dishwasher's built-in models display panel part	125 tonnes since the beginning of 2024
Post-consumer recycled (PCR) ABS plastic	For the first time, recycled ABS plastic has been used in the parts of specific built-in dryers.	325 tonnes	Washing Machines, Tumble Dryers	Some parts of Washing Machine and Tumble Dryers	595 tonnes since the beginning of 2024
Recycled plastics in SDAs only	We use recycled plastic instead of virgin plastic in small domestic appliances. Therefore, we give a second chance to plastics used before and reduce our product's environmental impact	527 tonnes	Vacuum Cleaners, Consumer Electronics, Personal Care Products, Toast & Grills	Different parts of the SDAs	2,213 tonnes since 2021

BIO-COMPOSITE MATERIAL IN PRODUCTS

The biocomposite plastics usage in our factories was approximately 12 tonnes in 2025.



Bio-based Materials in Refrigerator

The product, which includes both bioplastic components and bio-based polyurethane, was exhibited for the first time at IFA 2019, and the version containing bioplastic parts excluding polyurethane is available in the EU market in addition to the UK and Türkiye. The version with polyurethane insulation was introduced to the market in 2023.

In the product, the egg trays are made from 20% eggshell waste and 79% bioplastics. Each refrigerator includes two egg trays, incorporating eggshell waste equivalent to five eggs. The fan cover is made from PLA (polylactic acid) bioplastic. PLA-based materials are 97% bio-based and derived from sustainable resources such as corn starch or sugarcane. The door seal is made of 25% soybean oil-based material.

At IFA 2023 and EuroCucina 2024, an upgraded version of the product was showcased. The inner liner, door racks, and crispers were added to the concept. The inner body of the refrigerator is made of 85% bio-based Bio-HIPS, and the door racks and vegetable drawer cover are made of 95% bio-based Bio-GPPS.

With these developments, 9 kg of petroleum-based thermoplastics have been replaced by bio-based materials, and 50% bio-based content by weight for thermoplastics has been achieved.

Bio-based Materials in Small Domestic Appliances (SDAs)

We develop bioplastic material formulations from organic waste to reduce plastic raw materials produced from petroleum resources. In this regard, the 2 in 1 hot air fryer has launched with an outer plastic body which includes Bio PP made from vegetable oil residue by 38%, with an innovative biomass balance method. We also use bioplastics in certain parts of a limited number of tea machines and Turkish coffee machines, considering tea ground waste and coffee ground waste, respectively.

Recyclability of Products

We strive to enhance our products' recyclability and ease of disassembly, aiming to reduce their environmental impact.

Recyclability Rates of Raw Materials and Other Materials Used in Our Products

Material	Recyclability Rate
Metal	100%
Plastic	100%
Glass	100%
Chemicals	Non-recyclable*
Rubber	100%
Components	80%
Other	81%

Our Products' Recyclability Rates

Product	Recyclability Rate
Washing Machines	99%
Tumble Dryers	98%
Refrigerators	99%
Dishwashers	84%
Electronic Devices	88-92%
Ovens	91%

*Chemicals do not include oil. A total of 78% of oil can be recycled.

Environmental Impacts of Products During their Life Cycle

In line with our sustainability approach and commitment to protect the environment, we work to minimize the environmental impacts of our products throughout their lifecycle through new-generation practices, and to reduce our environmental footprint by effectively managing all stages of our value chain. In line with this principle, we began conducting full life cycle assessment (LCA) studies for our products and have so far completed studies for our washing machines, refrigerators, dishwashers, ovens, televisions, tumble dryers and air conditioners.

Life Cycle Assessment (LCA) studies are conducted based on six defined life cycle stages: raw material extraction and upstream transportation, manufacturing, product transportation, use phase, and end-of-life. This structured approach enables a comprehensive evaluation of environmental impacts across the entire product life cycle and ensures consistency in methodological application.

We analyzed the impact of our products by using IPCC 2013 GWP100a, CML-IA baseline, EF 3.0, IMPACT 2002+ and ReCiPe 2016 methods and evaluating them through environmental impact categories* during their lifetime.

The LCA studies cover 11% of selling number of different product types which were manufactured at those relevant production sites in 2025. All environmental impacts through the life cycle of a product are taken into consideration and we develop a lot of projects to minimize our environmental footprint.

According to the LCA results, in general the use phase has the largest impact in almost all environmental impact categories during our products’ life cycles. The contribution of life cycle stages to global warming potentials of different product categories is shown in the table.

Product	Raw Material Extraction and Transportation	Manufacturing	Product Transportation	Use Phase	End of Life
Washing Machine	12%	0.21%	0.17%	87%	0.9%
Refrigerator	19%	0.07%	0.18%	80%	0.9%
Dishwasher	7%	0.07%	0.13%	92%	0.7%
Oven	21%	0.44%	0.25%	77%	1.3%
Tumble Dryer	13%	0.1%	0.08%	86%	0.7%

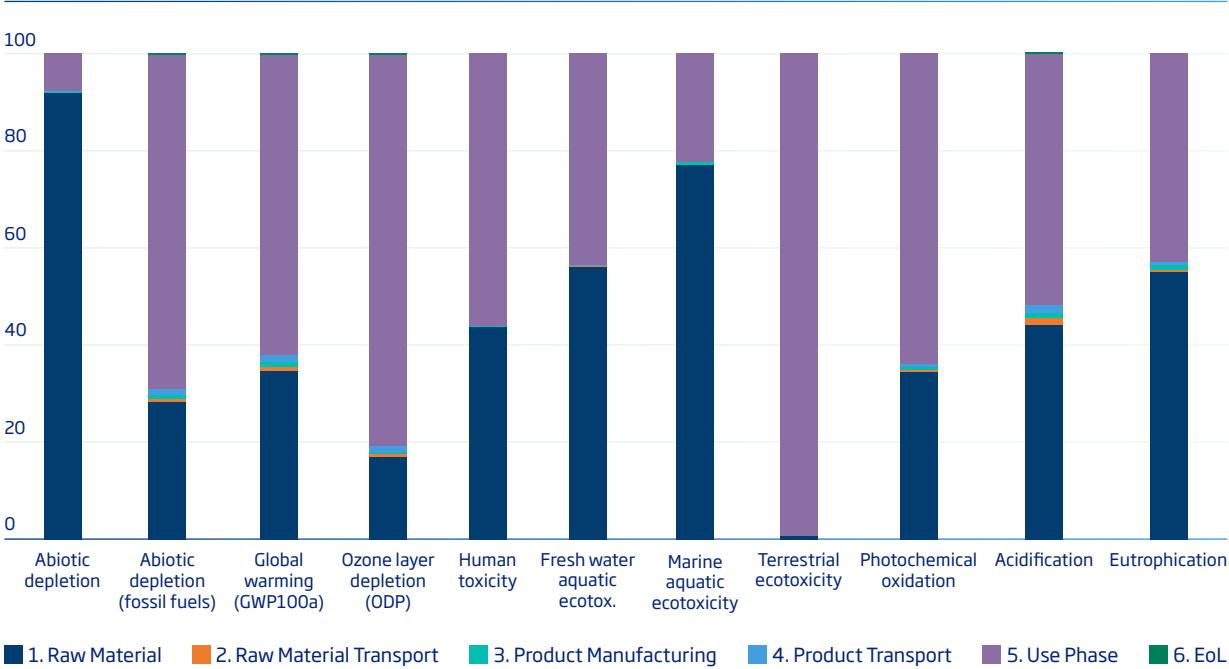
Through this analysis, we evaluate the environmental impacts of our products across their entire life cycle, with a particular focus on Global Warming Potential (GWP). The results provide additional insights into product-level climate impacts, complementing the Company’s broader climate strategy and targets approved by the SBTi.

An illustrative LCA result for a washing machine manufactured at the Manisa Washing Machine Manufacturing Plant is presented in the figures below. The results indicate that the use phase represents the largest share of life cycle impacts, contributing approximately 75%, mainly due to electricity, detergent and water consumption.

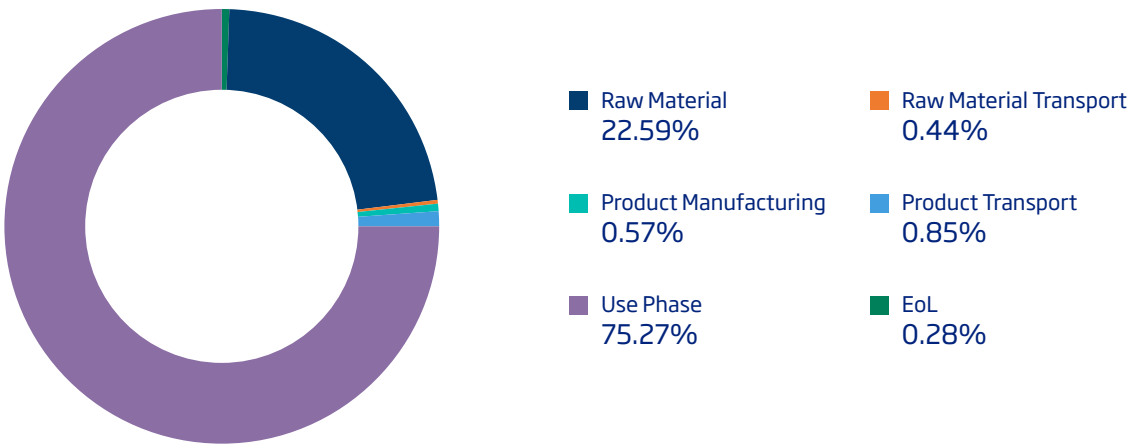


* Global warming potential, ozone depletion potential (ODP), abiotic depletion (fossil fuels, minerals), human toxicity, ecotoxicity, photochemical ozone formation, species richness, ionizing radiation, dust & particulate matter, acidification, eutrophication, water depletion and land use.

Contribution of Life Cycle Stages of Washing Machine to Environmental Impact Categories (%)



Carbon Footprint Distribution



* The CML-IA baseline and GWP 100a impact assessment methods are used in this study, assuming a use phase based in Türkiye.

All LCA results generated are systematically shared with relevant internal stakeholders, including R&D, manufacturing, and design teams, to support cross-functional alignment and evaluation processes. To strengthen organizational awareness and internal capabilities on LCA, we conduct internal training sessions and surveys aimed at increasing knowledge and engagement across teams.

Based on LCA outcomes, we engage relevant teams during the product design phase to reduce the use of raw materials with high environmental impacts and to lower energy consumption. These insights enable the integration of environmental considerations into product design processes.

LCA studies are used as inputs to internal evaluation processes, particularly in material and chemical selection and project-based scenario comparisons where environmental performance is a key evaluation criterion.

As an example, an LCA-based emission reduction assessment was conducted for a dishwasher produced at the Ankara Dishwasher Manufacturing Plant by comparing a baseline and an alternative material scenario over one year of operation. In the baseline scenario, the product was assumed to be manufactured using painted components with the type of virgin plastic as the primary raw material. In the alternative scenario, paint application was eliminated and virgin plastic was

partially substituted with recycled plastic, resulting in a material composition with approximately 50% recycled content. The assessment focused on material-related greenhouse gas emissions and compared the total carbon footprint of both scenarios based on annual material consumption volumes at the plant.

At the overall manufacturing plant level, the alternative scenario resulted in a 47% reduction in carbon footprint compared to the baseline, based on total material consumption volumes. The results provide insights supporting the company's decarbonization roadmap by quantifying potential emission reductions.

In another study, the environmental footprint of washing agents used in washing machines was evaluated. The selected washing agent includes a chelating component capable of binding water hardness ions, thereby softening the water during the washing process. This mechanism enables more efficient use of detergent active ingredients. As a result, effective washing performance can be maintained while reducing the required amount of detergent compared to recommended baseline dosages.

PRODUCT STEWARDSHIP

INTRODUCTION

PARTNERSHIPS & RECOGNITION

GOVERNANCE

SUSTAINABLE VALUE CREATION STRATEGY

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SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs

IN TOUCH WITH OUR PLANET

IN TOUCH WITH HUMAN NEEDS

IN TOUCH WITH BUSINESS

ANNEXES

As a result of the reduced detergent requirement, lower rinse water volumes can be applied during the washing cycle. The primary objective of the study was to maintain washing performance at the default level while enabling reductions in detergent consumption and water use.

The analysis evaluated the environmental impacts associated with these reductions across multiple scenarios. The results indicate that the use of the optimized washing agent formulation leads to CO₂e emission reductions ranging between 9% and 15% compared to the baseline scenario.

Another area where LCA is applied is the evaluation of paint shop processes across different manufacturing locations. By identifying paint shops with the lowest and highest environmental impacts, best practices were established and used as benchmarks to support improvement initiatives in other production plants.

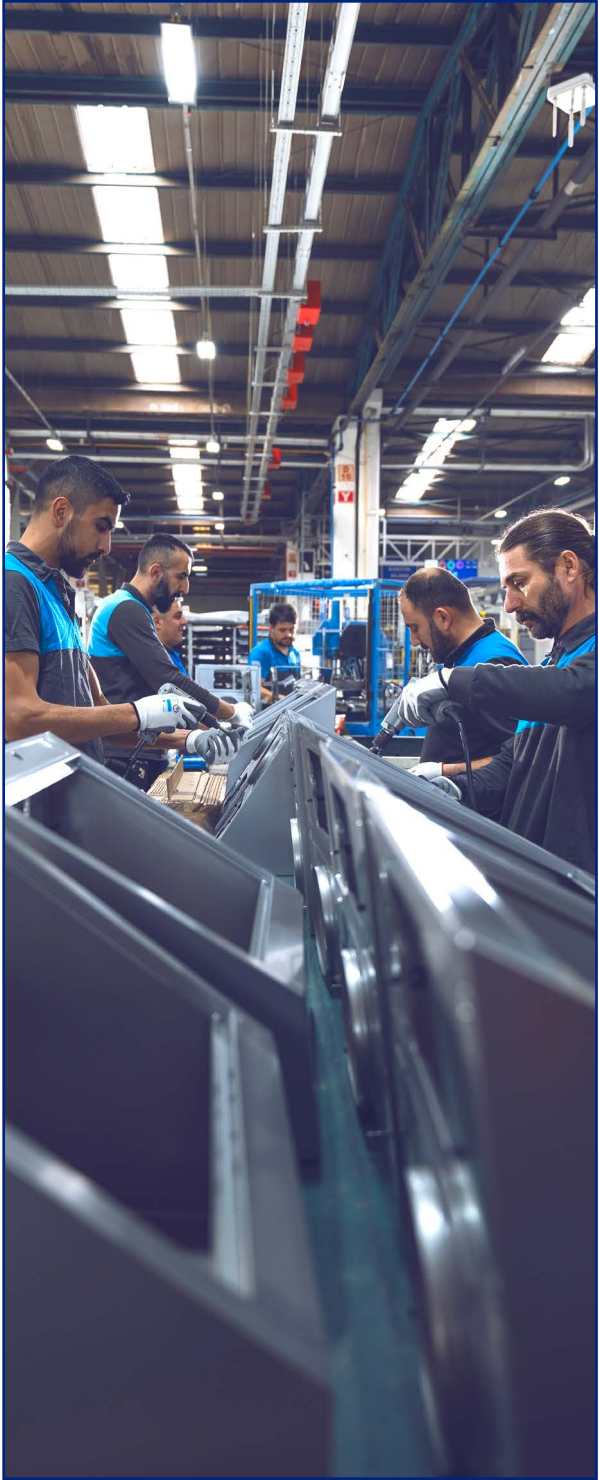
The assessments specifically focused on the impact categories of global warming potential (GWP100a), eutrophication, freshwater aquatic ecotoxicity, and marine aquatic ecotoxicity.

In addition, we assessed the environmental effectiveness of resource efficiency initiatives. For washing machines, the impact of modifying the weight of the counterweight was analyzed.

The results indicate a 0.11% reduction in raw material-related emissions. While this reduction may seem minor, it becomes significant when considering mass production volumes and contributes to the overall reduction of environmental impacts.

Within the scope of the company’s net zero ambitions, LCA studies of upstream and downstream transportation routes are being evaluated to support route optimization activities. The objective is to integrate LCA results into logistics evaluation processes and contribute to the reduction of the company’s overall environmental impact.

Overall, LCA results demonstrate that resource efficiency initiatives, increased recycled content, and energy efficiency improvements contribute to reducing environmental impacts, particularly the carbon footprint of our products across the value chain.



Product Manufacturing

We aim to develop products that reduce environmental impact by prioritizing low-carbon production and digital transformation. Our manufacturing facilities, which focus on energy and resource efficiency, leverage Industry 4.0 technologies and produce IoT-integrated smart products, while prioritizing waste reduction, chemical management, water and energy efficiency initiatives, and measures that protect biodiversity and natural ecosystems. We continue to invest in renewable energy and expand green electricity procurement, reducing greenhouse gas emissions across production processes and implementing environmental measures such as water reuse and rainwater harvesting. The environmental performance of our facilities is systematically measured, monitored, and reported, supporting continuous improvement and alignment with our sustainability goals.

➤ [For further information, please refer to the Climate Action, Water Management, Waste Management, Chemicals Management, Biodiversity, R&D, Innovation, and Digital Transformation sections of the Report.](#)

Product Packaging

At the Company, we focus on three main areas in our sustainable packaging efforts:

REDUCE
Reduce our products’ packaging volume and weight to produce minimum waste

REPLACE
Increase the recycled content of packaging and choose easily recyclable and sustainable materials

REUSE&RECYCLE
Carry out reuse and recycling projects to reduce the environmental impacts caused by our packaging processes

Sustainable Packaging Project has been initiated with the scope of replacing packaging materials with sustainable materials to provide significant environmental benefits since 2020. The group also works to ensure readiness for evolving regulatory requirements, including current packaging regulations as well as upcoming Packaging and Packaging Waste Regulation (PPWR) and national Extended Producer Responsibility (EPR) systems, and to facilitate the transition to more sustainable packaging options. Projects carried out within this scope as follow:

EXPANDED POLYSTYRENE (EPS)

We are working towards progressively replacing Expanded Polystyrene (EPS) with sustainable materials across major and small domestic appliance categories.

In 2025, approximately 2,494 tonnes of recycled and recyclable cardboard and 953 tonnes of molded pulp were used instead of EPS in selected product groups, including ovens, hobs, hoods, dishwashers, refrigerators, compressors and small domestic appliances.

RECYCLED CARDBOARD

We continue to work toward paper-based packaging consumption while prioritizing the procurement of sustainable sources certified or recycled paper. In 2025, we saved approximately 575,443 trees from being cut down by using 50,347 tonnes of recycled cardboard for products packaging globally. Additionally, 66% of the cardboard used for packaging (including EPS alternatives mentioned above) is sustainable sources certified.

OTHER PACKAGING STUDIES

We used approximately:

1,129 tonnes
of recycled plastic strip in product packaging.

1,187 tonnes
of recycled plastic in accessory and product bags.

2,178 tonnes
of recycled plastic in shrink packaging.

Products*	Area Of Usage	Material	Sustainable Material Alternative
Major and Small Domestic Appliances, TV and Consumer Electronics	Outer Box	Craft paper	Recycled paper
Oven, Hob, Hood, Dishwasher, Refrigerator, Compressor, Small Domestic Appliances Categories	Styrofoam	Expanded Polystyrene (EPS)	Recycled paper
Major Domestic Appliances, TV and Consumer Electronics	Accessory and Product Bag	Different Plastic Types	Recycled Plastic or Paper (for accessory bag)
Major Domestic Appliances, TV and Consumer Electronics	Strip, Shrink Film	Different Plastic Types	Recycled Plastic (for accessory bag)

Energy and Water Efficient Products

Our products consume electricity during their use phase, leading to greenhouse gas (GHG) emissions. Given that nearly 80% of our Scope 3 GHG emissions come from the use phase of our products, our primary focus is on minimizing energy and water consumption through continuous innovation and efficiency improvements. Recognizing this impact, we are committed to reducing our Scope 3 emissions from the use of sold products by 2030 from a 2022 base year aligned with the 1.5°C climate scenario set by the Science Based Targets Initiative (SBTi).

To this end, the Company aims to reduce greenhouse gas emissions in the product use stage by developing and commercializing high-energy-efficient products and by expanding the adoption of advanced energy-efficient technologies across its product portfolio. In addition to quantitatively assessing use-phase emissions of its key product groups, the Company also measures the share of energy-efficient products within its total portfolio through clearly defined performance indicators and publicly discloses these metrics in line with its transparency commitments.

Our key actions include investing in R&D to develop high-efficiency components, integrating artificial intelligence, and IoT for optimized energy use. We also strive to go beyond international energy efficiency standards, supporting the growth of energy-efficient products. We not only aim to reduce our environmental impact but also seek to support our stakeholders in the climate transition. In 2025, 48.3% of our revenue comes from the sales of energy-efficient products, demonstrating our focus on supporting a low-carbon transition. The decline compared to the previous year is primarily attributable to a methodological update through which we raised the minimum energy efficiency threshold applied in classifying products as energy-efficient in the EU Energy Label.

- Please refer to the [Climate Action](#) section of the Report for more information regarding Scope 3 use of sold GHG emissions.
- Please refer to [Annex 12. EU Taxonomy Reporting](#) of the Report for further information regarding EU Taxonomy Regulation.
- Please refer to [Annex 6. Product Indicators](#) of the Report for further information regarding other calculations related to energy-efficient products and SASB industry- specific metrics.



	2022	2023	2024	2025
Percentage of revenue from energy-efficient products*	49.4	50.2	61.9	48.3
Percentage of energy-efficient products (by unit count)**	71.7	74.4	76.3	63.8

* Energy-efficient products refer to the reduced environmental impact that results from the use phase of products. The coverage is products which consume less energy than the lowest “allowable” energy efficiency classes based on the available regulations in the specific countries. “Allowable” refers to the lowest energy class allowed in the market. It was calculated by considering products which have higher energy efficiency than the allowable class on the market. The scope of this definition is limited to products sold under the Company’s own brands, excluding third-party or non-branded products. The relevant product groups include: Dishwasher, Washing Machine, Refrigerator, Freezer, Tumble Dryer, Washer Dryer, Television, Oven, Hood, Air Conditioner, Household Heaters, and Heat Pump. For household heaters and heat pumps, EU regulations have been taken into account regardless of the country in which they are sold. For all other product categories, specific countries refer to the labels and product groups in Annex 6. Product Indicators of the Report.

** Calculations are based on the following formula: (Total energy-efficient product categories’ sales quantity/ Total related product categories’ sales quantity) x 100. Related product categories: Dryer, Dishwasher, Freezer & Refrigerator, Freezer, Air Conditioner, Hood, Oven, Television, Washer Dryer, Washing Machine, Household Heaters, Heat pump.

SUSTAINABLE PRODUCTS
PROGRAM

The Company has established the Sustainable Products Program, defining it as a comprehensive framework to manage the environmental impacts of its products across their entire life cycle. Life cycle assessments conducted across different product categories show that approximately 80% of a product's global warming potential (GWP) arises from the use phase. Based on this insight, energy efficiency is defined as the primary classification criterion within the program. To address the diversity of energy labeling schemes across global markets and the absence of such classifications in certain countries, the EU Taxonomy is adopted as a common reference point, ensuring a consistent, science-based and regulation-aligned methodology for evaluating product performance across geographies. Building on this methodology, the Company has set its first dedicated target for taxonomy-aligned revenue this year: reaching a 26% share of taxonomy-aligned turnover in total turnover by 2030.

Dedicated R&D resources focused on sustainable product development have been allocated, with an emphasis on designing and producing products in line with sustainability principles, including the annual goal of increasing energy efficiency. The company's green investments and expenditures are being increased to expand the share of sustainable products and services. In parallel, investments are directed toward improving manufacturing infra-

structure and production processes, ensuring that products are manufactured and maintained in line with sustainability and energy efficiency principles. These investments specifically support both the achievement of the Company's SBTi-aligned Scope 3 GHG emission targets and the objectives of the Sustainable Products Program, which now include the newly established 2030 target of reaching a 26% share of taxonomy-aligned turnover in total turnover. In addition, this strategy facilitates access to sustainable financing instruments. Internal training programs for relevant functions integrate sustainable design principles with a life cycle assessment perspective, strengthening organizational capabilities. For sales teams, incentives are structured around promoting products that fall within the top two highest energy efficiency classes, with specific sales targets set for these products to drive sustainable product adoption and embed sustainability considerations throughout the business model.

Some products from our energy and water efficient product portfolio are given on the next pages.

- For further information on the distribution of turnover, investments, and expenditures, please refer to the [EU Taxonomy Reporting](#) section of the Report.
- For further information on training numbers and hours, please refer to [Annex 8. Social Performance Indicators](#) section of the Report.

THE SMART LIVING INDEX

The Smart Living Index is a comprehensive study based on 6,000 consumers across 12 countries, exploring how rising energy costs, sustainability expectations, and the growing use of smart technologies are reshaping everyday household behaviors. The findings reveal an age versus income paradox in energy-saving behavior, where such activities increase with age but decrease with income, with those over 54 leading in energy conservation efforts. Emerging markets like Egypt, Thailand, and Pakistan value smart living more than developed markets such as the UK, Germany, and France. Cost emerges as a major factor, with 8 out of 12 markets highlighting energy costs as the top environmental concern and 44-70% citing high purchase costs as a barrier to adopting smart appliances. Moreover, a trust gap persists in Europe, where fewer than 20% of consumers in key markets like France and Germany trust AI-powered appliances, despite recognizing their environmental benefits. For further detailed insights, please refer to the [Smart Living Index Report](#).



Refrigerators

ADAPTIVECOOL

AdaptiveCool is an AI driven system that learns daily usage patterns—such as door openings, load changes, and interaction times—to pro-actively adjust cooling, fan speed, and defrost cycles, resulting in up to 20% energy savings.

* Based on internal testing conducted at the Beko Refrigeration plant in Eskişehir, activating this feature yields up to 20% in energy savings, as measured by comparing energy consumption with the function enabled versus disabled. Savings may vary depending on user habits, ambient conditions and appliance load

AEROFLOW

AeroFlow™ Technology circulates air throughout the fridge cavity, reducing harsh direct airflow on food. This helps maintain more stable temperature levels between shelves As a result, fresh produce such as carrots, strawberries, iceberg lettuce and cheese can stay fresher for up to 30% longer, with up to 20% less weight loss, compared to the same items stored in a refrigerator without AeroFlow.

Freshness and weight-loss improvements verified in third-party laboratory tests (Intertek). Tests conducted over a 12-day period using selected food items, comparing a Beko Aero-Flow™ refrigerator to an identical model without the technology. Actual performance may vary depending on food type, packaging, load volume and usage conditions.

HARVESTFRESH

HarvestFresh simulates the natural 24h sun cycle to preserve vitamins for longer*. Its crisper technology developed for fridges uses not one, but three colors, that mimic the 24-hour sun cycle and natural sunlight.

* Tested by third party accredited laboratory based on Vitamin C and Vitamin A measurements in tomatoes, green peppers, carrots, spinach, celery, parsley, coriander, red peppers and kale directly exposed to the light technology compared with Day 0 conditions over a five-day period.

VITALCARE

VitalCare is an advanced technology that recreates the natural daylight cycle inside the crisper using a combination of three precisely tuned lights. This helps preserve antioxidants in your fruits and vegetables for up to 7 days*. It's a thoughtful innovation that provides nutritious care for your food—so every meal you prepare is rich in flavour and full of nourishment.

* Tested by Intertek on fruits and vegetables (blueberry, yellow pepper, tomato, parsley) directly exposed to the light technology compared to a refrigerator without the same technology installed (and compared to Day 0) over a 7-day period while preserved in the crisper.

SOLAR FRIDGES

We produce solar hybrid refrigerators designed for users without uninterrupted access to electricity, which provide a reliable cooling solution by alternately utilizing grid electricity and solar energy and are available in our local markets. For example, our 145×50 cm top freezer refrigerator provides annual energy savings of 69 kWh, whereas both our CF300 and CF210 chest freezers achieve annual energy savings of 115 kWh each.



PRODUCT STEWARDSHIP

Washing Machines

ACHIEVE HIGH CLEANING PERFORMANCE WITH 15°C

Introducing ColdWash, our advanced technology that transforms laundry by delivering powerful cleaning at lower temperatures. Utilizing specialized drum movements, it dissolves detergent more effectively, achieving the same cleaning performance at just 15 degrees. This eliminates the need for high-temperature water heating, leading to energy savings. The ColdWash program* offers 82% energy savings, 55% water savings, and 31%time savings, ensuring optimal performance with fewer resources.

* The ColdWash program, with 15°C, ensures 82% energy savings, 55% water savings, and 31%-time savings compared to the Beko 7131820800 - CM 9102 B washing machine's Cotton40 program.

WATERMODE: REDUCES WATER USAGE BY UP TO 10% WITHOUT COMPROMISING WASHING PERFORMANCE*

WaterMode saves up to 10% of water per wash cycle without compromising performance. By optimizing water consumption, WaterMode enables a more controlled laundry experience, allowing customers to adjust water levels as needed.

* Compared to Beko washing machine models that do not have the WaterMode feature.

ENERGYSPIN

EnergySpin Technology is a solution in the market that provides energy saving not only for Eco programs but also for other daily programs. With this new washing technology, Beko washing machines will save energy up to 35%* for daily programs without compromising the washing performance than traditional machines. EnergySpin Technology uses a redesigned drum movement at lower temperatures to help dissolve detergent and remove dirt efficiently – reducing energy consumption without compromising performance.

* In addition to the energy consumption savings offered by the Eco 40-60 program (declaration program), the Cottons, Synthetics, Press/Super Express, Delicates, Mix, Handwash/Wool/Darkcare, and Outdoor/Sports washing programs also achieve up to 35% less energy consumption compared to the same capacity Beko washer dryers without EnergySpin technology, without compromising washing performance. EnergySpin is also available in Coldwash, 20°C, Drum Clean, and Downloaded washing programs.

A-60% ENERGY-EFFICIENT WASHING MACHINE

According to the new energy label legislation in Europe and Türkiye, washing machines that consume 50% less energy than the limit of the A energy class with a capacity of 9 kg and 1400 rpm, thanks to SpinProtechnology, is replaced with models that consume 60% less energy than the A energy class limit*.

* 60% more efficient (EEI of 20.8) than A energy class (EEI limit of 52) as defined by EU regulation 2019/2014.

SAVEWATER TUMBLE DRYER & WASHING MACHINE COUPLE

SaveWater technology directs the water collected in the tumble dryer to the washing machine to be used in the washing cycle. The saved water is used in the next wash for the first fill of the washing cycle, providing significant savings in water consumption. In the tumble dryer, up to 5.2 liters* water is saved in one cycle which means we are giving the water of one of every 12 washes back to you.

* The Tumble Dryer saves up to 5.2 liters of water per cycle for the full load 10kg declaration program. Thanks to SaveWater Technology, the water collected in its tank can be directly used to feed the washing machine.

AUTODOSE

The AutoDose Technology automatically adjusts the detergent amount based on the load size and dirt level, ensuring dosing that aligns with personal preferences. Dosing only the detergent each load requires helps avoid overdosing, which can reduce the amount of detergent released in wastewater. By adjusting the water amount accurately, water and energy savings are possible.

AI-SENSE

The AI-Sense smart washing machine by Arçelik is set to transform the washing experience by combining design with sustainability for an unmatched user experience. It uses AI to provide smarter washing options, with smart features

and programs like “Delicate”, “Express”, “Eco”, and “Intense” tailored to common washing needs. The machine automatically detects fabric type, load size, soil level, and rinse level with integrated sensors.

Key features include automatic detection of washing parameters, optimized dosing of detergent, water, and energy, automatic program selection for different washing needs, and 10% more energy efficiency than the A energy class limit.

AUTOPROGRAM

The AutoProgram enables automatic detection of the fabric type and the amount of clothes, which results in an optimized washing program and prevents unnecessary water consumption.

FIBERCATCHER TECHNOLOGY

FiberCatcher Technology includes a built-in microfiber filtration system that can filter up to 95% microplastics. We developed Microfiber filtration technology to prevent microplastics from entering the seas and oceans from wastewater pipes while washing petroleum-based synthetic textile products in washing machines. To help protect marine life, we designed a washing machine with an integrated synthetic microfiber filtering system FiberCatcher, which catches up to 95% of synthetic fibers released during synthetic wash cycles.

Dryers

TUMBLE DRYERS WITH
IRONFINISH TECHNOLOGY

IronFinish Dryers work in the same way as a regular iron, infusing water and steam into your clothing for the ideal time at the ideal temperature, so fabrics come out smooth and ready to wear.

Dishwashers

SENSORADAPT

SensorAdapt takes the guesswork out of dishwashing. With AI-powered sensors, it detects dirt levels and load size in real-time, automatically adjusting the wash cycle for optimal performance. Spotless dishes with up to 50%* less energy consumption and wash cycles that are up to 50% faster—saving water, energy, and time without compromising on cleanliness.

* Based on internal test report compared to Beko-BDIN38560C reference model. (Intensive 70 ° Program)

ENERGY-EFFICIENT
DISHWASHERS WITH HEAT PUMP
TECHNOLOGY

Our energy-efficient technology provides a solution for those looking to reduce the energy their dishwasher uses. Our heat pump dishwashers allow users to achieve perfect cleaning results in an energy-efficient way. For example, through using innovative heat pump technology, our dishwashers use up to 50%* less energy than A energy class limit.

* 50% more efficient (energy efficiency index of 15.95) than energy efficiency index limit value (31.9) of A energy class according to Regulation (EU) 2019/2017. Comparison is based on the energy consumption of the Eco program in Beko dishwashers with and without heat pump technology.

TARGETDRY

TargetDry, is a smart drying technology, that takes a smarter approach to heat management during the drying phase. Rather than directing water onto the dishes while it is still heating, the system circulates it in a closed loop back into the sump until the optimal temperature is reached. This helps retain heat within the system instead of letting it escape inside the dishwasher cavity. The result is a more controlled drying process that can reduce energy consumption by up to 25%* while maintaining the same program duration.

* Based on internal test report, compared to same capacity 16 place setting standard tub dishwashers without TargetDry technology.

DISHWASHERS WITH ECOFOCUS
TECHNOLOGY

EcoFocus Technology promotes optimum performance and higher energy efficiency in all programs. EcoFocus, saves up to 25% more energy in all programs*. Instead of heating the entire interior of the dishwasher, EcoFocus heats water and sprays it directly on the dishes, ensuring that only the surface of the dish is heated.

* Compared to D energy class Dishwashers with same capacity without EcoFocus Technology. EcoFocus changes D energy level into C energy level by lowering energy consumption of all programs including Eco.

SELFDRY FUNCTION

SelfDry dishwasher function enables higher drying performance and greater energy efficiency. SelfDry lets air in by opening its door automatically after the program is finished to circulate air around the dishwasher, which cleans dishes without any water stains in an energy-efficient manner.

AUTODOSE

AutoDose allows the right amount of detergent for efficient cleaning, by removing the guesswork over how much detergent dishwasher load’s going to need. Users just need to fill the detergent tank for up to 1 month, and the AutoDose sensors dispense the right amount of detergent. This technology results in up to 28% less detergent usage for wash cycles of lightly soiled dishes and gel detergent usage. If you’ve got a smart dishwasher with HomeWhiz technology, you can use the HomeWhiz app to automatically order detergent and rinse aid when your cleaning materials are running low.

SAVEWATER

SaveWater is designed to reduce freshwater intake in Eco program by reusing water from the previous Eco wash. After the final rinse phase, 2.8 L of water is hygienically stored in a specially designed tank and used at the beginning of the next Eco cycle. With consecutive Eco washes, SaveWater helps your dishwasher use only 5.9 L* of fresh water for a full load, bringing a more water-conscious approach to everyday dishwashing.

* Up to 5.9 L fresh water consumption per full load in consecutive Eco washes. Based on internal testing.

Cooking Appliances Ovens

AEROPERFECT TECHNOLOGY

AeroPerfect™ technology uses a constant stream of even airflow all around the oven, while minimizing temperature fluctuation, to ensure food is cooked to perfection every single time. This technology aims to avoid food waste by not burning corners or leaving uncooked centers. AeroPerfect™ ensures optimal hot air distribution throughout the oven through a new fan system inspired by aircraft design. The improved high-speed fan system ensures a steady and uniform airflow, allowing hot air to reach even the farthest corners and ensuring a consistent and homogeneous cooking experience. Together with the redesigned oven interior, it delivers even cooking results every time.

SPLIT&COOK®

Split&Cook® saves up to 18%* energy in A+ energy class by using the oven’s cooking area more efficiently. The oven features two separate cooking spaces with independent settings which allows the user to prepare two different meals with cooking temperature differences of up to 80 degrees at the same time without mixing their aromas.

* Cooking using only upper or lower compartments in Eco Fan Heating compared to A+ Energy Class full cavity cooking in Eco Fan Heating.

PYROPRO

Beko’s new pyrolytic self-cleaning technology uses intense heat of 420°C to burn away grease and food residues, leaving only fine ash that can be easily wiped away. The advanced coating supports a full clean in just 59 minutes, with advanced pyrolytic self-cleaning using up to 47% less energy*. With connected control through the HomeWhiz app, consumers can monitor the self-cleaning cycle anytime, creating a smoother and more convenient experience. No chemicals, no scrubbing. PyroPro delivers a faster, more efficient way to achieve a spotless oven.

* Based on new Beko pyrolytic oven's 59-minute program with graphite enamel, compared to the 120-minute program.



Hobs

TEMPASSIST HOB

TempAssist provides constant temperature throughout cooking. After selecting the desired temperature, Tempassist dynamically modifies power delivery to the pot, ensuring the temperature remains consistent and stable. TempAssist enables reducing food waste by preventing unsatisfactory cooking results.

DISHWASHER SAFE CAST IRON PAN SUPPORTS

In high-end gas hobs, square cast iron grates are offered with dishwasher-safe features, aiming to eliminate the demanding process of hand washing. It is known that washing in a dishwasher consumes less energy and water compared to hand washing. Along with dishwasher-safe grates, the goal is to offer consumers energy and water savings, while also contributing to the environment by reducing water and energy consumption. The product offered in the global market is seen as competitive in the upper segment. Along with the positive impact it will create on brand perception, an increase in sales of high-end gas stoves and customer satisfaction is expected. In the coming years, it is aimed to expand this feature across the gas stove range.

Hoods

HOB TO HOOD CONNECTIVITY

In Hob to Hood Technology, the hood communicates with induction hob to automatically adjust its ventilation level according to cooking needs. The hob and hood are both equipped with Bluetooth modules for communication. The hob evaluates the operation on zones and calculates an optimum operation speed for the hood. After calculation, it sends this optimum speed to hood via Bluetooth connection. Also, both hood & hob have additional Wi-Fi modules for connecting to HomeWhiz app so that you can control your appliances from your mobile as well. Through the hob's Bluetooth technology, you can be in constant communication with the hood fan and through this innovation that households can use optimum energy at optimum speed.

A++ ENERGY CLASS INCLINED HOOD

With the increasing importance of energy consumption day by day, the Company has included flat hoods with A++ energy class in its product range. Sales of these products have started in Türkiye and Europe.

PRODUCT STEWARDSHIP

Televisions

TVS REMOTE CONTROLLERS WITH ECO MODE

With the Eco Button of OLED TV’s remote controller customers can choose eco settings easily. Eco Mode provides consuming less energy (up to ~20%) compared to Home Mode.

TVS WITH AMBIENT LIGHT SENSOR

Ambient Light Sensor adjusts the TV brightness to the appropriate level according to the ambient brightness settings. It adjusts the television brightness to the optimum level according to the ambient brightness and optimizes the power consumption. It reduces power consumption up to 10% in a low brightness environment compared to inactive mode based on internal testing.



Sustainable Smart Solutions via Homewhiz

FOOD SAFETY NOTIFICATIONS FOR REFRIGERATOR

HomeWhiz notifies users in case of power outages, doors being left open and high temperatures to ensure food safety with connected refrigerators and freezers. This technology enables users to take precautions before food is wasted. Electricity power cut warning: Users may get notification if a power cut occurs. Door is Open Notification: Connected refrigerators notify users if the door remains open to prevent food waste and food damage. High Temperature Warning: If the temperature inside the cabinet rises due to a problem with a refrigerator HomeWhiz keeps users informed.

ENERGY & WATER CONSUMPTION INDICATOR

Energy & Water consumption indicator feature helps users monitor and compare the energy and water consumption of different programmes. It gives the opportunity to compare selected programs in terms of consumption. In order to protect natural resources, the user can make more environmentally conscious choices by taking into account consumption values.

SERVICE BUTTON

HomeWhiz, allows our consumers to connect their devices to Wi-Fi networks and give them easy access to the Call Center in selected regions by pressing a single button on the product. Service Button also offers consumers guidance in identifying and resolving problems. The Support Service feature collects the essential product data and shares it with the technical service team, enabling them to diagnose and resolve the issue in a single on-site visit or remotely. This approach eliminates the requirement for a technician to physically travel to the customer’s location, thereby allowing us to minimize our carbon emissions generated by transportation.

ENERGY AND WATER MANAGEMENT

Energy and Water Management Systems aim to minimize energy costs, increase environmental sustainability, and create social awareness about energy consumption. The project helps devices such as Dishwashers, Refrigerators, Washing Machines, Ovens, and Dryers to reduce their consumption at their discretion by monitoring their energy and water consumption via HomeWhiz. This technology keeps providing personalized recommendations by monitoring user behavior and encouraging users to save more.

SMARTFIX

SmartFix enables to project possible problems in the refrigerator that can be detected before they are noticed by the user. Possible error information is automatically sent to customer services simultaneously with spare parts suggestions and the problem is solved at once. In this analysis, the model was validated with real product data obtained from customers. When the error records opened by SmartFix were examined, real errors were detected in more than 90% of the customers who requested service visits.

A-WASH (ADAPTIVE TECHNOLOGIES)

Aims to personalize white goods with the newly developed adaptive feature, so that they can better meet consumer needs. Users’ feedback is received through the HomeWhiz smart home application for different programs. Thus, consumer-specific programs are created for washing machines. Users can evaluate the program on five different criteria: cleaning performance, program duration, crease level, detergent residue and dryness level. After the program is completed, this feedback received in the form of a survey is processed with artificial intelligence algorithms and the program parameters are updated to better fit the expectations of the consumers. Tailored washing experience is delivered for your individual needs.

OVER-THE-AIR (OTA) UPDATE

OTA infrastructure allows modification of programs or algorithms in operation via Wi-Fi. Over-the-air updates allow them to be distributed at larger scales easily, reducing the cost of distributing updates and aiming to extend the lifecycle of products with updates. With these updates, users can use more up-to-date solutions on issues such as energy levels and extra modes.

DOWNLOAD PROGRAMS

HomeWhiz allows to download extra programs to suit users’ needs from the app and put them right into the program slot. So, users can choose the program that best suits their laundry.

Durability, Repairability and Refurbishment

The Company seeks to extend product life through initiatives that enhance the durability and repairability of its products.

DURABILITY

Designing long-lasting products extends their lifespan, which helps to reduce the environmental impact of manufacturing new products. We apply reliability tests based on both product usage conditions and critical components to maintain its functionality. New test equipment and test benches are being set up to support and to further evaluate testing methods on how we can measure the durability of our products more precisely.

An in-house Endurance Platform, aligned with the EN 45552 durability standard, allows us to evaluate business results company-wide through periodic reviews with the executive management team. Within this scope, we actively take part in the product specific standardization studies, which focus primarily on washing machines, via the European Committee for Electrotechnical Standardization (CENELEC).

In addition to standardization, we continue our work for regulatory requirements. We follow the durability index regulation that has been entered

into force in 2025 for washing machines and televisions in France, which is the first country to implement the durability index. The durability index evaluates the wear resistance, maintenance and guarantee related aspects in addition to the documentation, disassembly, availability and price of spare parts, and product-specific aspects of repairability index. Similar to repairability index, score out of 10 is presented with a pictogram for durability index. Belgium is also expected to implement durability index regulations for washing machines and televisions, in line with those established in France.

REPAIRABILITY

We design our products with clear instructions, and accessible spare parts to make repairs easy and extend product lifecycles. By partnering with repair services and encouraging self-repair, the Company promotes reducing waste and supports its circular economy goals. With the provisions following the Circular Economy Action plan, the assessment and representation of the repairability of products will be mandatory in the EU. We contributed to the work on the tumble dryers, which will be one of the first products to be implemented with a repairability score in Europe. Right to Repair Directive establishes regulatory requirements for manufacturers to ensure the accessibility of spare parts, provide repair information, and design products to be easily repairable, with the aim of promoting sustainability.

France has been the pioneer country in Circular Economy efforts since 2020 by publication of France Anti-Waste and Circular Economy Law also known as AGECL Law. In January 2021, as a provision of AGECL Law, France became the first country to provide a repairability index for five categories of electronic devices (smartphones, laptops, washing machines, TVs, and lawn-mowers). The index aims to provide consumers with transparent and reliable information about product content and encourages consumers to make more informed and sustainable choices while guiding manufacturers to offer more circular products. In 2025, the repairability index has been replaced by the durability index for washing machines and TVs. Belgium has published repairability index regulations for dishwashers and vacuum cleaners, similar to those in France.

We take the necessary improvement actions to reach higher durability and repairability scores. Our products are constantly evaluated by the quality and structural design teams. Relevant durability and repairability improvement projects are initiated based on the data received from authorized services or authorized repairers. We also monitor discussions within CENELEC working groups addressing material efficiency aspects of dishwashers and cooling and freezing appliances.

PRODUCT STEWARDSHIP

Modular Design

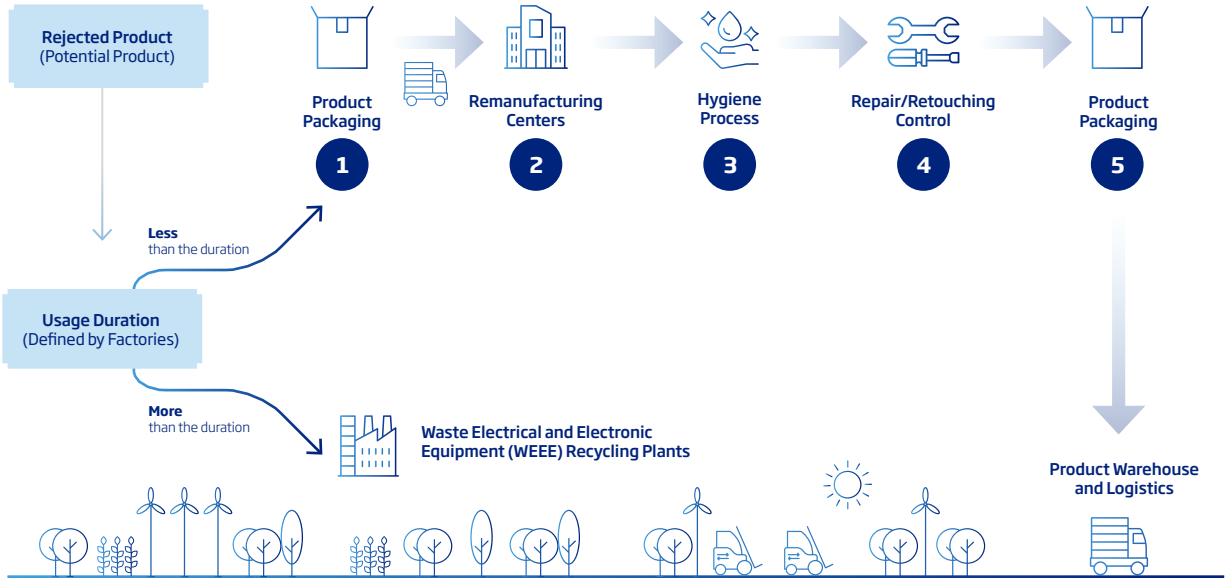
A modular design allows customers to create new designs simply and agile by replacing components without having to replace the entire product, thereby reducing unnecessary resource waste. In that regard, we have come a long way to a cross-functional modularity project involving a variety of product groups, from washing machines to TVs. In our new product designs, we are increasing part commonality across different product categories by adopting the modular design approach. For instance, in our latest washing machine design, we have achieved a commonality rate between the products of over 50%. This not only ensures faster innovation cycles but also facilitates easier updates during the product lifecycle, providing agility and flexibility in meeting customer demands. We are configuring the products faster and more easily. Thus, it also decreases inventory levels and increases the serviceability of the spare parts.

REFURBISHMENT

Refurbishment centers have been operating at our manufacturing plants in Türkiye since 1997, and in 2024 the Company expanded its operations to the UK and Italy, followed by additional facilities in Romania and Russia in 2025. Refurbished products refer to products that have been used for a certain period by the customer, products with cosmetic defects displayed in dealer stores, or products that have been damaged in the logistic process. Such products are reprocessed and resold to the consumer at a reasonable price, with certain warranty provisions. With part replacements and comprehensive performance tests, product quality and performance features are brought to the same level as the new product. In 2025, 92,569 units of refurbished products in our facilities in Türkiye, a total of 56,293 products were refurbished in our new refurbishment facilities in the UK, Italy, Romania and Russia. Hence, a total of 148,862 products were refurbished in our facilities globally.

	2022	2023	2024	2025
Refurbished products*	54,629	66,370	114,468	148,862

* Includes consumer electronics, televisions, major and small domestic appliances



End Of Life Responsibility

We have two Waste Electrical and Electronic Equipment (WEEE) Recycling Plants in Türkiye. As part of the Extended Producer Responsibility (EPR), we established our take-back program in Türkiye for proper management of the products' end-of-life stage. In the scope of this program, we collect the old products from the market regardless of brand and replace them with new appliances through our extensive network of authorized dealers and services. The collected refrigerators are recycled at the plant in Eskişehir, while other white goods and SDAs are recycled at the plant in Bolu. Our plant in Eskişehir is the first e-waste recycling plant in Türkiye where chlorofluorocarbon (CFC) gases and ozone-depleting compounds used in old refrigerators are collected in a closed system. Materials such as plastic, iron, copper and aluminum obtained from recycled WEEE are sent to licensed WEEE Recycling Plants to be gained back into the economy in accordance with the resource efficiency policy. In addition, customers who return their old appliances during our take-back campaigns receive a discount when purchasing a new product.

Thanks to our take-back program, while contributing to the circular economy, we also contribute to increasing awareness among consumers about recycling e-waste.

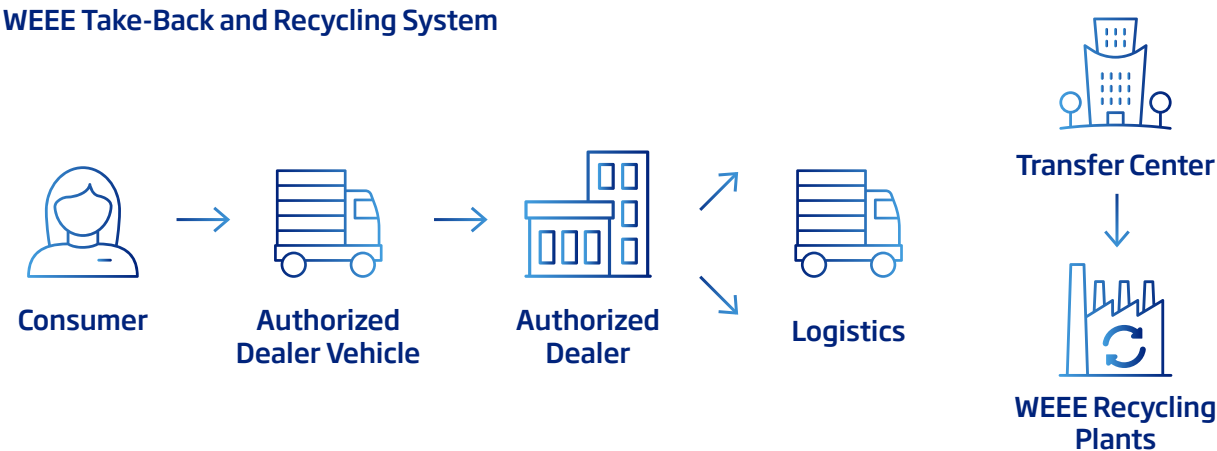
From 2014 to the end of 2025, we recycled 1.98 million WEEE units in our WEEE recycling plants. In this way, we replaced the old, high energy and water-consuming products with energy and water efficient products.

We comply with Basel Convention and perform responsible management of WEEE in each country. In countries outside Türkiye where WEEE is managed by regulation, we work with producer responsibility organizations (PROs) or compliance schemes to comply with local WEEE regulations.

➤ Please refer to [Annex 6. Product Indicators of the Report](#) for further information about SASB industry-specific metrics.



WEEE Take-Back and Recycling System

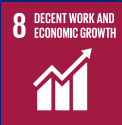


IN TOUCH WITH HUMAN NEEDS

Corporate Citizenship 120



→ Please refer to the Sustainability Targets section to explore Arçelik’s social targets and its 2025 progress.



Natural



Intellectual



Human

Related Capitals

We are aware of the societal impacts of our operations, programs, and products on local communities, aligning our efforts with Our Global Corporate Citizenship Policy and Civil Society Co-operation Policy to create a better future while focusing on respecting society. We implement a range of initiatives and processes aimed at creating meaningful and lasting positive impacts for affected communities. These include corporate social responsibility (CSR) projects focusing on education, gender equality, social inclusion, food waste, and healthy lifestyles across our operational geography and beyond.

Our actions within our corporate citizenship vision include community investment programs, corporate volunteering, partnerships, and charitable donations. We evaluate our impact through field research, analyses, and reporting, encompassing cash contributions, in-kind giving, management costs, and employee volunteering, with a total expenditure of TRY 168,103,024 on these activities.

➤ For further information on corporate citizenship spending, please refer to [Annex 7. Corporate Citizenship Indicators of the Report](#).

Supporting Society with Equal Opportunities and Inclusion

We aim to improve lives and strengthen local communities through our activities in the areas of:

- Gender equality
- Quality education
- Entrepreneurship ecosystem
- Support for local communities
- Sustainable living and environment

AC Action Coalition

As a signatory of the Women’s Empowerment Principles (WEPs) since 2017, we have been actively promoting gender equality among key stakeholders, raising awareness, increasing women’s employment opportunities, and supporting their professional development. Led by Koç Holding under the UN Women’s Generation Equality Forum’s Action Coalition, we submitted our commitments to achieve concrete change in the technology and innovation field for women in the technology and innovation field by 2026. We promote gender equality in both our value chain operations and community engagements.

➤ For further information regarding our Action Coalition (AC) targets, please refer to our [website](#).



GENDER EQUALITY

WE-inTech ■ ■ ■ AC

As part of our Action Coalition commitments, the WE-inTech program aims to increase the presence of women in R&D and innovation fields by empowering 3rd or 4th grade women university students (between 17-23 years of age) in Türkiye, Romania, Pakistan, and South Africa. WE-inTech is not merely a development program but an opportunity for women engineers to join a community where they can make their voices heard, establish their presence in the world of technology, and shape the innovations of the future.

500 Women Technicians ■ ■ ■ AC

As part of our Action Coalition commitments, the 500 Women Technicians program aims to increase the proportion of women technicians working at our Authorized Services to enable women gain new professional technical competencies, empowering them to upskill and advance their careers within the technician network, thus fostering equality through talent transformation. In 2025, a total of 66 new women technicians were integrated into the system through 9 training sessions. Since the initiation of the project, the number of women technicians has reached 814, and by the end of 2025, the proportion of active women technicians has become 7,2%, with a total of 453 employees.

QUALITY EDUCATION

Digital Wings Project ■ ■ ■ AC

As part of our Action Coalition commitments, the Digital Wings project aims to provide technology-design and IT and software training to 100,000 girls (aged 10-14) in 81 provinces in Türkiye until 2026 to contribute to gender equality in business life by equipping young girls with technology and the 21st century's competencies. In 2025, the project reached 71,337 students including 34,819 girls, reaching 215,445 students and 105,010 girls in total since the launch of the project across 81 provinces of Türkiye. The project was successfully completed as planned, having achieved its goal of reaching 100,000 girls.

PREP ■

The PREP program aims to enhance university students' competencies, prepare them for the future, and introduce them to digital transformation through technical and soft skills training, including language development. In 2025, the program reached 16 students in Türkiye, reaching 307 students in total since its initiation.

First Step Development Program ■

The First Step Development program aims to motivate dealer stores and after-sales services employees' children in their 2nd or 3rd year of university to continue their family businesses (being dealers and after sales services) by providing insights into technology, business dynamics, and our operations through a comprehensive one-month program. In 2025, 27 students participated in the program, reaching a total of 208 students since its initiation in 2020.

Leadership at Work, Equality in Internship Project ■ ■

The Leadership at Work, Equality in Internship project aims to enhance women's representation in economic and social life by offering women university students and recent graduates internship opportunities at Arçelik & Beko authorized dealers and services, inspiring interest in dealership roles and empowering them through a professional network in Türkiye. In 2025, 55 women candidates participated in and completed the program, reaching a total of 230 women participants.

Erasmus+ VET Learner and Staff Mobility Accreditation and Vocational Training Mobility Project ■

The Erasmus+ VET Learner and Staff Mobility Accreditation aims to enhance vocational and technical education through cross-border ex-



change, work-based learning, and professional development opportunities for technicians, sales representatives, and vocational school participants. In 2025, 14 professional training activities were organized, and 72 students were provided internship opportunities, reaching a total of 49 training and providing internship to 341 students since the project's initiation in 2021.

EMPOWERING ENTREPRENEURSHIP ECOSYSTEM

Her Business, Her Power

As part of our Action Coalition commitments, the Her Business, Her Power project aims to empower women entrepreneurs in the male-dominated dealership ecosystem by providing training, discounts, and support, enabling sustainable and profitable business opportunities while advancing gender equality in business and society. In 2025, the number of women dealers increased from 35 to 137 (base year 2021) and 168 stores, reaching a 51% ratio of women employment in dealers and stores.

SUSTAINABLE LIVING AND ENVIRONMENT

Grundig Sustainability Vision; Respect Food and Respect Planet

Grundig’s “It Starts at Home” tagline emphasizes creating a better future through sustainability, quality, and aesthetics, starting with our homes.

With its “Respect Planet” vision, the brand promotes sustainable consumption through campaigns by aiming consumers to shift their consumption habits into responsible ones through the introduction of environmentally friendly products and technologies that prioritize the effective use of resources such as water, material, and energy.

These include energy-efficient appliances, washing machines utilizing recycled PET bottles, microfiber technology to preserve water sources, and 100% recyclable packaging, reducing environmental impact and supporting the circular economy.

With its “Respect Food” approach, Grundig develops food-respecting technologies, such as refrigerators that preserve freshness, and cooking innovations that optimize storage and cooking to reduce waste.

For further information regarding the Respect Food approach, please refer to the Food For Soul Partnerships section of the Report.

Beko Global, Healthy Living and Sustainability Communications

In its 60-year history, Beko aims to make quality and sustainability accessible to the masses through durable, reliable, and efficient products. With a wide portfolio spanning large and small home appliances, built-in products, and air conditioners, Beko reaches millions of users in more than 130 countries.

Beko’s durability and reliability are proven through third-party tests, reinforcing its role as a trusted partner for consumers. In line with this, the brand brought reliability test results from different markets into its communications in 2025.



Beko also focuses on driving conscious consumption through innovative technologies. Since 2024, EnergySpin technology in washing machines has enabled up to 35%* energy savings across all programs, beyond Eco programme.

In addition, the HomeWhiz app helps users monitor energy and water consumption, increasing awareness.

*Comparing a Beko machine with EnergySpin and a Beko machine without EnergySpin.

Corporate Volunteerism

Corporate Volunteerism is a fundamental part of corporate citizenship for us. We encourage our employees to become active and responsible global citizens, striving to be a part of the solution. Guided by our Corporate Volunteerism Policy, priority areas of action include:

- Raising awareness on environmental sustainability, particularly on plastics and the climate crisis
- Providing digital skills and competencies
- Providing technical skills through education and training
- Promoting gender equality

Beko Volunteers design innovative projects that will effectively serve both the environment and society, emphasizing the principle of “Respect for the Environment and Society”. These projects not only benefit our planet but also reaffirm the profound significance of our social responsibilities. Beko Volunteers, acting as a strategic global team, motivate all company employees to engage in action through the projects they carry out in the designated priority areas. These projects aim to provide social benefits while fostering collaboration and strengthening corporate solidarity.

OUR VOLUNTEERS

- Work to develop technologies and solutions serving the local needs and priorities of people living in the countries where we operate
- Motivate and inspire people around them
- Promote volunteerism in society and across the company
- Focus on sustainable life through events and projects
- Respect the environment and lead environmental sustainability efforts
- Believe in gender equality and equal representation
- Stay continuously informed about digital and technological developments
- Address social problems and act to solve these problems
- Embrace diversity and inclusion

ACTIONS TAKEN WITH REGARDS TO THE MAJOR EARTHQUAKE IN TÜRKİYE

In response to the devastating earthquake that occurred in Kahramanmaraş, Türkiye in February 2023, Beko Volunteers continued their earthquake relief efforts throughout 2025.

From the very first moments of the earthquake centered in Kahramanmaraş, which affected 11 provinces in Türkiye, we supported the earthquake victims under the coordination of Koç Group’s Crisis Management Centre, alongside Türkiye’s Ministries and AFAD (Türkiye’s Disaster and Emergency Management Presidency).

The projects implemented within this scope aim to support children’s access to education, enhance development opportunities for young people, and reinforce social solidarity in the region. The objective of these initiatives is to support local communities, while expanding the reach of our Company’s volunteerism culture.

Koç Holding established containers in Hatay (Antakya and İskenderun), Kahramanmaraş, Adıyaman, and Malatya, known as Umut Kentler (Hope Towns). Support in these Hope Towns spanned various initiatives, including the Kitchen Workshop, Digital Wings Workshop, Arçelik-Beko Cafés, and Arçelik Football School. Additionally, employment opportunities were extended through two newly opened customer communication centers in Hatay and Malatya, further supporting the region’s recovery.

➤ For further information regarding the projects and actions being taken for earthquake relief, please refer to our 2025 Annual Report.



CORPORATE CITIZENSHIP

Corporate Social Responsibility of Our Subsidiaries

Our subsidiaries worldwide are committed to creating meaningful and lasting contributions to empower local communities, prioritizing sustainable development, and aiming to create positive social impact. In line with our commitment to Environmental, Social, and Governance (ESG) principles, we integrate responsible business practices into every aspect of our operations.

ACTIONS TAKEN WITH REGARDS TO OUR SUBSIDIARIES’ CORPORATE SOCIAL RESPONSIBILITY (CSR)

United Kingdom (UK): Beko PLC & Barnardo’s Partnership ■

Beko PLC’s long-standing charitable partnership with Barnardo’s has now reached its twelfth year. Since the beginning of the collaboration in 2013, Beko has donated more than 1,200 new household appliances, including refrigerators, cookers and washing machines—to disadvantaged families supported by Barnardo’s. In 2025, Beko surpassed a significant milestone by exceeding a total donation value of £500,000. A major portion of this contribution consisted of in-kind appliance donations delivered through company-led campaigns.

Since 2024, Beko plc has further strengthened its commitment by supporting Barnardo’s Gap Homes Programme—an initiative designed to help young adults in social care transition into independent living. The appliances donated by Beko play an essential role in equipping these young people with the tools they need to build key life skills.

Access to household appliances enables them to learn fundamental skills such as cooking, cleaning, and home management, which are vital for gaining independence. This support not only helps young adults develop practical abilities but also boosts their confidence as they take their first steps toward independent life.

Pakistan: Dawlance Partnerships ■

In 2025, Dawlance continued to advance its sustainability mission with a commitment to positive change. Guided by its vision, “Progress Today, Preserve Tomorrow,” the Company promotes sustainable living through initiatives in plantations, recycling, responsible consumption, and social development. Within this scope, Dawlance maintained its “Bondh-e-Shams Oasis Box” program, supplying clean drinking water to 10,000 people daily.

To reinforce its sustainability commitment, over 600 refrigerator magnets made from recycled plastic were gifted with refrigerator purchases at the five Experience Stores, supported by enhanced POSM communication. The magnet serves as both a gift and a reminder of customers’ environmental impact (such as reduced CO₂ emissions) through choosing Dawlance products. Dawlance also established a strategic partnership with Mint Rewards, an environmentally focused social enterprise, encouraging responsible waste segregation and enabling users to earn in-app points redeemable for appliance discounts. Additionally, five recycling-themed DIY videos were produced to demonstrate how product cartons can be reused in daily life.

Through its plantation initiative with the World-wide Fund for Nature (WWF), more than 8,000 saplings were planted with a 90% survival rate. Following the 2025 floods, Dawlance—together with EveryWater—acquired over 400 portable water filters to improve access to clean drinking water.

Through these initiatives, Dawlance continues to support communities in Pakistan and promote sustainable progress.

South Africa: Defy & Culinary Education & Skills Development ■

Defy’s ongoing support of the Jackie Cameron School of Food & Wine and the Franschhoek Hospitality Academy in 2025 underscores our commitment to skills development through education and youth empowerment. By equipping both institutions’ training kitchens with professional grade Defy appliances, students gain hands-on experience using technology that reflects real-world culinary and hospitality standards.

This support helps bridge the gap between training and industry readiness, while initiatives such as, “Chef it Up” further celebrate and spotlight emerging local culinary talent. Collectively, these partnerships empower students with practical, job-ready skills and confidence, contributing to sustainable career pathways and long-term socio-economic upliftment within South Africa’s hospitality sector.

Austria: Elektrabregenz & Pro Juventute Partnership ■

Pro Juventute is a social enterprise based in Austria that is dedicated to the well-being of children and young people. The organization primarily operates on behalf of public authorities by providing support to children and young people from the age of three. Pro Juventute offers a variety of services, including 27 socio-pedagogical residential communities, two socio-therapeutic communities located in Vienna, one pedagogical community in Salzburg, residential facilities in Styria and Salzburg, socio-pedagogical foster care services, and a crisis center in Tyrol. In addition, Pro Juventute continues its activities through 14 mobile care services, a counseling point for young people leaving the care system, and its own education academy.

In 2025, the organization concentrated on enhancing its facilities and programs to create a safe, supportive, and nurturing home environment for children and young people. The Austrian household appliance brand Elektrabregenz has been supporting Pro Juventute in this mission for around 15 years, contributing to the creation of a real and lasting positive impact on the lives of children and young people in vulnerable situations.

Bangladesh: Singer ■

At Singer Bangladesh, education has long been regarded as the foundation of progress and true independence, reflecting a firm belief that an enlightened, empowered, and educated generation plays a vital role in building a self-sufficient and prosperous nation.

As part of the 2025 Independence Day celebrations, the collaboration with SOS Children's Villages Bangladesh was strengthened, providing a full year of education sponsorship for 10 SOS children and distributing educational materials to support many children on their learning journey.

Singer Bangladesh, as a socially responsible corporate organization, is committed to ensuring equal access to learning opportunities, nurturing young minds, and contributing to a sustainable and inclusive future - aligning with the United Nations Sustainable Development Goal 4 on Quality Education.

Through such purpose-driven initiatives, meaningful and lasting impact continues to be created for society and future generations.

The vision is to establish a world in which every child is empowered with opportunities to learn, grow, and thrive.

India: VoltasBeko ■

VoltasBeko believes that true success is defined not only by products and performance, but also by the lives it touches and the communities it empowers. This year, the Company's corporate social responsibility initiatives reflected its core values of diversity, safety, sustainability, compassion, and connection.

The Company is pleased to announce that its initiatives to enhance and sustain gender diversity have delivered steady progress across the organization. With women representing 16% of its total workforce and achieving higher representation in certain functions, particularly the production department, this outcome serves as a concrete indicator of VoltasBeko's commitment to inclusive growth and targeted diversity practices.

In alignment with its mission, VoltasBeko has planted more than 700 saplings at its factory and in surrounding villages. Beyond cleaning and maintaining local ponds, the Company also replaced non-native plant species with indigenous ones, contributing to the restoration of ecological balance and the preservation of biodiversity.

This year, the Company went beyond its community contribution goals by donating 153 units of blood, thereby supporting life-saving efforts within the community.

VoltasBeko hosted a Community Engagement Meeting attended by the Minister of Home Affairs, various government officials, a senior representative from the Gujarat Industrial Development Corporation, village representatives, and industry leaders.

The Company opened its doors to 408 students from 10 educational institutions, providing comprehensive learning experiences in refrigeration technology, safety protocols, health awareness, and industrial operations.

As part of the Joy of Giving initiative, educational kits were distributed to village schools, and the Festival of Lights, Diwali, was celebrated with warmth and creativity.

In total, the lives of 1,910 people were touched. Through 897 hours of service, volunteers shared not only their time but also their heartfelt engagement.

CORPORATE CITIZENSHIP

Community Development and Partnerships

We work hard to find solutions to meet the needs of local communities through partnerships and sponsorships. Our efforts focus on identifying impactful solutions that align with community expectations and contribute to sustainable development. We determine the selection criteria of the institutions with which we partner and support civil society activities in line with our Civil Society Cooperation Policy.

OUR PARTNERSHIPS

Food For Soul partnership

Our Company addresses sustainability not only in environmental terms, but also as a strong area of social responsibility. One way in which we are demonstrating action is through a collaboration with the international Food for Soul initiative, which is dedicated to reducing food waste and strengthening social solidarity.

Within the scope of the Food for Soul partnership, surplus food is transformed into quality meals and delivered to individuals in need, while encouraging more efficient and responsible use of resources.

Accordingly, in 2025, 362.714 tonnes of donated, rescued, or recovered food have been utilized through the Refettorio network, helping to prevent food waste while creating social value.

Through this collaboration, 46,699 beneficiaries were reached in 2025, representing a 3% increase in the number of beneficiaries compared to the previous period. During the same period, the number of volunteers, chefs, and apprentices engaged in the process reached 176,435, reflecting a 3.5% increase compared to 2024. The total number of meals/dishes served through the Refettorio network amounted to 362,714, marking a year-on-year increase of 8.6%.

This partnership constitutes an essential component of our Company's vision to disseminate solutions and practices that support sustainable living, creating tangible and measurable impact across society.



OUR SPONSORSHIP AND DONATION ACTIVITIES

We implement our sponsorships and donations within the scope of the Global Donation and Sponsorship Policy. Arçelik and Beko are actively involved in various sponsorship and sustainability initiatives.

Beko X Ajax Official Confidence Partnership

Beko has entered a three-year strategic partnership with Amsterdamsche Football Club (AFC) Ajax, one of the most established football clubs in the world. Within the scope of the sponsorship agreement, Beko will hold the title of “Official Confidence Partner”, covering the entire structure of AFC Ajax, which includes the Ajax 1, Ajax Women, and the Ajax Youth Academy.

This collaboration brings together Beko, who aims to make high-quality technology accessible to everyone, and Ajax, who develops young players through a long-term vision, around a shared approach to building a future on strong foundations. Beko will support Ajax's on-field and off-field infrastructure projects and social initiatives as part of a strategic partnership focused on inspiring youth, promoting agility, and creating sustainable impact.

Products that Create Social and Environmental Value

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Solar Hybrid Fridge



Designed for users without access to uninterrupted provision of electricity, the sustainable and safe solar hybrid panel refrigerator provides a cooling system solution that utilizes electricity from the grid and solar energy alternately. With increased insulation and renewable energy sources, the refrigerator addresses an existing need while introducing a new approach to environmentally friendly cooling systems.

Simple Base Drawer Feature



Introduced in re-sponse to recurring flooding issues in Bangladesh, where consumers often placed their prod-ucts above the ground for protec-tion. To offer a crea-tive solution, we de-veloped a base draw-er compartment in refrigerators. This compartment, being a unique solu-tion in the market, serves as a non-cooling zone to provide storage for items such as onions and potatoes.

Inverter Compressor



Introduced to ad-dress the demand for energy-saving tech-nologies in emerging markets, where energy-efficient features are often less acces-sible. The inverter compressor feature, widely available in developed markets, enhances energy efficiency and offers significant value to consumers in regions where such inno-va-tions are not easily available.

Static Everfresh and Hybrid Cooling



Designed to address the frequent power cuts in Pakistan and Voltage Fluctuation in Bangladesh, where both planned and unplanned outages pose challenges for keeping food fresh for extended peri-ods. While static refriger-ators are less popular in developed mar-kets, these advanced technologies are highly favored in re-gions facing power challenges. They en-sure extended fresh-ness during out-ages and are also available in European markets, offering a versa-tile and efficient cooling option

➤ For further information regarding the products that create environmental value, please refer to the [Product Stewardship](#) section of the Report.

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➔ Please refer to the Sustainability Targets section to explore Arçelik's business targets and its 2025 progress.



Related Capitals



SUSTAINABLE FINANCING

We prioritize the integration of economic, social, and environmental aspects of sustainability into our governance framework, ensuring accountability to all stakeholders.

Our customer-centric approach enables us to expand our sales reach, thereby bolstering revenues. Through strategic investments and growth-oriented initiatives, we deliver economic advantages to our business partners and investors, concurrently fostering the creation of sustainable value from these economic gains.

Environmental Investments and Expenditures

The total expenses stated in the table refer to the sum of capital investment and operating expenses related to environmental investments, and our total expenses for the reporting year are TRY 3,467 million.

All Environmental Related Investments and Expenditures (TRY million)		2022*	2023**	2024**	2025**
Investments and expenditures for environmental resource efficiency in production and product ¹	Capital Investments	556.43	3,812.45***	1,322.43	323.44
	Operating Expenses	114.83	154.13	395.38	472.00
	Total Expenses	671.26	3,966.58***	1,717.81	795.44
Investments and expenditures for environmental resource efficiency in Research and Development (R&D) ²	Capital Investments	129.77	86.54	1,645.11	323.46
	Operating Expenses	496.85	1,679.23	2,710.26	2,347.78
	Total Expenses	626.62	1,765.77	4,355.37	2,671.23
Grand Total Expenses		1,297.88	5,732.35	6,073.17	3,466.68

The data represents the cash flow figures for all years.

* This data is expressed in nominal values without the application of IAS 29 Financial Reporting in Hyperinflationary Economies.

** Inflation accounting has been applied to this data according to IAS 29 Financial Reporting in Hyperinflationary Economies for 2023, 2024 and 2025 financial years. The financial information for the respective years has been prepared based on the inflation rates applicable to each financial year. Accordingly, the financial data for 2023, 2024 and 2025 reflect the inflation effects specific to their respective reporting periods. When comparing figures across years, it should be noted that inflation impacts have been considered based on each year's respective period.

*** The data has increased significantly compared to 2022. The main reason for this is that there are green building investments in 2023.

¹ Investments and expenditures for environmental resource efficiency in production and product mainly include environmental measurement and analysis cost, waste disposal and transportation cost, wastewater treatment plant expenses, the cost of employees working for the environment and energy, certification and authorization cost, consulting and training cost, maintenance and repair costs, renewable energy, energy efficiency (incl. production lines), green buildings and product related environmental resource efficiency in production. Data coverage is global, encompassing all related operations, including joint ventures (JVs).

² Research and Development investments and expenditures for environmental resource efficiency in product include decreased energy consumption, decreased water consumption, decreased waste generation, GHG emissions' reduction, pollution reduction, decreased raw material consumption, increase usage of recycled materials or increased product durability/longevity in product. Data coverage is global, encompassing all related operations, including joint ventures (JVs).



The EU Taxonomy Reporting

The EU Taxonomy regulation and the delegated acts are a classification system for organizations to identify which of their economic activities, or the economic activities they invest in, can be deemed “environmentally sustainable”. It is legally in force within the European Union as part of the non-financial statement.

The EU Taxonomy requires companies to disclose how and to what extent their activities are associated with taxonomy- aligned economic activities in relation to their turnover, capital expenditure (CapEx), and operating expenses (OpEx). A Taxonomy-eligible economic activity is an assessment of whether an economic activity has complied with the corresponding criteria description according to the EU Taxonomy.

A Taxonomy-aligned economic activity describes an eligible activity that meets the Taxonomy requirements to substantially contribute to at least one of the Taxonomy’s six environmental objectives which is climate change mitigation, climate change adaptation, sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and control, and protection and restoration of biodiversity and ecosystems; does no significant harm (DNSH) to any other objectives; and meets the minimum safeguards.

According to reporting obligations and timeline, we are currently not within the scope of the Taxonomy regulation. However, Arçelik has voluntarily reported the taxonomy and mapped its eligibility and alignment to the EU Taxonomy as of 2022.

The summary for the 2025 fiscal year is provided in the table below, while the section included in Annex 12: EU Taxonomy of the Report contains explanations regarding the calculation

principles, assumptions, tables for each KPI, and detailed results.

This table presents the scope of the 3.5 Manufacturer of energy efficiency equipment for buildings in connection with the Climate Change Mitigation (CCM) objective and 1.2 Manufacture of electrical and electronic equipment in connection with the Transition to Circular Economy (CE) objective.

2025 Financial Year	Turnover		CapEx		OpEx*	
	TRY million	%	TRY million	%	TRY million	%
A.Taxonomy Eligible	297,659	57	4,082	22	1,852	29
Aligned	111,186	21	1,744	10	830	13
Eligible but not aligned	186,473	36	2,338	13	1,021	16
B.Taxonomy Non-Eligible	226,274	43	14,198	78	4,639	71
Total (A+B)	523,933	100	18,280	100	6,491	100

* Total OpEx mentioned in the summary table represents only R&D expenditures.

Taxonomy Aligned		2022	2023	2024	2025
Turnover	TRY million %	13,392 10	36,502 14	95,680 22	111,186 21
CapEx	TRY million %	177 3	1,552 11	4,257 18	1,744 10
OpEx*	TRY million %	619 2	232 12	800 16	830 13

* For the 2022 financial year, OpEx refers to the consolidated total OPEX, while for the subsequent years, OpEx represents only R&D expenditures.

Please note that, as of the 2023 financial year, inflation accounting has been applied to the financials in accordance with IAS 29: Financial Reporting in Hyperinflationary Economies.

SUSTAINABLE FINANCING

Sustainable Financial Instruments

We are dedicated to utilizing sustainable financial instruments to generate positive environmental and social outcomes. By embedding sustainability into our financing strategies, we aim to foster investments that align with our long-term vision.

GREEN BOND

We issued green bonds with a nominal value of EUR 350 million and a five-year maturity in 2021. The bond attracted a high level of demand from investors – being almost five times oversubscribed. More than 145 investors have invested in the bond, the coupon rate of which was determined as 3.00%. As of December 31, 2023, Arçelik had allocated all EUR 350 million of its Green Bond net proceeds to Eligible Green Projects including energy-efficient, eco-efficient, and circular economy-adapted products and the promotion of energy efficiency in production. Thus, the proceeds have supported the Company’s investments in energy and water efficient products, energy efficiency in production, sustainable water and wastewater management, pollution control and prevention, renewable energy, and green building initiatives.

➤ For further information, please refer to our [Green Financing Framework](#).

➤ For further information, please refer to our [Green Bond Allocation and Impact Reports](#).

GREEN LOAN

We have signed an eight-year loan agreement for EUR 150 million with the European Bank for Reconstruction and Development (EBRD), one of the most important green finance providers in 2021. The first EUR 83 million loan is structured according to the Green Loan Principles of the Loan Market Association (LMA). We plan to implement projects to achieve net-zero emissions in the value chain by 2050 through financing environmental Sustainability and R&D projects within the framework of the green loan.

SUSTAINABILITY-LINKED FINANCING LOAN

Arçelik has signed its first sustainability-linked loan with the International Finance Corporation (IFC, a member of the World Bank Group) to expand renewable energy capacity, enhance earthquake resilience, and promote next-generation environmentally friendly products and diversity.

This EUR 100 million loan agreement reinforces Arçelik’s commitment to integrating sustainability across its entire value chain and accelerating innovation in energy-efficient technologies. Structured under the Arçelik Sustainability-Linked Finance Framework, the five-year loan aligns with the company’s 2030 targets for reducing greenhouse gas emissions and increasing women employment.

➤ For further information, please refer to our [Sustainability-Linked Financing Framework](#).

➤ For further information, please refer to our [Second Party Opinion Report](#).



KPIs	Baseline	2025 Progress	Sustainability Performance Targets (SPT)	
			2025	2030
KPI#1 Reduce Scope 1–2 GHG emissions from 2022 base-line*	175,448 tCO ₂ e	19% reduction 141,544 tCO ₂ e	17.75% 147,815 tCO ₂ e	42% 101,760 tCO ₂ e
KPI#2 Reduce Scope 3 GHG emissions from use of sold products from 2022 base-line*	23,259,032 tCO ₂ e	21% increase 28,028,884 tCO ₂ e	17.75% 19,595,734 tCO ₂ e	42% 13,490,239 tCO ₂ e
KPI#3 Increase the percentage of women in the total workforce**	-	25%	30%	35%

* Beko Europe and Beko Egypt data are not included in the progress of these targets. The base year for these KPIs is 2022.

** Beko Europe data is not included in the progress of this target.

Business ethics is one of the core values of Arçelik. In this regard, the Company is committed to creating a fair, ethical, and inclusive environment that upholds the rights and interests of all stakeholders involved. This includes fostering a respectful workplace for employees, addressing the needs of consumers, protecting shareholders’ interests, and maintaining strong, ethical relationships with suppliers, distributors, dealers, service providers, and other third parties such as subcontractors and consultants, ensuring all parties adhere to the Company’s commitment to human rights and legal compliance.

Oversight and Management of our Global Code of Conduct

Arçelik’s Global Code of Conduct and Related Policies (among which exist policies like Global Code of Conduct, Global Code of Conduct Operations Policy, Global Whistleblowing Policy, Global Antibribery and Corruption Policy, Global Gift and Hospitality Policy, Global Donation and Sponsorship Policy, Global Policy on Prevention of Laundering the Proceeds of Crime, Financing of Terrorism and Weapons of Mass Destruction, Global Sanctions and Export Controls Policy, Global Anti-Discrimination and Anti-Harassment Policy that are available on company website) which guide our daily business interactions with our stakeholders, have been approved by the Board of Directors.

The Global Ethics Committee, led by the CEO, manages the fulfillment of these policies. Koç Holding Consumer Durables President, one of the members of the Board of Directors, updates the Board about the activities of the Ethics Committee and the company’s compliance with the Global Code of Conduct and Related Policies. Additionally, our General Counsel, Legal & Compliance provides quarterly reports to Koç Holding Consumer Durables President. Senior management of all categories, functions and operating companies must fully support such efforts, therefore are responsible for the implementation of the Global Code of Conduct and Related Policies in daily business practices.

GOVERNANCE OF ALLEGATION AND INVESTIGATIONS

Allegations are managed in line with the Global Code of Conduct Operations policy which sets the general guidelines. Once an allegation is made, it is immediately reviewed by the relevant Compliance Officer, who conducts an initial analysis of the allegations. Where appropriate, Compliance Officer consults the Head of Global Compliance to determine whether an investigation is required. All investigations related to suspected Code of Conduct breaches are led by the Compliance Officer and may involve the Internal Audit Department or external forensic services, if necessary. In instances where the individuals raising a complaint and individuals alleged to

have breached the Code of Conduct are based in different locations, the default approach is that the Compliance Officer and Ethics Committee from the geography where the individuals alleged to have breached the Code of Conduct is based lead the investigation and concludes the decision process. For allegations involving top managers, General Counsel, Legal & Compliance oversees the investigation. Local Ethics Committees do not handle cases related to their own senior managers. Once the investigation is complete, the Compliance Officers submit a report to the Ethics Committee, linking the allegations to specific Code of Conduct requirements, summarizing evidence, and suggesting penalties. The Committee then decides on the penalties, considering the evidence and any aggravating or mitigating factors. The processes are managed in good faith to ensure transparency, consistency, and fairness.

Line managers on the Committee may participate in reviewing cases involving their team but may recuse themselves if there is a conflict of interest.



THE IMPLEMENTATION OF OUR CODE OF CONDUCT

All our employees and business partners, including our temporary employees and interns, are obliged to comply with the Global Code of Conduct and Related Policies, and we expect them to internalize and follow these rules. The Global Code of Conduct and Related Policies are communicated in different languages, along with the global deployment of the ethics hotline.

At the beginning of their employment, our employees read and accept the Global Code of Conduct and Related Policies and obtain relevant training in their orientation program. Interactive training sessions, available both in-person and online, cover the Global Code of Conduct and related policies. These training programs primarily focus on how to use our ethics hotline and address compliance risks such as anti-bribery and corruption, sanctions and export controls, personal data protection, competition law, and anti-money laundering. The training sessions also emphasize the prevention of human rights violations including but not limited to child labor, forced labor, and human trafficking, as well as the prevention of discrimination and harassment, responsible purchasing, and managing conflicts of interest. In 2025, we continued to offer comprehensive ethics training within this scope to employees and one-to-one training for our C-level executive team.

The Global Code of Conduct and Related Policies, as well as its compliance management systems, were third-party audited in line with the ISO 37301 Compliance Management System standard.

As stated in the Global Code of Conduct, we did not donate or provide charitable contributions to political parties, politicians, or political candidates, and did not allow activities in support of political demonstrations and propaganda or policy influence in the workplace during the reporting period. Moreover, the company's resources and fixtures (tools, computers, e-mails, etc.) were not used for political activities and/or campaigns.

➤ For ethics-related training information, please refer to [Annex 8. Social Performance Indicators](#).

REPORTING NON-COMPLIANCE

We have a global whistleblowing mechanism where all stakeholders can report cases related to non-compliance with the Global Code of Conduct and Related Policies including but not limited to the Global Human Rights Policy, Global Whistleblowing Policy, Global Anti-Discrimination and Anti-Harassment Policy through the website-based ethics hotline (www.ethicsline.net), implemented in all countries.

In addition, some countries receive notifications through the ethics hotline phone numbers as well. All the employees may also speak up through walk-in to compliance officers or their managers in person.

A whistleblower can be anyone who communicates an allegation or any other information indicating acts that are noncompliant with the Global Code of Conduct and Related Policies. Our communication channels regarding feedback and complaints are available to all our stakeholders. We ensure that everyone sharing their concerns will be protected from retaliation and all investigations will be handled with complete confidentiality.

The harassment or victimization of anyone raising a concern is not tolerated, and individuals making a disclosure will retain their anonymity unless they agree otherwise. In 2025, the cases continued to be reported through ethics hotline channels that are available to all our stakeholders. We closed all the cases and have no ongoing investigations related to the cases reported in 2025. Out of 362 reported cases, a total of 32 were substantiated.

In 2025, the number of reported cases of corruption, money laundering, and insider trading was zero; therefore, the number of substantiated cases was also zero during the reporting year.

The company also reports zero fines and zero convictions related to corruption and bribery in 2025.

Type of Reported Cases	Number of Substantiated Cases
Internal Fraud	4
HR Issue	1
Mobbing and Discrimination	1
Harassment	2
Sexual Harassment	3
Unethical Behavior	15
Conflict of interest	6

We impose punitive sanctions considering the mitigating and aggravating factors in maintaining the non-repetition of the breaches stated in our Global Code of Conduct Operations Policy. Type of actions due to the substantiated cases in 2025:

- Training and mentoring to the employees,
- Verbal Warning Placed in Employees HR file,
- Written Warning placed in the employees HR file,
- Termination of the employment.
- Denial of a salary increase and a suspension of the right to take the promotion-qualifying examination

The number of terminated contracts of employees due to the substantiated cases in 2025 was 9.

Human Rights

At Arçelik, we fully respect human rights and are committed to comply with the rules of the International Labour Organization, the UN Global Compact and the UN Guiding Principles on Business and Human Rights, as indicated in our Arçelik Global Human Rights Policy and Human Rights Due Diligence Process. Additionally, we also commit to abide by the Code of Conduct of the Home Appliance Europe (APPLiA) as a signatory company, as well as the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. Our Global Responsible Purchasing Policy also dictates the rules which we abide by when doing business with our partners. Our alignment with globally acknowledged principles reflects our dedication to human rights related practices. Our company strictly prohibits trafficking in human beings, forced or compulsory labor, and child labor, as outlined in our policies. Additionally, we are committed to upholding a wide range of human rights, ensuring compliance with relevant laws, and maintaining a safe, ethical working environment.

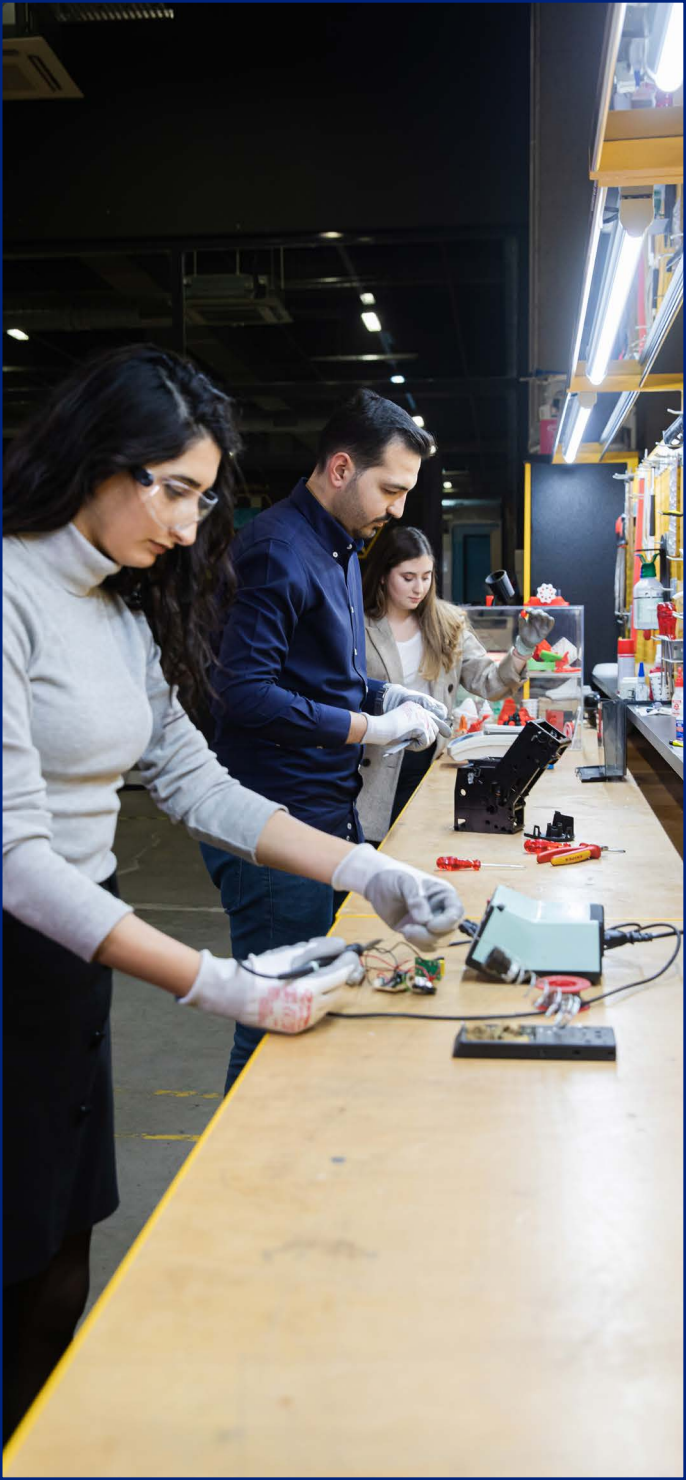
A dedicated Human Rights Department organizes regular third-party and internal human rights assessments within the global organization, prepares a risk mapping of potential and actual violations, and takes necessary mitigation and remedial actions pursuant to the Global Human

Rights Due Diligence Process. The Department is also responsible for convening with the Human Rights Committee (HRC), which aims to proactively ensure that the operations in the value chain do not have adverse impacts on individuals. Within this scope, the HRC meets four times a year to systematically review and revise the risk mapping of potential human rights issues within our existing business and new business relations, as well as risks in the value chain. In terms of the value chain, our priority is assessing the risks of Tier-1 suppliers.

The HRC is chaired by the Human Resources Executive Director, and representatives from various teams attend the Committee, which are Production and Technology, Finance, Supply Chain, Purchasing, Occupational Health and Safety, Sustainability, Quality Systems, Global Compliance, Environment, Global Communications, Human Rights and Human Resources. The Koç Holding Consumer Durables President, who is a board member, has been assigned by the BoD as the board member responsible for reporting on human rights issues, potential risks, and action plans. The Human Resources Executive Director reports quarterly to the relevant Board member on actual and/or potential human rights violations and the remediation and/or mitigation action plans.

We manage our human rights process for all locations in a systematic manner. Within this scope, we have Location Human Rights Committees (LHRC) at all manufacturing plants, which are responsible for reviewing our risk map and taking necessary mitigation and remediation actions related to the Global Human Rights Due Diligence Process to ensure that the related location does not have any adverse impacts on individuals. The decisions made by the LHRC, which meets quarterly, are reported to the HRC. The Management Team and the related departments' heads are members of these Committees. The Human Rights Location Responsible are responsible for convening Location Human Rights Committees. Within this scope, the LHRC meets quarterly in a systematic manner. The decisions taken by the LHRC are reported to the Company Human Rights Committee by the Human Rights Department.

Our Committee Governance is shown below:



HUMAN RIGHTS DUE DILIGENCE
PROCESS

The Arçelik Human Rights Due Diligence Process outlines the approach adopted by the Company for the identification of actual and potential adverse impacts of salient human rights issues considered relevant for the operation network in the entire value chain.

We are subject to regular audits through our membership of the Business Social Compliance Initiative (BSCI) and the Suppliers Ethical Data Exchange (SEDEX). Customer-specific audits also may be performed on request.

Our internal audits are managed by our internal auditors. After internal audits, audit reports are shared with the relevant partners and prepare and follow mitigation and remediation plans with relevant employees responsible for Human Rights and the Human Rights Committees’ Leadership.

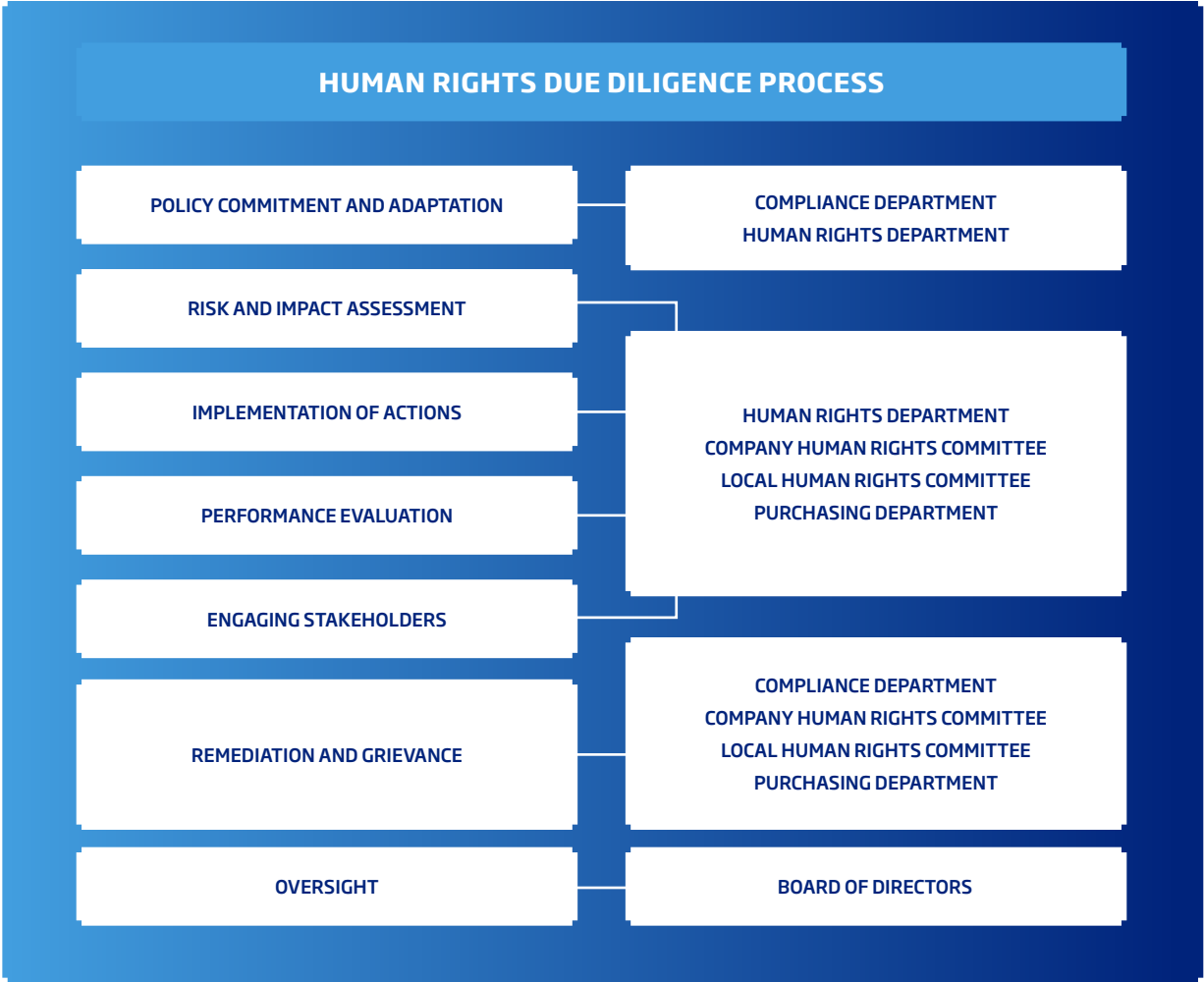
Our operations are regularly audited in topics such as social management systems, employee engagement, freedom of association and collective bargaining, prevention of discrimination, fair remuneration, decent working hours, OHS, environmental protection, and ethical behavior, prevention of precarious employment, prevention of forced and child labor.

Employment of individuals below the minimum legal working age or under any form of forced, bonded, or involuntary labor is strictly prohibited in accordance with company policy. All candidates enter employment freely and voluntarily, and age verification is completed during recruitment and onboarding stages. All necessary measures to ensure the protection of young employees in the workplace are implemented in full compliance with applicable laws and regulations. The company does not retain employee identification documents, including for security reasons. All processes and training required are carried out fully in accordance with the laws and security procedures of the countries in which the company operates. We fulfill all requirements in each country where we operate, in line with the local and national laws and regulations. Signed contracts comply with legislation in the countries where we operate and fully comply with local GDPR rules. We strictly follow, pay attention to, and commit to compliance. According to the results of BSCI, SEDEX and internal audits, there was no finding for incidents of child labor, forced or compulsory labor in our own operations over the past three years. For individuals who may be impacted, we are dedicated to engaging in consultations with the appropriate stakeholders.

Arçelik also conducts third-party ethics audits at its suppliers. Accepting and complying with our Global Responsible Purchasing Policy is a contractual obligation, and our Tier-1 material and

product suppliers are also subjected to business ethics audits. In line with our zero-tolerance policy, we terminate our relationships with suppliers who may be involved in human rights violations. In 2025, the number of terminated supplier contracts due to ESG incompliance, including corruption, is zero.

For further information, please refer to the Sustainable Supply Chain Management section of the Report.



BUSINESS ETHICS AND TRANSPARENCY

In 2025, 100% of our manufacturing facilities within the reporting scope, including joint ventures, were subject to human rights assessments either through internal audits or third-party audits.

We have mitigation plans for identifying risks in all manufacturing facilities, including joint ventures. No major human rights issues were identified in our operations and joint ventures in 2025.

The results of internal and external audit findings are discussed in the Human Rights Committee, and corrective action plans follow the mitigation actions.

Findings and the related mitigation actions taken within the scope of human rights assessments at our manufacturing facilities are listed below:



Internal Audit Findings	Details	Non-Conformities	Improved	In Progress	Open	Mitigation Actions Taken
Social Management System	Social compliance awareness Working hours of service providers	18	2	16	0	- Raise awareness in Human Rights, continue to conduct Human Rights trainings for employees. - Following working hours for service providers reports periodically.
Workers’ Involvement and Protection	Subcontractor employee topics	4	1	3	0	Subcontractor topics are embedded in social management meetings.
Decent Working Hours	Overtime working	17	6	11	0	- Follow the overtime reports periodically and discuss with HR and managers. - Managing overtime reports with managers in manufacturing plants.
Occupational Health and Safety	Infrastructure improvements Operational improvements Workplace conditions	57	43	14	0	- Safety and risk management initiatives are ongoing across the facility. - Infrastructure and operational improvements have been implemented or are in progress. - Projects supporting workplace conditions and compliance are actively being developed.
Ethical Business Behavior	Bribery and anti-corruption risk mapping	2	2	0	0	In line with compliance topics, the effective risk mapping process is conducted.
Total		98	54	44	0	

External Audit Findings	Details	Non-Conformities	Improved	In Progress	Open	Mitigation Actions Taken
Social Management System	Service providers working hours	10	2	8	0	- The management of the audited entity is developing internal procedures to integrate the amfori BSCI Code of Conduct into daily business operations. - Following working hours for service providers reports periodically. - Implementing due diligence management model in all practices.
Workers’ Involvement and Protection	Subcontractor employee topics	4	2	2	0	Trainings given to employees on Gender Equality and Zero Tolerance for Violence and Harassment (GEZTVH) in the Workplace.
Fair Remuneration	Training to blue collar employees in disciplinary issues	6	0	6	0	Studies on the systematics of covering health screenings.
Decent Working Hours	Overtime working	5	0	5	0	- Manage overtime with HR and managers by overtime reports. - Structure a process for informing managers about overtime. - Follow the process in a collaboration with manufacturing departments.
Occupational Health and Safety	Operational improvements Periodical control	18	6	12	0	- Infrastructure and operational improvements have been implemented or are in progress. - The process of documenting the building use permit is ongoing.
Ethical Business Behavior	Bribery and anti-corruption risk mapping	1	1	0	0	Risk analysis regarding anti-bribery and corruption has been carried out.
Total		44	11	33	0	



Based on the salient issues defined in our Human Rights Due Diligence Process, a human rights risk assessment process is carried out regularly to identify, prevent, and mitigate any human rights risks through the value chain due to the business operations including all our facilities, and joint ventures. All internal and external audit subjects are covered in the human rights risk assessment process.

The risk levels are identified based on two factors, which are the likelihood of impact and the level of impact. The likelihood of impact scale ranges from very unlikely to very likely regarding the probability of the situation, while the level of impact risk rating scale ranges from low to high by considering the scale, scope, and whether the situation is remediable.

The results of risk assessment based on the two criteria are divided into three groups: Low, Medium, and High-level risks. We control and mitigate potential and/or residual impacts after establishing preventative and corrective action plans regarding human rights within business operations. This enables us to ensure that our approach is proactively effective for controlling the impacts which might arise from our manufacturing facilities.

As outlined in our Human Rights Due Diligence Process, we ensure practical remediation actions to compensate for human rights harms that have occurred. Remediation actions include financial or non-financial compensation, apologies, offering rehabilitation, punitive sanctions, and administrative changes concerning organizational structure. Our communication channels regarding feedback and complaints are available to stakeholders. For the harassment concerning mobbing issues, we take remediation actions including but not limited to psychological rehabilitation for an adequate remedy. In cases where a violation is detected, the remedies can vary, detecting the root cause of the harassment, changing the organizational structure of the related department where the issue happened, and changing the roles of some employees' positions are also possible steps that we may take in such circumstances.

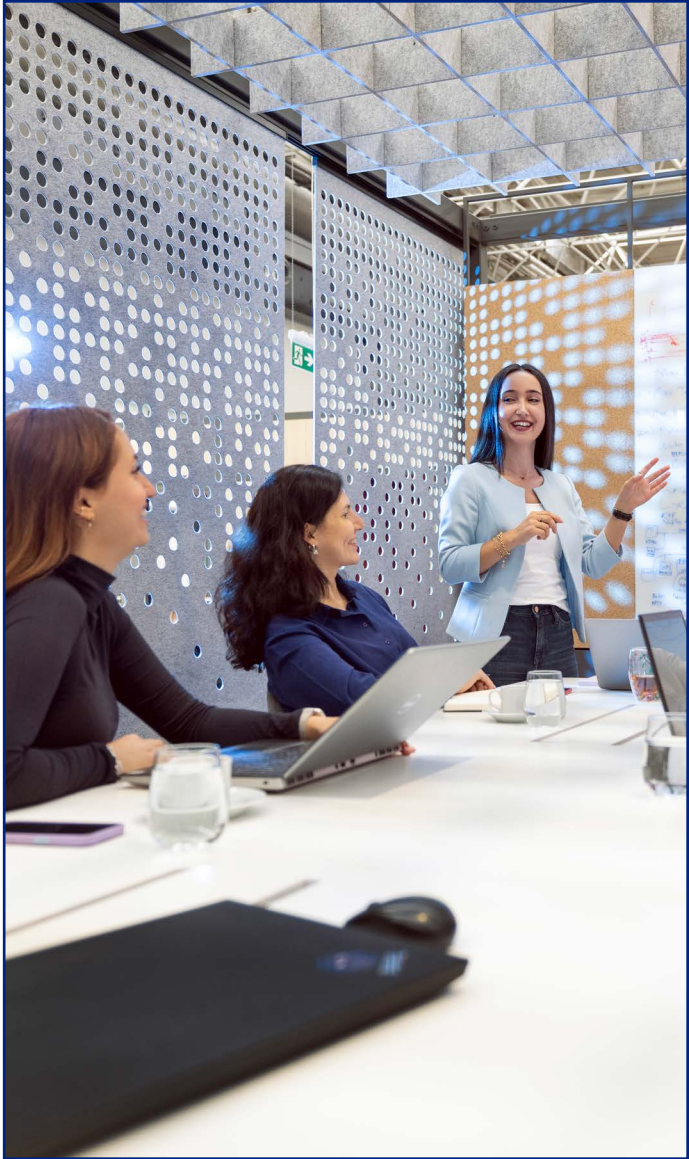
We apply punitive sanctions while considering both mitigating and aggravating factors, aiming to prevent the recurrence of breaches as outlined in our Global Code of Conduct Operations Policy and Global Responsible Purchasing Policy.

RIGHT TO COLLECTIVE
BARGAINING AND FREEDOM OF
ASSOCIATION

As Arçelik, we respect and ensure the protection of our employees' right to collective bargaining and freedom of association. We aim to build a trusting relationship with our employees and unions, abide by the requirements of legislation and collective bargaining agreements, and ensure a peaceful workplace. A list of authorized labor unions representing employees and a list of collective bargaining agreements in 2025 are available below:

- Türkiye: MESS - Metal Sanayicileri Sendikası (Turkish Employers' Association of Metal Industries, authorized labor union representing employers), Türk Metal Sendikası (Turkish Metal Union, authorized labor union representing employees)
- Romania: Solidaritatea Union
- South Africa: NUMSA, UASA, MEWUSA
- China: Trade Union of Arçelik Hitachi Home Appliances (Shanghai) Co. Ltd
- Thailand: Hitachi Workers' Union of Thailand
- Pakistan: United Refrigeration Industries Workers Union, United Refrigeration Industries Labor Union, Dawlance Employees Worker Welfare Union and Dawlance Mazdoor Union

- Italy: CGIL/Chairman, UILM, FIM – CISL, FIOM, UGLM
- Poland: ZZ Wytwórców AGD
- Slovakia: OZ KOVO (Odborový zväz KOVO)



BUSINESS ETHICS AND TRANSPARENCY

INTRODUCTION

PARTNERSHIPS &
RECOGNITION

GOVERNANCE

SUSTAINABLE VALUE
CREATION STRATEGY

DOUBLE MATERIALITY &
STAKEHOLDER
ENGAGEMENT

SUSTAINABILITY
TARGETS, COMMITMENTS,
PROGRESS &
CONTRIBUTION TO UN
SDGs

IN TOUCH WITH
OUR PLANET

IN TOUCH WITH
HUMAN NEEDS

IN TOUCH WITH
BUSINESS

ANNEXES

In 2025, 75% of our employees were covered by collective agreements in countries where we have manufacturing plants. The topics in the relevant agreements include but are not limited to wages, health and safety, working hours, discrimination and harassment and career management and training. In the case of collective and/or individual layoffs or changes in duties, we apply the relevant provisions stipulated in the labor legislation and collective agreements applicable in the countries of operation. The new term collective bargaining agreement, which will be in effect between 1 September 2025 and 31 August 2027, was signed on 21 January 2026 and entered into force between the Turkish Employers’ Association of Metal Industries (MESS), of which the Company is a member, and the Turkish Metal Union.

➤ For further information you can refer to [Annex 8. Social Performance Indicators.](#)

Within our operations in the household durables industry, we are fully committed to upholding the right to freedom of association and collective bargaining for all employees.

The protection and implementation of these rights are fundamental principles of our company. We ensure that our employees have the necessary environment to exercise these rights freely in all of our locations. The core elements of this commitment include ensuring that employees are informed about their rights, operating effective grievance mechanisms, and providing continuous training for our management team. Through our continuous monitoring and evaluation processes, we aim to create a work environment where employees can exercise their rights freely without fear of retaliation or discrimination. We also regularly engage with workers’ representatives to discuss and improve working conditions, reinforcing our commitment to open dialogue and mutual respect. To date, we have not experienced any instances of union rights violations or restrictions in these processes.

We are committed to setting and honoring a minimum consultation and notice period before any mass terminations in our own operations and promoting this practice among our contractors and partners.



Human Capital

Human capital is considered the most precious asset for achieving long-term strategic targets at Arçelik. Within this scope, the Company is committed to nurturing and retaining a diverse pool of the best talents, as well as fostering an environment that allows individuals to thrive and contribute effectively on a global scale. Therefore, the Company’s top priority in human resources management is to improve all processes continuously to create a future fit culture. The Company defines culture as a combination of leadership DNA, values, traditions, beliefs, interactions, behaviors, and attitudes. Our Culture always upholds our three main pillars which are Our Purpose, Our Values and Our Leadership DNA.

Our Purpose is our common cause; it defines why we exist and unites us in a shared ambition for the future: “Inspire Sustainable Lives in Every Home”. This purpose represents the impact we aim to create in the world together as employees. We focus on fostering growth and making a positive impact on communities and our planet. It is achieved by democratizing access to sustainable lifestyles around the world, taking action, and inspiring others as well.

Our Values define the fundamental motives and beliefs that guide what we do as we deliver our Purpose. They come to life in every decision we take, in our practical behaviors and how we work together to get things done.

Our Leadership DNA defines the winning behaviors that are unique to us and critical to our long-term success. Our Leadership DNA shows how we behave as individuals and how we operate as a business.

Our Employee Value Proposition (EVP) is deeply rooted in our culture code and serves as the heartbeat of our organization, mirroring our values. We are committed to being an organization that attracts, nurtures, and retains a diverse pool of top talent, while fostering an environment where individuals can thrive and contribute effectively on a global scale—cherishing the feeling of being at home. Our employee value proposition (EVP) clearly reflects this commitment.

Driven by themes of courage, camaraderie, trust, a global perspective, and a supportive atmosphere our EVP motto “Feels Like Home” perfectly encapsulates our EVP, further divided into 4 key pillars that support it:

- Our impactful community support defines our organization as a **home of impact**.
- Dignity and respect shape our organization into a **home of camaraderie**.
- Joint triumphs distinguish our community as a **home of innovation**.
- Passion for growth establishes our organization as a **home of global minds**.

AGILE TRANSFORMATION

Organizational agility refers to the ability to quickly adapt to changes while remaining customer-focused and flexible. Arçelik aims to create leaner, agile structures by empowering teams to work towards shared goals. Following the successful agile transformation in the Central R&D organization, agile organizational structures have been implemented in our Plant R&D, Plant Production Engineering, Production Technologies, and our Subsidiary R&D departments. The agile transformations help improve processes, collaboration, and responsiveness to customer needs. Employees across the company receive agile training through the Agile Academy, which focuses on leadership, team dynamics, and decision-making. This training supports the development of autonomous teams and inspiring leaders, while promoting a positive agile working culture.

➤ For further details regarding Agile Academy, please refer to [Future Fit Development](#).

In order to support the transformation across the company, an Agile Transformation governance structure has been established. The transformation is monitored in the following four areas:

- 1. Organizational Structure:** Designing of the roadmap and implementing agile organizational structures
- 2. Employee Experience and Communication:** Tools are designed for employees to communicate their own needs and expectations, their experiences are evaluated, and information flow is ensured during the transformation process.
- 3. Culture and Capabilities:** The measurement of agile maturity level and the development of company-wide training and development plans are carried out in this dimension.
- 4. Business Processes and Infrastructure:** Preparing the systems and processes that functions need for their agile transformation journeys, especially Human Resource processes.

WORKFORCE, TALENT
ATTRACTION AND RETENTION

Arçelik takes global developments into account and is committed to achieving its vision of “Respecting the World, Respected Worldwide” and its mission of “Inspiring Sustainable Lives in Every Home.” The company continually strives for success and aims to transfer the values it creates to future generations in a sustainable manner.

On this journey, Arçelik’s shared aspiration is:

- Ensuring progress toward its vision and mission,
- Acting without compromising integrity,
- Providing a workplace environment that is free from discrimination or injustice, where human dignity is respected, and conditions are safe and fair,
- Bringing together individuals from diverse backgrounds, cultures, experiences, and perspectives to foster the development of new ideas and solutions,
- Leading actions that prioritize the well-being of societies and the planet,
- Creating a reliable and sustainable value chain worldwide.

These are the common desires of everyone at Arçelik.

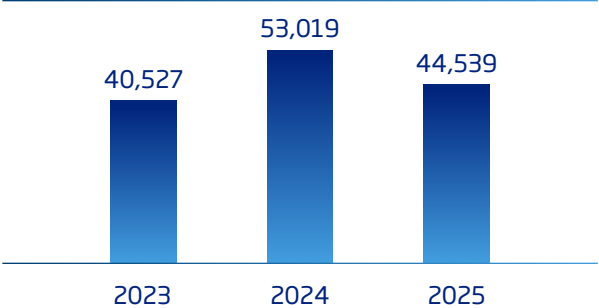
In 2025, Arçelik maintained diligent monitoring of all key performance indicators related to workforce, talent attraction, and retention.

During the year, we undertook a decisive strategic realignment to streamline our operations and sharpen our organizational focus. This evolution ensures our structure remains agile and fully aligned with shifting global production footprints and emerging market demands.

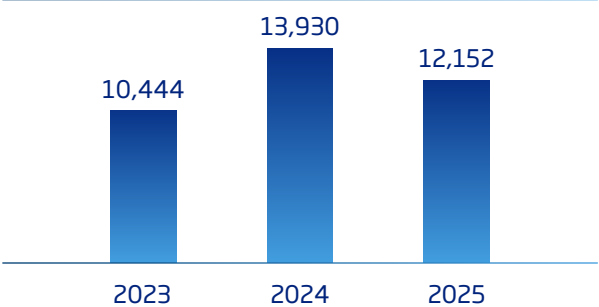
While these necessary adjustments are reflected in our total headcount, we remain steadfast in our core values. We maintained a consistent gender balance, with women representing 29% of our global workforce, and significantly, we increased the representation of women among new hires during this period.

The global economic landscape necessitated difficult but essential workforce management actions. While this led to an increase in turnover, they were executed with a long-term view: to safeguard the sustainability of the company and position us with greater resilience.

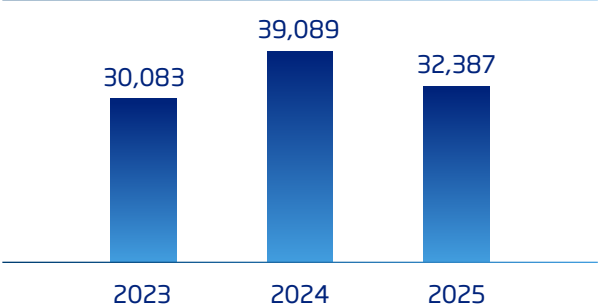
Number of Employees



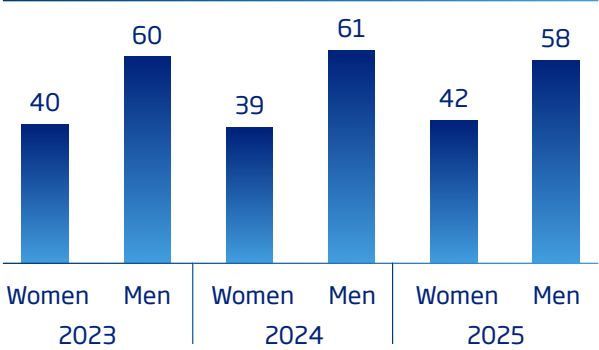
Number of Monthly Paid Employees



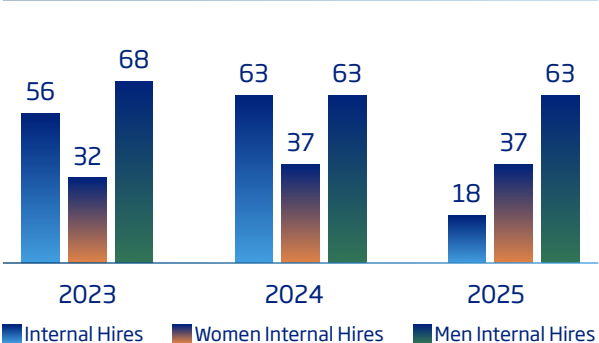
Number of Hourly Paid Employees



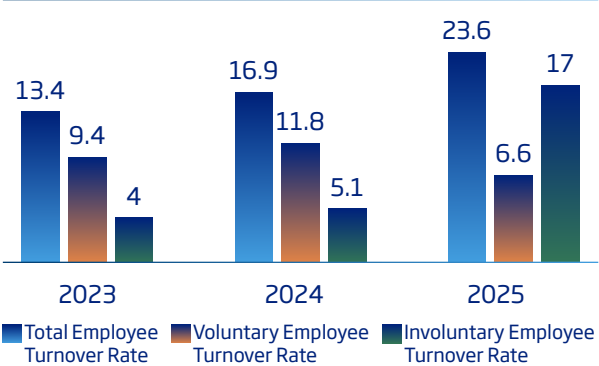
New Employee Hires (%)



Internal Hires (%)



Employee Turnover (%)



INCLUSION

Arçelik is committed to creating a purposeful, equal, and diverse work environment, fostering an inclusive culture where all employees are respected and valued. With nearly 45,000 employees worldwide, the company believes that embracing diverse skills, experiences, and perspectives is key to unlocking full potential and building a sustainable future.

➤ For further information, please refer to the [Global Anti-Discrimination and Anti-Harassment Policy](#), [Global Human Rights Policy](#) and [Global Whistleblowing Policy](#).

To promote inclusion, the company has launched several initiatives:

- The company developed a comprehensive global inclusion strategy through extensive research to gain a broader perspective. To amplify employee voices, a global inclusivity survey was conducted with 6,000 employees, along with focus group meetings and interviews with 210 employees and six top managers in 2023. This led to the creation of the “Inclusion Committee” to improve employee experience. A Global Inclusion Committee facilitates communication between countries and shares best practices.

- A dedicated global Inclusion Think Tank Team works on the Inclusion strategy and performance in regions and countries. Today, over 50 global committee members and 200 Inclusion Think Team members across 30 countries are driving local commitments inspired by our global vision.
- In 2024, the Arçelik Inclusion School opened, and six different sessions were carried out, aiming to raise awareness and knowledge levels of the Global Inclusion Committee and integrate them into action plans by also training internal trainers.
- Our Unconscious Bias Program has reached 3,500 employees through 36 internal trainers.
- A supervisory position has overseen our Diversity and Inclusion strategy.
- The Company’s inclusion goals are integrated into the scorecards of the executive leaders and the PX, Culture & Leadership Director.
- We have further actions that continued in 2025 in terms of equal representation of gender, which is one of our four global priorities.

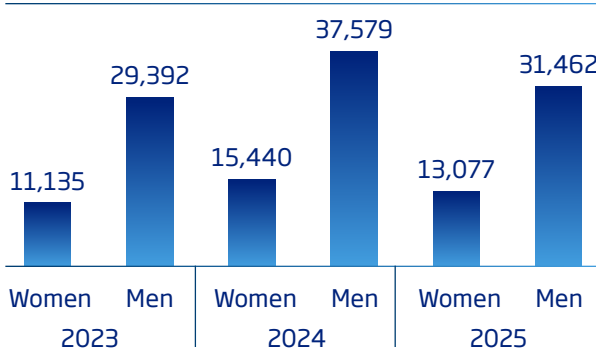
- To ensure that our progress towards inclusive culture at workplace, we offer side benefits for families, programs for parents, plus unconscious bias training and assessments.

➤ For further information regarding data on Inclusion, please refer to [Annex 8. Social Performance Indicators](#).

Gender Equality at the Workplace

We are committed to promoting workplace gender equality by ensuring equal rights and opportunities for all. Our efforts focus on increasing the representation of women at every level within our organization and raising awareness about the significance of gender diversity in business. In pursuit of these objectives, our recruitment and talent acquisition policy, along with the adherence to the principle of equal pay for equal work, plays a pivotal role.

Number of Employee by Gender





EQUAL REPRESENTATION TARGETS

Our workplace gender equality targets are notably ambitious, aiming for a substantial increase in women’s representation across all levels in the workplace. As a signatory of the UN Women’s Empowerment Principles (UN WEPs) since 2017, we aim to promote gender equality in communities as well as at the workplace. We also support the Action Coalition platform and are committed to increasing gender equality at both workplace (STEM-related positions only) and communities.

- For further details regarding our equal representation targets, please refer to the [Sustainability Targets](#) section of the Report.
- For further details regarding data on gender equality at all levels and several positions, please refer to [Annex 8. Social Performance Indicators](#).

Our roadmap towards our workplace gender equality targets covers the below-mentioned initiatives:

- **Candidate Shortlists:** Where possible, candidate shortlists include representation from at least two different genders to support a fair and balanced selection process.

- **Diversity Metrics & Action Framework:** Track qualitative and quantitative hiring and talent management metrics across all subsidiaries, translating insights into concrete action recommendations to strengthen gender diversity outcomes.
- **Practices for Attraction:** Implement specific practices aimed at attracting more women to fortify recruitment and talent pipelines. Prioritize enhancing the visibility of women employees as role models and fostering attraction by featuring our women leaders as keynote speakers at university career activities.
- **Inclusive Job Postings:** Craft job postings with inclusive, gender-neutral language, focusing on objective criteria and comprehensive job descriptions to avoid discriminatory language.

EQUAL PAY FOR EQUAL WORK PRINCIPLE

Gender pay equality assessments in line with our equal pay for equal work policy, evaluating multiple levels, including top management, management, and non-management. Regular monitoring of performance in terms of pay equity occurs, with Key Performance Indicators (KPIs) reviewed annually. This assessment covers our policies, procedures, documentation, targets, improvements, and compliance-related actions, ensuring ongoing commitment to pay equity.

We systematically monitor a comprehensive range of key performance indicators (KPIs) pertaining to gender equality, and we publicly disclose these metrics to ensure transparency. Annual reporting of year-over-year changes in these indicators provides clear evidence of our progress and reflects our ongoing commitment to openness and accountability with regard to workplace equality initiatives.

Salaries by Level
(Women Salary/Men Salary, %)



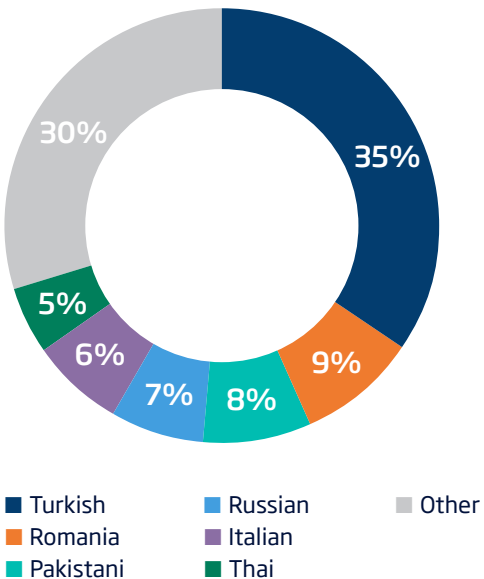
- For further details regarding data on gender pay indicators, please refer to [Annex 8. Social Performance Indicators](#).

Inclusive Culture at the Workplace

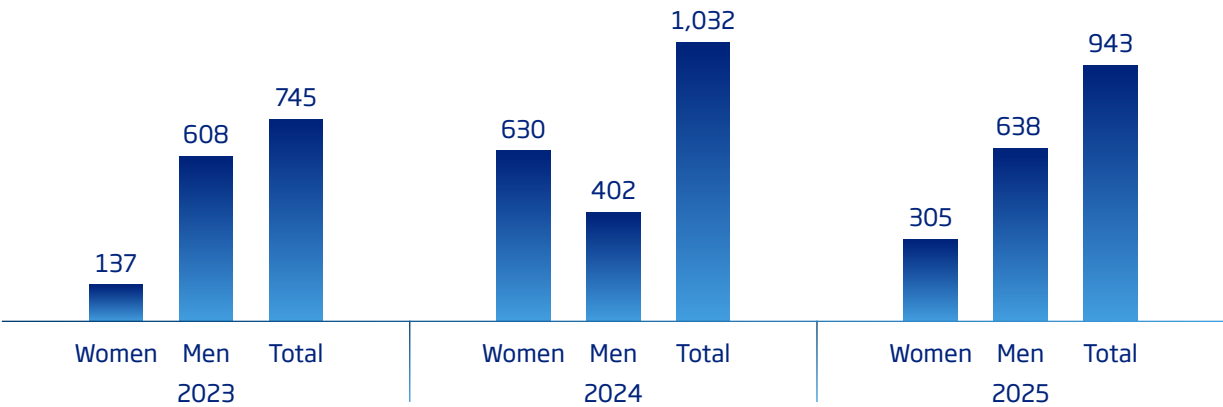
We offer a wide range of side benefits and programs to employees to empower them. In order to ensure that our workplace has an inclusive culture, we take action towards eliminating unconscious bias.

Our commitment to an inclusive culture remains a cornerstone of our success. In 2025, we continued to foster a diverse environment comprising colleagues from Turkey, Romania, Pakistan, Russia, Italy, and beyond, including dedicated professionals with disabilities. This diversity of thought and experience is what will drive our next chapter of growth.

Workforce by Nationality



Number of Employees with Disabilities



➤ For further details regarding data of nationality, disability, and family leave, please refer to [Annex 8. Social Performance Indicators](#).

SIDE BENEFITS FOR FAMILIES

Childcare allowance is provided as a side benefit in some locations in line with regulations. In 2025, we continued to provide lactation rooms, private spaces, and paid time off for breastfeeding to our employees, adoption leave, and assistance. According to our global paid parental leave standard, our employees are eligible for fully paid parental leave and benefits. The policy sets a minimum standard of 16 weeks of fully paid maternity leave (primary caregiver) and 5 calendar days of fully paid paternity leave (non-primary caregiver). We are progressively extending this standard across all operating locations to ensure full global alignment, including those where local practice currently differs. Additionally, in cases of bereavement or when family support was necessary, we continued to provide paid time off beyond our standard benefits in 2025.

➤ For further details regarding data on family leave, please refer to [Annex 8. Social Performance Indicators](#).

ELIMINATING UNCONSCIOUS BIAS

As part of the inclusive culture transformation, Arçelik continued its work on unconscious bias in 2025. To date, the Unconscious Bias Workshop has made a significant impact, reaching 36 volunteer internal trainers, over 3,500 participants across countries. The workshops aim to empower employees to manage these biases effectively, enabling fair and objective decisions while encouraging inclusive behaviors. Open to all employees, the sessions are tailored to be accessible, with participants able to attend in different languages.

With a team of internal skilled trainers, we have conducted workshops, achieving an outstanding 8.39/10 Net Promoter Score (NPS). Participants have consistently highlighted the workshop’s effectiveness in raising personal awareness and promoting equitable practices, solidifying its role in shaping a more inclusive workplace culture. By offering sessions in multiple languages, we ensure that every employee can fully engage with the content in a way that resonates with them. In 2025 we hosted the “Unconscious Bias: Seeing the Unseen” panel as part of this year’s Inclusion Day. The panel brought together colleagues from multiple countries, fostering strong global engagement with over 700 participants. Facilitated by our internal Unconscious Bias trainers, the session explored how unconscious biases shape organizational culture and influence everyday decision-making.

➤ For further information regarding the unconscious bias training, please refer to the [Future Fit Development](#) section of the Report.

We carry out certain assessments yearly for our managers and recruiters in order to ensure a fair recruitment and internal promotion process free from unconscious bias. Therefore, these assessments, including competency-based interviews, case studies, online simulations, and role plays, are carried out by third-party companies with one-on-one feedback sessions for each participant.

**BUSINESS AGAINST DOMESTIC
VIOLENCE**

The Business Against Domestic Violence (BADV) Project, launched in 2013 by the Sabancı University Corporate Governance Forum with support from the Netherlands Consulate, aims to create workplace support mechanisms against domestic violence and promote best practices within the business community. The project is ongoing with the collaboration of UNFPA, Sabancı Foundation, and TÜSİAD.

Arçelik joined this initiative in 2024 to support this effort, BADV Trainer Trainings were conducted in 2024, covering six modules, with the goal of training two internal trainers from Human Resources and Legal teams to ensure widespread understanding and implementation of the policy. In this context, in 2025 the BADV policy has been prepared, reviewed by the Legal teams, and finalized for publication.

**WHAT'S
Next?**

In the coming period, the finalized procedure will be published, supported by communication activities, to ensure it reaches all employees. The unconscious bias awareness training will continue in 2026, delivered through both online platforms and internal trainers to ensure broad accessibility.



Regional Equal Opportunities and Inclusion Support Activities

IN TÜRKİYE

INCLUSION · EQUITY

Inclusion School for Employees’ Children

An eight-week, volunteer-led program that extended inclusion awareness by engaging 150 students from across Türkiye, including the children of both employees and the dealer network. The curriculum builds understanding of diversity, unconscious bias, micro-behaviors, psychological safety and belonging, helping nurture a generation for whom inclusion is a lived value rather than an abstract concept. (SDGs 4, 5, 10, 16)

IN GERMANY

GENDER EQUALITY

Orange Day

On 24 November 2025 the Stuttgart office joined the UN “Orange the World” campaign to raise awareness of violence against women and girls, with colleagues showing solidarity by wearing orange and standing behind a clear message of zero tolerance. (SDG 5)

IN SOUTH AFRICA (DEFY APPLIANCES)

CULTURAL DIVERSITY & BELONGING

Heritage Day

A September celebration of South Africa’s rich cultural diversity across all sites, bringing employees together through traditional attire, music, dance and shared meals. Colleagues learn about one another’s culture, building pride, mutual understanding and a stronger sense of belonging. (SDGs 10, 16)

INCLUSION & BELONGING

Coffee Connect

A series of informal cross-functional sessions brought together more than 400 employees to encourage dialogue, strengthen collaboration and build stronger connections across teams. By creating space for open exchange beyond day-to-day work, the initiative supported a more inclusive culture and a shared sense of belonging. (SDGs 8, 10, 16)

TALENT, PERFORMANCE AND CAREER MANAGEMENT

We believe in the importance of the roles played by employees in enabling our business to differentiate and transform. We are committed to aiding talent in unlocking their full potential. Therefore, we make a great effort to develop their skills and competencies through talent and performance management programs. Our talent management approach centers around our employees' skills and competencies. Our goal in talent management is to contribute to the growth and sustainability of our company by building steady and reliable pipelines for both leadership and critical roles.

We conduct talent review meetings globally every year to manage our human resources in the most effective way and create areas where employees can fully realize their potential by making the right investments. These meetings aim to create synergy by discussing the company's strategic priorities, future vision, and employee growth and development opportunities, and to take proactive actions by closely monitoring talent needs. We objectively evaluate our employees' performance and provide training, development and career opportunities, to enable them to take required initiative for their individual growth, with the principle of equipping people with the right skills for the right job. Within this regard, we annually analyze the gaps and needs,

which result in assigned programs shaped for the roles and elective programs regarding individual preferences.

Our talent acquisition process is carefully designed to align with sustainability goals, ensuring the recruitment of individuals who not only possess the required skills but also demonstrate a commitment to environmental and social responsibility. Through inclusive hiring practices and continuous refinement of recruitment strategies, we aim to build a diverse and sustainable workforce capable of driving long-term success.

To improve employee retention and attract new talent, our talent management approach includes:

- Providing our employees with solutions that allow for the development of functional and behavioral knowledge and skills, preparing them for future roles by equipping them with both current and future skills.
- Supporting our employees with the appropriate development activities at the right time to get the most out of the development activities.
- Supporting the development of our employees as a whole by means of "training or learning", "interaction" and "experiencing" methods and diversifying the development activities we offer them.



Young Talent Programs

We believe in the value of fostering a multi-generational and inclusive workplace. As part of our employer branding strategy, we implement selected programs aimed at attracting young talent, primarily focusing on university students. These programs offer tailored content for their target groups and enable meaningful and direct engagement with young professionals. By delivering experiences aligned with participants’ values, interests, and career aspirations, we strengthen engagement and build early connections with the next generation of talent.

➤ For further information regarding our other young talent programs, please refer to the [Supporting Society with Equal Opportunities and Inclusion](#) section of the Report.

FRESH START INTERNSHIP PROGRAM

We invite high-potential students in their third and fourth years of university to gain first-hand exposure to Arçelik’s work environment through our annual Fresh Start internship program. This immersive initiative offers participants the opportunity to experience work in Arçelik’s factories and offices, supported by tailored training programs and project-based assignments designed to foster competence development across various fields.

Upon successful completion of the program, participants may be considered for permanent roles within the Company.

We engage our target audience through a multi-channel approach, including advertisements, social media platforms, career portals, and experience-driven events. The Fresh Start program attracts an average of more than 10,000 applications each year. In 2025, the program was implemented in multiple countries, including Türkiye, Pakistan, Romania, Thailand, South Africa, Bangladesh, Egypt and Russia.

YOUNG CHALLENGERS & FUTURE CHALLENGERS PROGRAM

There are several programs at LG designed to invest in young talent, including the Young Challengers Summer Internship Program for 3rd and 4th-year students and the Future Challengers Program for final-year students, graduates, and master’s students. Interns receive mentorship, work on projects, and present their results to HR and managers.

UNIVERSITY-INDUSTRY COOPERATION PROGRAM

Cooperating with universities enables us to deepen our understanding of young talent while aiding them in transitioning their academic skills to practical work settings. In addition, we strive to create a pool of young talent by collaborating with various universities. Through these partnerships, we aim to establish pathways for recruiting young talents directly from academic institutions into our workforce.



Performance Management

Our performance management system focuses on transparency, stays agile and flexible, supports cooperation, and is fed with open and continuous feedback dialogues. The system helps us to consistently track our employees’ performance, ensuring that both employees and departments across the organization are working effectively towards achieving our business targets. Managing the performance of our employees is also an important part of engaging and motivating our workforce.

Our performance management system, Koç Dialogue, is based on three pillars, which are Objective Key Results (OKRs), Multi-Dimensional Scales, Feedback, and Development Dialogue.

To improve performance management for agile working teams, we implemented a separate tool that collects team members’ reviews of employees’ performance using a specific template. By providing structured feedback, this tool offers clear guidance to managers prior to performance evaluations on the Koç Dialogue, a process for setting and reviewing individual goals and development plans.

	Objective Key Results (OKRs)	Feedback and Development Dialogue	Multi-Dimensional Performance Appraisal
SCOPE	• A maximum of five objectives and a maximum of four key results for each objective are defined • Specific, measurable, achievable, relevant, and timebound (SMART) objectives, and tracking progress toward achieving those objectives through specific key results • A living system which is open to continuous revisions	• A clear structure of agile feedback collection process between team managers and employees • Reviewed and adjusted OKRs regularly based on feedback and results to ensure continuous improvement	• Separate evaluations based on: - What results were achieved - How the results were reached
TYPE	• Individual OKRs: Set by an individual employee to achieve personal objectives and measure individual performance • Collective OKRs: Set by a team or group of employees to achieve shared objectives and measure team performance, which can foster collaboration and a shared sense of purpose • Development OKRs: Focused on personal or professional growth, helping employees acquire new skills and knowledge to advance in their careers and improve engagement and job satisfaction	Managers and employees hold five periodic check-ins annually to: • Define OKR is a goal setting framework that helps organizations define and track objectives along with measurable outcomes, fostering clarity and alignment within the team. • OKR Fine Tuning involves the process of adjusting and refining Objectives and Key Results to ensure they remain relevant and challenging. • Self-Criticism refers to the practice of individuals evaluating their own performance, identifying areas for improvement, and actively seeking ways to enhance their skills or processes. • Career Talks involve discussions or sessions focused on individuals' professional development, career goals, and strategies to navigate their career paths. • End Year Meeting is a gathering where teams or organizations reflect on the achievements, challenges, and lessons learned throughout the year, setting the stage for future planning and improvements in the coming year.	• 360-degree feedback can be obtained by peers, supervisors, subordinates • More complete understanding of employees' performance and provide more targeted feedback

By empowering employees with the right tools and support, the Company strengthens its commitment to sustainable workforce development and long-term career resilience.

➤ For further details regarding performance evaluation, please refer to [Annex 8. Social Performance Indicators.](#)

Future Fit Development

At Arçelik, we believe that investing in people is investing in the future. Our commitment to Learning & Development (L&D) remains at the core of our people strategy, ensuring that our employees—both full-time and part-time—continuously grow, adapt, and thrive in an evolving

world. Through structured upskilling and reskilling programs, leadership development initiatives, and digital learning platforms, we equip our people with the future-fit skills and capabilities needed to drive both personal and organizational success.



In 2025, we continued to strengthen our L&D approach with a focus on future-fit skills, enhancing digital, technical, and leadership competencies to prepare our workforce for the challenges ahead.

We are also expanding global learning accessibility through Beko Learn, our AI-powered digital learning platform, and personalized development journeys that support employees in shaping their growth plans through the Development Planning Cycle.

Our Development Planning Cycle ensures that every employee has a clear roadmap for growth through three key steps:

Be Aware: Employees receive 360-degree feedback, self-assessments, and manager input to identify strengths and improvement areas.

Dream Big: Employees and managers collaborate to build individualized development plans aligned with both personal aspirations and business goals.

Take Action: Employees execute their plans through structured learning programs, coaching, and mentoring opportunities, supported by their leaders.

We also reinforce our global learning culture through Groweek, our annual development week dedicated to inspiring continuous learning and engagement. During Groweek, employees worldwide participate in interactive workshops and keynote sessions designed to elevate skills and support career development.

Our efforts in L&D are guided by measurable impact and continuous improvement. In 2025:

- A total of 679.571 FTE × hours of training were delivered, with the average hours and amount spent per employee being 15 hours and TRY 5,486, respectively.
- 2,153 participants from 3 countries took part in leadership development programs.
- 6.7 training hours per employee focused on upskilling and reskilling initiatives.
- 56,369 hours of online training were completed, representing 9% of all training delivered.

➤ [For further information on learning and development data, please refer to Annex 8. Social Performance Indicators.](#)

As of 2025, we continue to strengthen our learning and development approach through hybrid infrastructures. We have launched the multilingual Beko Learn platform, which now includes all monthly- and hourly-paid employees across our global organization. In addition to structured, AI-powered product trainings across six product groups—including Basic, Category, and Technology levels—the platform also offers a broad range of other e-learning programs that support continuous capability development. In addition, through our collaboration with LinkedIn Learning, a multilingual, reliable, and globally recognized digital learning library has been made available to all employees. These two key milestones aim to increase individual learning engagement, strengthen the learning culture, and integrate the hybrid learning approach across all our development programs. Alongside these initiatives, we continue to provide employees with self-paced learning opportunities tailored to functional and individual needs through 10 different massive open online course platforms.

We remain dedicated to scaling our learning ecosystem, integrating sustainable learning practices, and fostering a culture of continuous development. Through our Future Fit Development Catalogue, leadership programs, and expanding digital learning capabilities, we continue to empower employees at every level to unlock their full potential.

FUTURE FIT CORE

At Arçelik, we believe a strong organization- al culture is key to fostering an engaged and future-ready workforce. Our Core Programs integrate employees into Beko’s culture, align- ing them with our values, leadership principles centered around Beko’s DNA, as well as critical thinking, problem solving and innovation, and strategic priorities while ensuring compliance, skill development, and collaboration.

In 2025, a total of 442,328 hours of training was provided under the Future Fit Core programs. The Warm-Up Orientation Program, implement- ed globally, helps new employees adapt quickly by introducing the Company’s history, values, Leadership DNA, and key business practices. It accelerates engagement, productivity, and cul- tural alignment, ensuring employees understand our sustainability vision. In 2025, the program reached 2,777 employees across 31 countries, and a total of 6,836 hours of training were provided. To reinforce leadership capabilities at every level, Leadership DNA Essentials Training is designed to introduce and internalize the Com- pany’s Leadership DNA to support culture align- ment. With a variety of tailored learning paths, employees can strengthen their leadership skills while expanding their professional networks. In 2025, 145 sessions were delivered to 1,287 employees from 40 subsidiaries, totaling 21,229 hours, with a NPS of 51.

Purpose Driven Programs

At Arçelik, we believe in empowering our employ- ees through purpose-driven programs that align with our mission, values, and strategic priorities. The Purpose-Driven Programs ensure employees receive core training aligned with the Company’s mission, values, and regulatory requirements. These programs also support employees in understanding and navigating diverse cultural perspectives, strengthening inclusive collabo- ration and respect across multicultural teams. Regularly updated, it supports compliance, risk mitigation, and stakeholder engagement. In 2025, 271,051 hours of training were provided.

The Compliance Program, developed in collabora- tion with Koç Holding, delivers formal and com- prehensive training on ethical standards and legal requirements. Covering topics such as Code of Conduct, Anti-Bribery, Data Protection, Competi- tion Law, and Export Controls, the program equips employees with the knowledge and skills to mitigate risks and uphold corporate integrity. As of 2025, a total of 9,046 employees has successfully completed the Compliance Program, receiving a total of 17,106 hours of training. These programs are inclusive of full-time, part-time, and contractor employees, ensuring company-wide participation.

Our initiatives, such as the Unconscious Bias Training for managers and Rising Together for women leaders foster an inclusive, equitable, and forward-thinking workplace.

By equipping our people with the knowledge and skills to drive meaningful change, we strengthen our collective vision for a more diverse, sustain- able, and purpose-driven future.

FUTURE FIT CAPABILITY

Through a diverse range of capability programs, we focus on equipping our employees with the skills they need to succeed in their roles and de- veloping the essential competencies required to navigate an evolving business landscape. Under the Future Fit Capability framework, more than 20 comprehensive learning pathways–spanning programs such as Agile Academy, Digicrew, AI Foundation Program, AI Infusion Program, Global Leader, and MastersClass, as well as a broad set of Production & Technology initiatives including TechPro, Test Academy, Quality Academy, Elec- tronics Development Program, P&T Development Program, Design Academy, Mechanical System Academy, Sensor Development Program and Technical Academy 4.0–supported capability building across technical domains. In the Corpo- rate & Commercial fields, HR Academy, Marketing Academy, Purchasing Academy, Supply Chain Academy, Finance Academy, and the Finance Leaders Program strengthened professional and functional expertise. With this portfolio, a total of 203,506 hours of training were provided in 2025.

In addition to technical and commercial skills, we also provide language solutions to support effective communication in a global work envi- ronment. In this context, a total of 21,356 hours of training were delivered in 2025.

By combining reskilling and upskilling initiatives, we ensure that our employees stay ahead of industry trends, adapt to new challenges, and drive innovation across the organization. These programs not only enhance current expertise but also prepare our workforce for emerging opportunities, fostering a culture of continuous learning and professional growth.

The Company developed and implemented a comprehensive in-house sustainability training program in 2024, with the program continuing throughout 2025. This program covers key ESG (Environmental, Social, and Governance) topics and is designed to build awareness and capabil- ity across the organization. It includes insights from the broader business landscape as well as the company’s own strategic position, supporting employees in understanding and responding to industrial and climate transition challenges.

In 2025, artificial intelligence was positioned as a central strategic pillar for the organization, alongside the broader priority of digitalization. Reflecting this elevated focus, our capability-building agenda was structured to accelerate AI readiness across the workforce, deepen analytical and data-driven competencies, and facilitate the integration of AI-enabled solutions into core business processes. Development programs were specifically designed to enhance employees’ ability to leverage emerging AI technologies, interpret complex data environments, and contribute to innovation-driven operational improvements. This strategic emphasis ensured that the Company not only adapted to technological advancements but also strengthened its competitive advantage by cultivating a workforce capable of leading AI-enabled transformation across the organization.

Program	Target Audience	Objectives and Business Benefits	Impact of Business Benefits
Digital Citizen Program	Monthly-paid employees applied to become a Citizen Developer	Objectives The Digital Citizen Program is designed to build the competencies required for digitalizing company processes, equipping employees at all levels with the skills necessary to navigate and contribute to the company’s digital transformation efforts. Introductory AI training raises awareness and provides foundational knowledge for all employees, while AI-specific programs for production and technology leaders enhance AI awareness, encourage engagement in AI initiatives, and strengthen project management capabilities. Additionally, the Digicrew Program offers training in RPA, low-code/no-code platforms, and Power Apps, enabling participants to develop digital projects that optimize work processes. Business Benefits • Equips leaders to drive and manage digital transformation initiatives. • Enables employees to develop impactful digital solutions. • Supports value-driven digital projects that improve productivity and innovation.	• In 2025, 205 citizens trained within this program, 163 of them graduated. In total, 1,944 training hours completed. • Participants developed 447 projects and 8 of those went live. These projects boosted efficiency by 12.9 FTE. • Since the Digital Citizenship Program launched in 2024, the total FTE of developers reached is 29.
AI Transformation Programs	Monthly paid employees	The program aims to promote AI literacy across the organization, transform business processes to enhance efficiency, foster innovation through AI-driven solutions, equip leaders with the knowledge and skills to steer AI initiatives effectively, and increase overall adoption of AI throughout the enterprise. Business Benefits • Equips leaders to drive and manage digital transformation initiatives. • Enables employees to develop impactful digital solutions. • Supports value-driven digital projects that improve productivity and innovation.	• In 2025, 1,098 employees completed 5,115 training hours. • The satisfaction rate of the program was 4.0 out of 5. • In the practical training sessions, 132 AI-based business scenarios were developed. 8 projects have been launched with 1.9 FTE overall. Beko has won 1st place in the Digital Native Business category at the IDC Future Enterprise 2025 Awards with our AI Infusion program.

Future Fit Leadership

HIGH-TOUCH LEADERSHIP

Investing in Human-Centered Leaders of Tomorrow

At Arçelik, leadership development is a cornerstone of our ambition to build a resilient, innovative, and sustainable organization. We believe that strong leaders shape strong futures—therefore, we invest in leadership at every critical career transition, from early-career talents to our most senior executives. Our High-Touch Leadership programs have been designed as an end-to-end leadership ecosystem, equipping our people with the right capabilities, mindset, and tools to lead with impact.

In 2025, a total of 32,528 hours of training were provided in line with our commitment to high-touch, human-centered leadership development. Through the High-Touch Leadership Academy, 286 participants from 25 countries engaged in immersive learning experiences designed to strengthen our global leadership pipeline.

High-Touch Leadership 1.0 is a one-year development program that aims to identify future leaders early and strengthen their core leadership capabilities through 360-degree feedback, 1-1 development internal coaching, peer learning, and project work. Over the past five years, 276 young talents have participated in the program, with 76% promoted and 27% appointed to leadership roles.

High-Touch Leadership 2.0 is a comprehensive development program designed to support new managers early on their journey and strengthen their people management capabilities by integrating digital learning modules, coaching, peer learning, 360-degree feedback, Insights assessments, and on-the-job application. In 2025, 131 first-time managers strengthened their foundational leadership skills through this program.

High-Touch Leadership 3.0, designed for our senior leaders, is supported by leadership style and organizational climate assessments and strengthens strategic leadership capabilities through face-to-face workshops and group coaching. Last year, 75 senior leaders participated in the program, further enhancing their ability to drive organizational transformation.

At Arçelik, leadership development is not just a program—it is a strategic investment in the future. By equipping our leaders with the skills, tools, and mindset they need at every career stage, we ensure that our organization remains agile, innovative, and future-ready. From young talent to senior executives, our leadership programs create a continuous learning ecosystem, reinforcing our commitment to sustainable growth, innovation, and excellence. By fostering a strong leadership culture, we are not only preparing our teams for success today—we are building a future where the Company continues to lead with vision, purpose, and sustainability.



FOSTERING A CULTURE OF LEARNING THROUGH KNOWLEDGE SHARING (BEKO COACHING & MENTORING)

At Arçelik, peer learning and knowledge-sharing initiatives are key components of our development culture. Beyond structured training programs, we believe that learning from one another enhances collaboration, strengthens our corporate culture, and accelerates individual and organizational growth. This commitment is reflected in various initiatives integrated into our leadership and development programs.

One of our flagship initiatives, the Internal Trainer Program, empowers subject matter experts within the Company to share their expertise, mentor others, and contribute to the continuous learning journey of our employees. Since its launch in 2021, we have been training internal trainers to expand peer learning on a global scale, ensuring that all our subsidiaries benefit from the same knowledge-sharing ecosystem. In 2025, 119 internal trainers from 11 countries conducted a total of 22,128 hours of training, reaching 714 employees worldwide. This initiative has led to higher efficiency and quality in business processes, as well as a financial benefit of over TRY 9 million.

Another initiative, MastersClass, is designed with a peer-to-peer learning perspective, where experienced employees take on trainer and mentor roles to guide young talents while also benefiting from reverse mentoring opportunities. The program institutionalizes conceptual knowledge and experience, ensuring that expertise is effectively transferred within the organization. In 2025, 122 participants completed 343 training hours, achieving a satisfaction rate of 88%.

One Marketing Talent Switch program allows our marketers to contribute to various projects in addition to their current roles, enabling them to gain diverse experiences and capabilities. These project-based assignments, whether on site or online, serve as developmental approaches to learn from others and ensure they enable organizational growth while upskilling our talents across the organization. Projects are identified by marketing teams and include functional training, networking activities, and participation in Agile projects.

By embedding peer learning and mentorship into our development ecosystem, the Company reinforces its commitment to lifelong learning, diversity, and global knowledge sharing, ensuring that every employee can grow, contribute, and thrive in a collaborative environment. A total of 268 employees has conducted 1,349 hours of coaching/mentoring sessions.

NAVIGATING CHANGE THE FUTURE-FIT WAY: CAREER & RETIREMENT SUPPORT

Supporting Employees in Retirement Transition

In Türkiye, we support employees preparing for retirement through Koç Holding Emekli Vakfı (KHEV), a dedicated fund designed to provide financial contributions and guidance during this crucial phase. As part of this initiative, financial literacy and investment seminars are organized to equip employees with the necessary knowledge and tools to manage their finances effectively post-retirement. These sessions cover a range of financial planning topics, helping employees make informed decisions about their future security and well-being.

Supporting Career Transitions: New Career Transition Program

At Arçelik, we are committed to supporting employees through every stage of their career journey. In 2025, within the scope of the reorganization at Beko Europe, we offered a voluntary Career Transition Program specifically in Italy to support employees affected by organizational changes.

Developed in collaboration with an outplacement consultancy, the program focused on conducting professional profile analyses and providing structured guidance to help employees transition smoothly into new career opportunities.

As part of the program, participants received up to 12 months of employer-funded outplacement services, including personalized coaching, career planning, CV optimization, LinkedIn profile enhancement, job search strategies, networking techniques, and interview preparation. These services were designed to strengthen their employability and help them navigate the job market with confidence.

By the end of 2025, 65 employees benefited from this voluntary program, gaining essential career transition skills and professional support. The Company strengthened its commitment to sustainable workforce development and long-term career resilience by empowering employees with the right tools and support during this restructuring period.

Talent Mobility and Promotion

TALENT MOBILITY

We encourage the rotation of our employees within departments, functions, and/or subsidiaries on a local and international scale. Our Talent Mobility Program takes individual and organizational capabilities into consideration and covers four types of assignments: strategic, technical expert, developmental, and employee driven. These moves can aim strategic and/or technical expertise transfer to ensure organizational success or have development purposes for individuals.

Strategic Assignments: These are typically in senior management roles with an impact on the country or wider business strategy. The assignment objectives are of a strategic nature, such as leading a new operation or M&A activities, instilling corporate control, or creating a continuous performance culture.

Technical Expert Assignments: Technical Expert Assignments are driven by business to serve the business needs for specific technical expertise transfer. Assignment objectives mainly include the transfer of skills, information exchange, during M&A, or integration processes.

Developmental Assignments: These assignments are a part of an individual growth plan driven by the organizational need for the indi-

vidual to have a global mindset gained through exposure to the business or markets.

Employee Driven Assignments: Requested by the employee rather than the business. Employees own their own development while their company provides an environment that encourages mobility. Depending on our growth strategy, opportunities may arise in various geographies and functions. The duration of the four types of assignments can be:

Short-term Assignments: An international assignment of a temporary duration starting from 3 months to 1 year that does not usually imply permanent change of residence.

Long-term Assignments: An international assignment of temporary duration lasting more than 1 year, after which the employee is either expected to take up another assignment or return to Home Country.

Permanent Transfers: A transfer to another country with no defined end date.

The Talent Mobility opportunities allow employees to gain experience in different functions or countries during their early career advancements to prepare them for broader roles. Therefore, rotation experience is a criterion that is considered for growing senior level appointments.



PROMOTION

Regarding internal promotions, we implement two different methods which are job grading and organization assignments.

Job Grading

Job grading provides a structured framework for managing compensation, recruitment, organizational development, and career progression.

It ensures a consistent approach to evaluating the relative size of positions, regardless of individual performance or competencies.

Managerial position grades are periodically reviewed, and job grades are evaluated in line with evolving organizational structures. For specialist-level employees, promotions take place to support their career progression.

Organization Assignments

- A pool of talents through both our internal job posting mechanism and succession plans
 - Internal job posting mechanism informs our employees for the vacant positions and contribute to our internal talent pool
 - Succession plans cover vertical or horizontal appointments as advancements or job rotations for current management positions to grow from inside and create opportunities for individuals to develop within the organization.
- Through succession plans, we also aim to:

- Utilize its internal human capital and invest in the right people to be ready for the right positions
- Transfer of know-how of managerial roles to the individuals in the pipeline
- Support the organization’s speed and agility to respond to changes and/or growth.

➤ For further information on internal hires and employees promoted data, please refer to [Annex 8. Social Performance Indicators.](#)

Employee Remuneration, Financial Compensation and Side Benefits

Our Global Salary Policy guides us in remuneration and compensation processes. In addition, the current situation is monitored through living wage analyses to better understand and assess wage levels across our operations. A significant percentage of employees are compensated with wages above the minimum wage.

We monitor employees’ working hours, including overtime, and take measures to prevent or reduce excessive working hours. We are committed to ensuring that maximum working hours are established and implemented in accordance with applicable legal requirements across all our operations and encourage our contractors and business partners to adopt similar practices. We track overtime records and ensure that employees are fairly compensated for all overtime work in accordance with applicable laws and company policies. We

are committed to paying workers their full annual leave entitlements in our own operations and working with contractors and partners to uphold this standard. The company actively monitors and supports employees in taking their full-paid annual leave entitlements, recognizing the importance of rest, well-being, and work-life balance. Compliance with annual leave policies is regularly reviewed to ensure alignment with employment regulations and internal standards.

As Arçelik, we apply the principle of “equal pay for equal work” to all our remuneration procedures and our approach is to provide a competitive salary for our employees.

➤ For further information regarding living wages and gender pay indicators, please refer to [Annex 8. Social Performance Indicators.](#)

➤ For information regarding our global paid parental leave standard, please refer to the [Side Benefits for Families](#) section of the Report. For further details regarding family leave, please refer to [Annex 8. Social Performance Indicators.](#)

➤ For the information regarding the health insurance of our employees, please refer to the [Employee Health and Safety](#) section of the Report.

We also offer extensive benefits to further support our employees. Benefits provided for employees in Türkiye are private health insurance, membership of the Koç Holding fund for retirement and social

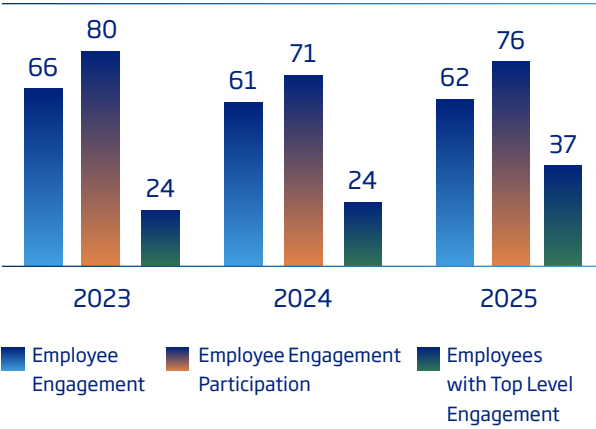
support, professional and personal development training, awards for supreme performance, devotion, contribution and creativity, transportation, the Koç Family Program (special advantages regarding the products and services of Koç Group companies, special campaigns, and extra benefits), loan application (for car, house purchases, special events, etc.), social benefits (funds for marriage, birth, education, etc.), lunch, and medical treatment in the workplace. Position-oriented benefits exist for employees in Türkiye such as accident insurance, health checkups, mobile phones, car, oil expenses, repair, and maintenance. Monthly paid employees can benefit from Flextra in Türkiye, a flexible and customizable benefits scheme. Employees are given several options to select from including life insurance, gift cards, checkups, and private pension plans, subject to the allocated budget. For monthly-paid employees in Türkiye, no wage deductions are made for days covered by sick leave, and their salaries are paid in full. For hourly-paid employees in Türkiye, in accordance with the provisions of the applicable collective bargaining agreements, the Company provides full wage payment for the two days not compensated by the public social security institution in cases where a medical report of five days or more is issued. Global benefit processes are structured by considering country dynamics and market approaches and are updated when necessary. Employee benefits vary from country to country. These processes are managed through regular market analyses and benchmarking studies to ensure competitiveness and alignment with local needs.

Employee Engagement

Employee engagement is one of the focus areas that ensures our employees have work-life satisfaction. Our aim is to create a diverse, inclusive, and transparent working environment where everyone feels equally valued. We conduct employee engagement surveys yearly for our global operations. The engagement survey asks about the degree of satisfaction with the job, the purpose employees feel they have, plus happiness and stress felt at work. The employee engagement survey questions cover 6 categories in total including engagement, overall well-being, leadership climate, purpose and capability, awareness questions, and habit questions.

In 2025, the trend of employee engagement increased with a slight change compared to 2024. Over the three-year trend, it remained at high levels even though there was a decrease in 2024. We thoroughly analyze the results of our employee engagement surveys to identify the factors that influence turnover rates. These insights enable us to develop targeted strategies to reduce employee turnover rates.

Trend of Employee Engagement (%)



For a breakdown of the employee engagement data and turnover rates, please refer to Annex 8. Social Performance Indicators.

To ensure continued high employee engagement, our practices are as follows:

- Employee engagement research continues to be conducted within the framework of confidentiality rules. When the results are announced, employees and managers create action plans together, and managers receive feedback from employees. This helps our current and future talent to form a strong bond with our company in their professional and personal lives.

- We regularly listen to our employees by conducting pulse surveys to collect their feedback. We make action plans according to survey results and share and realize them with the relevant units.
- We organize regular town hall meetings where employees get informed about updates and news concerning the company and engage with top management.
- The Suggestion System enables all employees to give suggestions on productivity quality, and process improvements in line with the company's goals and strategies and share them with the top management team.
- We make sure to conduct one-to-one dialogues between employees and their managers every three months to discuss achievements and challenges and mentor them for their professional development.
- We organize DialogueZone meetings globally where our top management team comes together with volunteer employee groups to answer their questions and hold candid discussions.
- We reward our employees for their successful projects as part of our global Pioneers Award Programs under five distinct categories: Environment Society Contributors, Digitalization, Collaboration Developers, Creative Innovators, and Growth Accelerators.
- We annually celebrate employees' years of service (over 10 years) and give them rewards and appreciation certificates.

- We are addressing things that affect employees every day such as food, service/shuttle, and hygiene issues at locations to drive continuous improvement.
- One of our focus areas has been the implementation of new procedures for special and difficult life experiences (death, birthday, promotion, etc.) in 2025.



Employee Well-Being

BEOK - LAUNCH OF BEKO WELLBEING APPROACH

On 27 February 2025, the BeOK Wellbeing Approach was officially launched through an online event attended by approximately 3,000 employees from 45 countries. The launch featured inspiring panels and talks aimed at raising awareness, as well as interactive sessions such as breathing, meditation, and office exercises designed to encourage active employee participation.

With the BeOK Wellbeing Approach, our objective is to support employees’ financial, mental and emotional, physical, and career development wellbeing.

For 2026, local wellbeing committees have been established at each location and business unit with the aim of enriching wellbeing initiatives and activations, developing solutions tailored to local needs, and implementing global practices. These committees have already begun their work to define activation plans for 2026.

EMPLOYEE SPORTS CLUBS

The sports teams represented the Company in corporate company leagues, Koç Group Sports Festivals, and organizations throughout the year. Within the scope of the Koç Group Sports Festival, which was held for the 36th time in 2025. Over 1000 employees globally took part in competitions in the 20 branches and won 40 trophies individually or as a team on behalf of the Company.

FLEXIBLE WORKING HOURS PROGRAM

Our Flexible Working Hours Practice allows monthly paid employees to manage their schedules according to their needs. Under this practice, employees can structure their work hours, provided they are in the office or online between 10:00 a.m. and 4:00 p.m. Outside of these core hours, they may adjust their schedules to meet the weekly work hour requirement in accordance with local regulations.

HYBRID WORKING PROGRAM

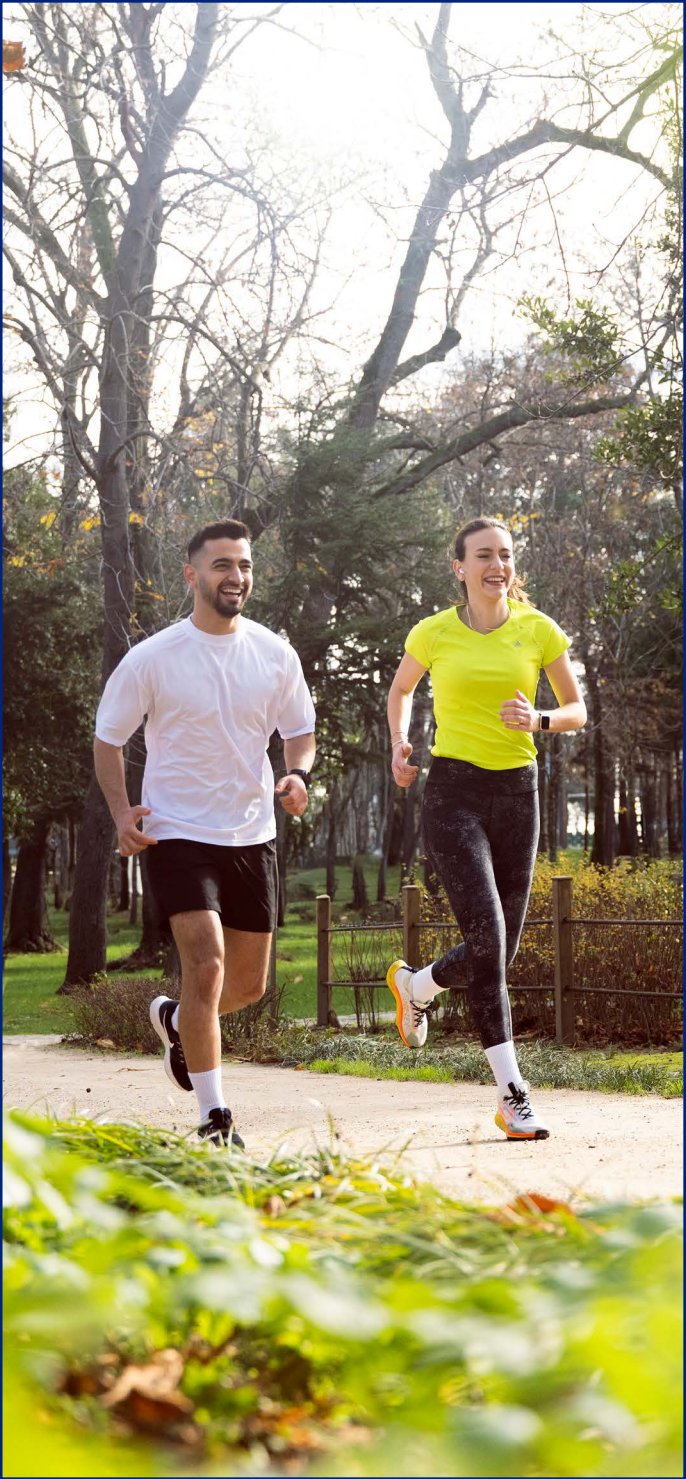
Recognizing evolving work habits and trends, we have introduced a refined hybrid model to enhance flexibility while ensuring business continuity. As part of this update, we are strengthening intra-team and inter-team collaboration, reinforcing our company culture, and creating more opportunities for social interaction.

In some locations, as of September 1, 2025:

- Employees who do not manage teams will follow a 4+1 weekly working model (4 days in the office, 1 day remote).
- Colleagues in managerial roles will follow a 5+0 working model (5 days in the office). This approach provides a structured yet adaptable framework, aligning with our commitment to productivity, teamwork, culture, and engagement.

PART-TIME WORKING OPTIONS

In some countries, we provide part-time job opportunities and support part-time working options. At some of our locations, we provide women employees with children under six years old the ability to work part time, in accordance with local legislation.



EMPLOYEE HEALTH AND SAFETY

INTRODUCTION

PARTNERSHIPS &
RECOGNITION

GOVERNANCE

SUSTAINABLE VALUE
CREATION STRATEGY

DOUBLE MATERIALITY &
STAKEHOLDER
ENGAGEMENT

SUSTAINABILITY
TARGETS, COMMITMENTS,
PROGRESS &
CONTRIBUTION TO UN
SDGs

IN TOUCH WITH
OUR PLANET

IN TOUCH WITH
HUMAN NEEDS

IN TOUCH WITH
BUSINESS

ANNEXES

At Arçelik, we are committed to promoting the health and safety of all individuals, including our employees and contractors, through a range of proactive measures. We also promote harmony and excellence in employee health and safety practices among employees and stakeholders by maintaining the sharing of knowledge and experience.

We manage occupational health and safety (OHS) through an integrated approach with our quality and environmental management systems. In 2025, 71% of our manufacturing plants, including our headquarters, were covered by ISO 45001 OHS Management System certification which accounts for 84% of FTEs within the relevant scope. However, following the establishment of Beko Europe and its integration into our global management system, the coverage of ISO 45001 OHS Management System certification has decreased. Nevertheless, we have initiated a process to integrate the OHS Management System across all our factories.

In addition, BSCI audits are carried out by third parties for our plants globally, as well as our internal OHS audits and Koç Holding’s audits in Türkiye. Weekly and monthly OHS field audits are also carried out by Line Managers in all manufacturing facilities and warehouses.

Our health measures cover both physical and mental health to ensure that we help reduce absenteeism and improve productivity. All employees in Türkiye benefit from supplementary health insurance as a side benefit. Additionally, if employees desire insurance with a higher payment limit, they can buy further private health insurance provided by KHEV (Koç Holding Pension and Assistance Fund Foundation). All employees in Türkiye have access to the online health platform Koç Healthcare, free of charge.

Koç Healthcare is a medical counseling service organized by the Koç Pension Foundation. Our employees can contact various physicians, specialists, psychologists, and dietitians through the platform. They also can create and store their medical archives on Koç Healthcare and access them 24/7 from anywhere. Managers and higher-level employees periodically receive checkups in private hospitals free of charge. Our annual employee engagement survey assesses employee satisfaction and stress levels. Based on the feedback collected, engagement and communication initiatives are being implemented to support the physical and psychological well-being of our employees.



Zero Accident Workplace

We leverage technology and digitalization to create the safest workplace and reach our zero occupational accident and occupational disease targets. In line with those targets, we assess our occupational health and safety (OHS) risks, conduct audits, and raise awareness through training programs, and initiate behavioral change.

Our Occupational Health and Safety Policy and OHS Workplace Code of Conduct guide all OHS processes at all operational locations. We ensure that we fulfill all our obligations in accordance with both international commitments and collective bargaining agreements and go beyond rules and regulations.

We take action in line with the Arçelik OHS Action Plan to increase our overall performance on OHS issues. We embed OHS performance into the performance scorecards of the Chief Technology and Production Officer and the Executive Director – Human Resources as well as relevant directors and all relevant employees.

Several types of OHS risk assessments are carried out in work areas to identify hazards and risks at all our manufacturing facilities every year. With the active participation of employees, workplace risks are reported via mobile applications and necessary precautions are taken.

The working areas are monitored 24/7 through Artificial Intelligence Safety Systems which inform managers when a risk is detected, and machine equipment systems are automatically stopped in pilot areas. Health risk assessments are also prepared with the participation of occupational physicians. Ergonomic risk analysis is prepared, and appropriate equipment is researched so that employees can work more ergonomically. Our ergonomic risk analysis includes several subjects such as noise. We make regular assessments and controls to ensure that we implement all necessary actions. If noise is identified as a significant risk, our company implements specific preventive and corrective actions, such as regular noise measurements, providing proper personal protective equipment, and conducting hearing tests for employees.

The health status of our employees is monitored starting from the beginning of the working contract with periodic health checks. With the aim of preventing health problems, a healthy working environment is created by making regular environmental measurements.

Emergency Actions Plans are prepared for distinct types of emergencies and to minimize the loss (including loss of life, property, reputation etc.) during an emergency. Training is provided by Emergency Response Teams, and drills are organized regularly with the participation of our employees. We emphasize employees’ representation in OHS management and include our workforce in decision-making processes. All our factories and warehouse employees are represented on OHS committees. Employees’ representatives share their suggestions on these meetings on behalf of employees, and they fulfill a critical role regarding employee engagement.

We follow and report on our OHS performance through certain indicators in global operations for employees and subcontractors, including but not limited to total working hours, number of work-related fatalities, and Lost Time Injury Frequency Rate (LTIFR). The assurance for relevant OHS indicators is carried out by a third party.

➤ For further information regarding OHS data, please refer to [Annex 9. Occupational Health and Safety Indicators](#) and for the Assurance Report, please refer to [Annex 3. Assurance Report](#).

Based on our OHS procedures, accident root cause investigations using different methods such as Fishbone, 5 WHY, and ABC Analysis are prepared by our trained experts on accident investigation. The way the accidents occur, the root causes and the actions needed to prevent their recurrence are shared with our Top Management and Manufacturing Facility Management Teams monthly. The root causes and preventative and corrective actions are evaluated with the relevant Management Teams and Occupational Safety Specialists at Directorate Meetings and OHS Committee Meetings. We have quantified internal targets on a yearly basis to reduce the LTIFR, the Lost Time Injury Severity Rate (LTISR), and to increase the employee near miss and potential hazard notification levels. The major projects for preventing the most common, and high consequence accidents in our plants and warehouses are the implementation of Digital Artificial Intelligence Machinery Safety Systems and Forklift Accident-Avoidance Systems. Additionally, we have organized Driving Safety Training for company vehicles and shuttle drivers, which helps to reduce one of the other possible accidents.

The contracts between the Company and Suppliers demand compliance with the OHS requirements of our Global Responsible Purchasing Policy. Contractor companies are also obliged to comply with the OHS requirements stated in Arçelik Health and Safety Policy, which is signed along with the contract. Suppliers and contractor companies are evaluated within our OHS Management System, and necessary actions are taken according to the procedures.

OHS TRAINING

We aim to initiate a behavioral change regarding the OHS within the company with the training and exercises we carry out. For this purpose, we have commissioned the Occupational Health and Safety Communication Management System to improve the OHS perspective and communication language with the help of videos and digital training. OHS training is organized regularly within the scope of legislation and vocational training. Employees receive periodic “Safety Talks” training. In 2025, OHS training on regulatory requirements and technical matters were organized for employees at all our facilities. We included not only employees but also subcontractors and suppliers.

➤ For further information regarding OHS related training, please refer to [Annex 8. Social Performance Indicators](#) section and the [Sustainability Targets](#) section of the Report.

HEALTH AND SAFETY ACTION PLAN

The main operations and projects on which Arçelik continued to work during 2025 to manage its OHS risks are given below.

TRAINING PROJECTS

- Digital OHS Onboarding Training Project
- Implementation of Digital OHS Training for Employees, Visitors, and Contractors
- Driving Safety Training
- Emergency Information Training and Drills
- Search and Rescue Team Field Training
- Process Safety Risk Assessments and Training
- Behavior Based Safety Training for Managers and Supervisors

AUDITS AND PERFORMANCE ASSESSMENTS

- C Level Safety Audits
- Internal OHS Audits
- External OHS Management System Certification Audits
- Field Manager Safety Audits
- Contractor OHS Performance Assessment Projects
- AI-Supported OHS Field Audits
- Contractor processes are conducted via the Contractor Module of our software system.

RISK ASSESSMENT AND SAFETY PROJECTS

- Occupational Safety Lighthouse Project
- Safety Expert Project
- Inspection, Control, and Maintenance Risk Assessment Projects
- Safe Maintenance Project
- Safe Operation of Industrial Transport Equipment Project
- Transport, Handling, and Driving Safety Initiatives
- Digital Labeling-Lockout Application Project
- Digital Chemical and Process Safety Project
- Employee Participation are achieved via Mobile Non-Conformity Reporting Module
- AKUSTA Forklift Battery Systems Fire Prevention Project

BEHAVIOR-BASED SAFETY AND CHANGE MANAGEMENT

- Behavior-Based Safety Projects
- OHS Change Management Initiatives

OHS RELATED AWARDS OR RECOGNITIONS

Hitachi Thailand Factory Safety Achievements in 2025

- **National Outstanding Establishment Award for Occupational Safety and Health:** In 2025, our Hitachi Thailand Factory was honored with the National Outstanding Establishment Award for Occupational Safety and Health. This recognition marks the factory's first year of receiving the Thailand Safety Award.
- **Zero Accident Campaign Program - Silver Level Certificate:** In the same year, the factory achieved the Silver Level Certificate in the Zero Accident Campaign Program by Thailand Institute of Occupational Safety and Health, demonstrating its commitment to workplace safety and accident prevention.
- **Safety Culture Together in the Workplace Award:** The Department of Labour Protection and Welfare has awarded our factory for its “Safety Culture Together in the Workplace” initiative. This program focuses on developing and implementing an accident reduction plan within a defined timeframe, aiming for zero accidents and no lost workdays.

R&D and Innovation

We drive innovation across all operations and our entire value chain by merging technological advancements with our sustainability-related priorities. By tracking global technology trends, we assess stakeholder risks, opportunities, requirements, and expectations. In response to evolving needs and behavioral shifts, we focus on emerging technologies—including artificial intelligence, data analytics, robotics, IoT, and automation—to develop solutions that support energy-efficiency and responsible resource use.

We aim to bring effective and advanced solutions to the industry through efforts for open innovation and collaborations. With over 2,300 R&D and design employees worldwide and 28 R&D and Design centers (12 in Türkiye and 16 in other countries), we conduct comprehensive R&D from concept development to product creation. Our R&D and design footprint spans 12 countries—Türkiye, China, Romania, Thailand, India, South Africa, Pakistan, Egypt, Russia, Italy, Poland, and Slovakia.

We conduct studies in the fields of technologies related to environmental and resource, energy and water consumption, noise and vibration reduction, sensor technologies, IoT, smart home technologies, polymers, metal and surface coating technologies, hygiene, water, and air filtration, air quality, and motor driving technologies. As of 2025, we hold more than 4,500 registered patents and carry out more than 800 projects globally. Selected 2025 innovation highlights include HarvestFresh and VitalCare food preservation technologies; the AI-enabled Adaptive-Cool/CoolAdapt technology delivering up to 20% energy savings in refrigerators; EnergySpin Pro improvements in washing machines enabling models to reach A-%50 and A-%60 energy classes; an AI-supported automatic program in dishwashers delivering up to 50% savings in energy, water, and time; and a new heat-pump dishwasher that consumes 50% less energy than A-class models, which was recognized by TIME Magazine "Best Inventions of 2025".

In 2025, our total R&D expenditure totaled TRY 9,801,574,000*, reflecting our continued focus on innovation.

* Inflation accounting has been applied to this data according to IAS 29 Financial Reporting in Hyperinflationary Economies



R&D Approach and Strategy

R&D VISION

Our vision focuses on the agile development of new technologies and services related to smart, digitally secure, interoperable, and cost-effective home solutions designed to help reduce environmental impacts through their lifecycle.

R&D STRATEGIES

We develop solutions that focus on energy and resource management, autonomous products, technologies related to environmental and resource-efficiency topics, computer vision, and personalized experiences across product development and manufacturing processes.

Our approach includes careful material selection, including the use of materials that can be recycled where suitable systems are available, as well as the consideration of renewable energy sources in relevant operational contexts. Through digitalization and connected product architectures, we offer smart technologies that support personalized experiences, predictive capabilities, and convenient solutions designed to simplify everyday life.

Our technology platforms enable high levels of performance across several application areas, including food preservation, cooking, textile care,

dish care, home care, and personal care. These platforms are supported by continuous research and the development of innovative technologies. We work to support longer product use by focusing on quality characteristics such as durability, reliability, and reparability under expected conditions of use. At the same time, our product development activities explore emerging areas including indoor air solutions, food and beverage technologies, robotics, and other potential fields for future growth.

Further details on our R&D strategies include:

- Artificial intelligence focus - We use AI technologies and digital tools to enhance operational efficiency and allocate resources to emerging innovation areas.
- Agility –by understanding user expectations and innovation needs, we track technology-driven fields from day one and steer innovation through accurate planning;
- Unified and collaborative R&D– we strengthen global collaboration across R&D centers and with universities, industry and start-up ecosystems by focusing on talent development and by standardizing and simplifying platforms and processes.
- Capability development – Our R&D engineers participate in comprehensive training programs to expand technical competencies across structural design, mechanical systems, electronics and problem-solving methodologies.

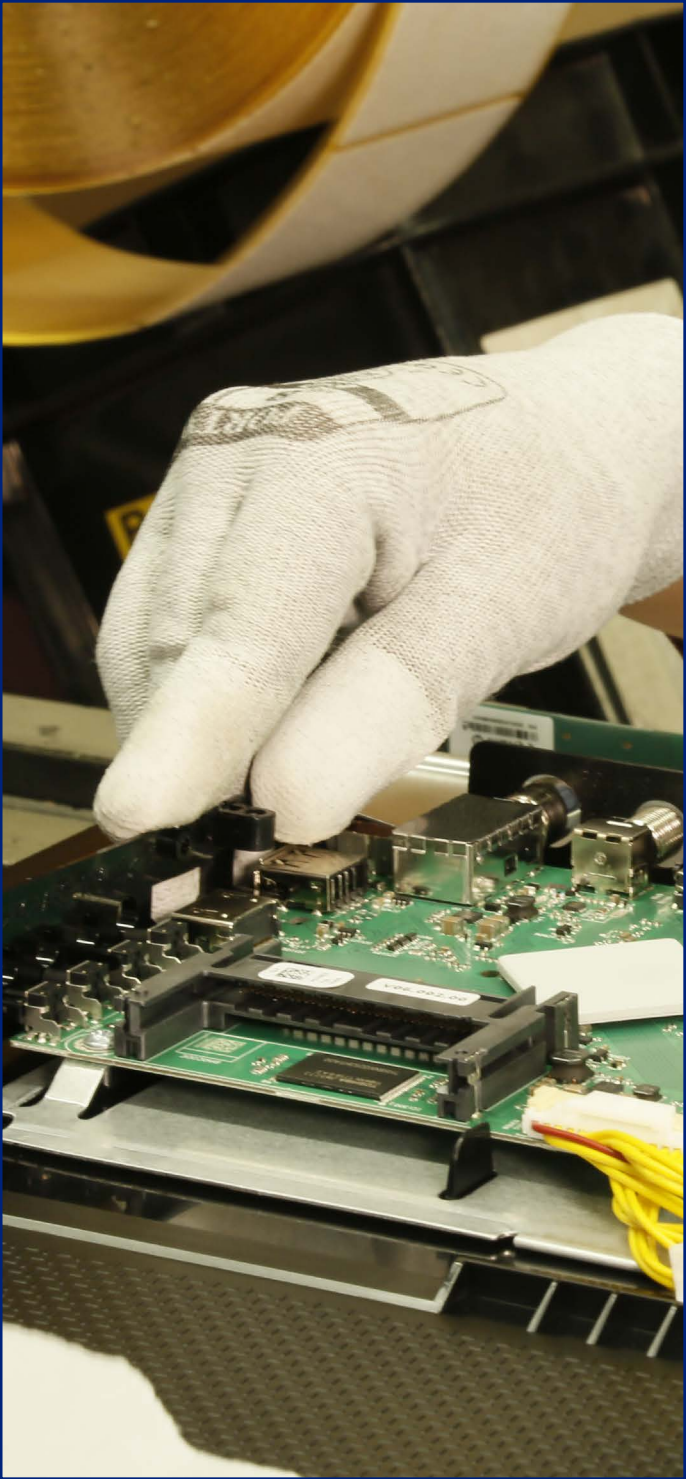
We also run programs designed to strengthen our talent pipeline and accelerate innovation. The WE-inTech program encourages participation in engineering and next-generation R&D fields, while Fast Track 2.0 supports idea generation and prototype development through design-thinking practices.

Arçelik contributes to the Global Cleantech Innovation Programme (GCIP), implemented by UNIDO, which provides entrepreneurship support for technologies related to environmental and clean-tech themes. Arçelik has supported selected start-ups in prototype development under this program.

There are currently no publicly announced targets for R&D, Innovation and Digital Transformation. Internal targets are in place and progress is monitored across the organization.

➤ For further information regarding the products, please refer to the [Product Stewardship](#) section of the Report.

➤ For further information regarding our R&D approach and strategy, please refer to our [2025 Annual Report](#).



Digital Transformation and Industry 4.0

We develop smart and connected product concepts by integrating Industry 4.0 technologies, into our production and service systems. To address evolving customer demands, we strengthen our operations through collaboration among internal stakeholders. By leveraging artificial intelligence in digital transformation, production, and quality management, we support service-focused business models and adapt to shifting consumer needs. Through standardized management and automated routing tools on a unified IoT platform, we advance smart applications and implement strategies that address perceptual and critical quality issues.

DIGITAL TRANSFORMATION

We design digital transformation studies and projects addressing at least one of the topics concerning customers, products and services, processes and systems, and people in light of agile principles. Data analytics, education, open innovation, and collaboration in digitalization are our key enablers during this agile/digital transformation journey.

With digital transformation projects, we achieved a saving of TRY 570.8 million in 2025, reaching a total of TRY 1.532 billion saving since the projects’ initiation in 2022.



Digital Transformation Projects’ Progress in 2025

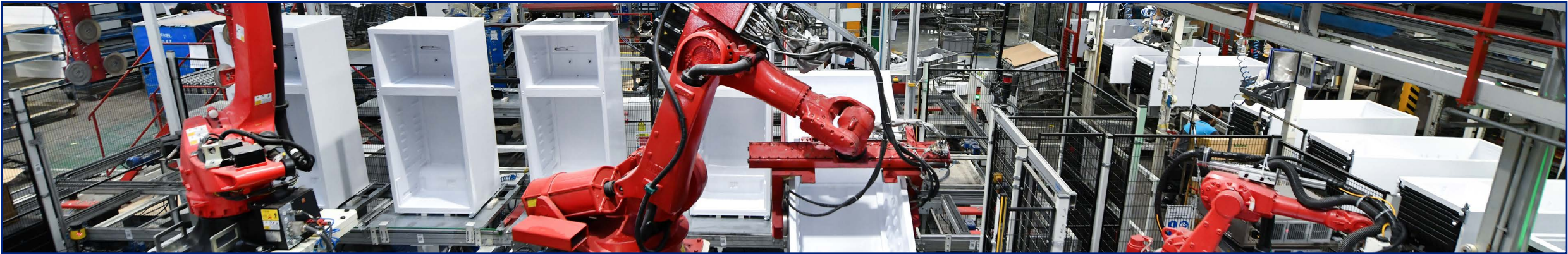
Project Name	Project Description & Outcomes
Sustainability Digitalization	This program aims to ensure the accessibility and digitalization of data used in sustainability and environmental reports and disclosures, enabling standardized, reliable, and efficient data collection and management. The program is managed through six sub-projects, with the following sections present activities for three projects within the program: • Digitalization of Product and Packaging Data for Environmental Reporting: Product related data prepared for environmental regulations and assessments such as Packaging Tax, LCA, and Low Carbon Product reporting will be standardized and digitalized, enabling reporting through existing systems. Packaging Tax Reporting went live at the end of 2025. In 2026, the digitalization of product-related data and the implementation of LCA and Low Carbon Product reporting are planned. • Sustainability Report Digitalization Process (SustainApp): To improve the efficiency and traceability of sustainability and annual activity reporting processes, SustainApp has been developed to enable standardized and consolidated data collection. In 2025, the modules for HR, OHS, and Environmental data went live. In 2026, it is planned to deploy the module for Consumer Services data. • CBAM Reporting: This project implements a centralized CBAM reporting solution to ensure compliance with the regulation, enhance carbon data accuracy and traceability across supply chains, and mitigate regulatory and cost risks. Discussions with vendors for tool selection are ongoing.
Digicrew to reach 360 Citizens	In 2025, the program successfully trained 222 colleagues, including 70 in Data Analytics, 78 in RPA, and 74 in No/Low Code App Development. Of these, 117 are actively developing today, contributing tangible digital solutions across the organization. In November, DigiCrew expanded globally, welcoming 65 new participants from Romania, Poland, Italy, and Pakistan—with 30 in Data Analytics, 15 in Power Apps, and 21 in RPA. Data Analytics and Power Apps trainings completed, while RPA training remains ongoing as we continue building a broader, more capable digital community.
Global R&D Project Management	We established an organizational structure to execute current and future projects, forming tribes and squads aligned with product groups and strategic priorities under our agile R&D strategies. Guided by the motto “ALive Team - Agile Today, Excited for the Future,” this transformation involved over 1600 R&D employees working in 12 tribes, 130 chapters, and 110 squads. The Global Project Management Roll-out was implemented in several countries: Pakistan, South Africa, Russia, and Beko Europe In 2025, after Beko Europe Process Harmonization their projects and resources were registered in Jira. Employees began using Jira as their daily tool. As of today, with the implementation of this new project management framework, we are managing 800+ projects with the participation of 1600 employees across all R&D centers. The Jira system now serves as the single, unified tool for all project management activities.
AI in Software Development	We are advancing AI-enabled software development across our R&D organization by deploying a GenAI Code Assistant that supports developers with code suggestions, generation, and completion across multiple programming languages. This capability is delivered in a controlled enterprise setup and integrated with our internal software repositories and engineering toolchain, enabling secure, governed usage within day-to-day workflows. Building on this foundation, we are extending the approach with a Reviewer Agent to assist pull-request reviews and a Code Quality Agent to run software quality/health checks and generate standardized reports—creating an end-to-end AI support layer from coding to review to continuous quality. In 2025, the initiative reached roughly ~200 software users, with about ~25–30% weekly active usage, and we observed ~30–35% acceptance of AI suggestions in supported projects. Teams reported a measurable reduction in average task cycle time (on the order of ~30%), driven by faster implementation of routine code, improved consistency, and fewer back-and-forth review iterations. Across the participating scope, this translated into significant developer-hours capacity returned to teams over the year, while also strengthening compliance and traceability through integrated systems and common quality gates.

Digital Transformation Projects’ Progress in 2025

Project Name	Project Description & Outcomes
Mechanical System Design Academy	The project’s aim is to increase the employees’ competencies in the Mechanical System Design units of R&Ds by determining training needs, creating new training courses, and carrying them out. In 2025, the training program continued to elevate the competencies of employees in the Mechanical System Design units of R&D Departments. So far, 17 classes have been conducted, with 186 employees taking part in these enriching sessions.
Complexity Management	This project introduced a modular design approach, enabling individual modules to be re-developed or upgraded for unique customer needs. This reduced product development time for key objectives and achieved cost savings by increasing the common part usage ratio. In 2025, we saved EUR 3.7 million investment & EUR 4.6 million (stock & material cost) with this project in all manufacturing plants.
SPC (Standard Part and Component Project)	We developed a digital library of approved 3D and 2D data integrated into NX and Teamcenter (TC), creating a sustainable library system aligned with Modular Design and Complexity Management. The component tree structure was updated, adding commonly used components. This globally used system reduced screw variety by around 25% in Türkiye manufacturing facilities. Online availability enhances accessibility, ensures up-to-date data with NX and TC integration, and shortens design time.
Datafarm-Smartfix	This project aims to detect and resolve WIFI-connected refrigerator issues before customers notice them. The Datafarm machine learning model generates health reports from refrigerator data and suggests spare parts via an API, enabling technicians to address issues during service visits proactively. To achieve this, a refrigerator farm was built to simulate errors and collect data, which was used to develop and refine machine learning models. After validating performance with real customer products, Datafarm was deployed to the Customer Care department as Smart Fix. In 2025, Smart Fix prediction algorithm was expanded to all combi-type refrigerators. In addition to the Turkish market, the accuracy of the algorithm was also verified in target countries within the European market. The success rate in the field is being monitored. The project will be launched in 2026.
Home Energy Management Systems	In 2025, we strengthened our Smart Home Energy Management efforts by expanding renewable integrations, enhancing utility partnerships, and improving connected appliance capabilities. Our work focused on delivering measurable customer value, supporting behaviors linked with sustainable practices and building digital infrastructures for long-term growth. The FreeWash program, developed with CoolBlue Energy, enabled customers to run washing machines at no energy cost during high-renewable hours. A total of 2,100 devices were sold, and 52 customer datasets were shared. The model, supported by a scalable monitoring platform, included contract revenue and a yearly data-sharing fee. We also advanced our understanding of dynamic electricity pricing by analyzing new spot markets across Europe, guiding improvements to the Home Energy Management System so appliances could respond to fluctuating tariffs. In line with EU JRC standards, our first smartgrid-interactive washing machine was deployed, able to exchange schedule and load data with energy management systems. The Flexible Start feature allowed cycles to run automatically during economical periods and grid capacity. To encourage sustainable usage, we expanded gamification in HomeWhiz, launching 15 scenarios across five categories and recording 121,000 interactions. In parallel, the GraFEN IoT project was initiated to lower connectivity costs and establish a unified hardware platform for future products.

Digital Transformation Projects’ Progress in 2025

Project Name	Project Description & Outcomes
CTP (Computer-Aided Design (CAD), ComputerAided Engineering (CAE), Tools, and Process) – Design Academy	The Design Academy was established to enhance the competencies of engineers and technicians in the Company’s Structural Design departments. For eight years, it has offered CAD and CAE training based on needs analysis within the CTP framework. In 2025, 7,500 person*hours of training were delivered to over 482 participants in Türkiye and approximately 1,500 person*hours to participants in other countries. The process is managed together with internal trainers and external trainers. In this context, the potential is continued by determining new partners and new trainers according to the Company’s needs. Instructors are eliminated with selection according to the training processes we call 9S. The education quality index is regularly monitored via dashboards and quarterly interviews are held with instructors. Training contents are recreated according to company needs, and if the pilot receives a passing grade from the training, it continues. Minor changes are made throughout the year according to needs.
CTP Program	The CTP Program aims to develop 3D design tools, improve design processes, and enhance the Company’s global design capabilities. Working with CPOs, the CTP team leads designer training, process development, and integration projects across all manufacturing facilities, focusing on CAD and CAE implementation and global CAD assessment programs. Between 2017 and 2025, the CAD certification rate rose from 25% to 92%. Our designer, who has a star certificate from 2017 to 2025: increased from 4% to 75%, and Designer Competency System scores improved from 146 to 153 in 2025 compared to 2024, reflecting increased designer competence.
CIP (Complexity Improvement Project)	The CIP project resulted from the collaboration between the Complexity Management team and Standard Part and Component projects, focusing on component-based collaboration to reduce complexity and create a permanent, usable library. NX and TC integration will be implemented, components added to the SPK system, and regular monitoring will be conducted. In 2025, stock sharing was done among businesses. It was determined that there were no components suitable for sharing between businesses technically. The SPK library infrastructure was reviewed, and its suitability was confirmed. No external resources were taken in order to avoid costs. The reduced stocks will be gradually removed from the library. Since collaboration potential was not technically possible in the components, the project was completed by preparing and adding the existing NX and Teamcenter infrastructure to the system.



ADVANCED MANUFACTURING TECHNOLOGIES AND INDUSTRY 4.0

We focus on digital transformation within our production processes, aiming to develop our own manufacturing technologies and capabilities. In 2025, efforts continued to make factories “smart,” enhance automation levels, and establish production systems capable of responding to changes much faster through real-time horizontal and vertical integration of all processes.

The Production Technologies team, which also serves as an R&D center, collaborates with universities, research institutions, and startups in Türkiye and other countries to explore new technologies, create value-generating use cases, and scale these innovations across factories.

As a result of these initiatives, our factories continue to rank among the world’s leading Industry 4.0 production facilities, showcasing exemplary implementations of artificial intelligence, machine learning, robotics, and sensor technologies.

Advanced Manufacturing Technologies and Industry 4.0 Projects’ Progress in 2025

SYSTEM & PROCESS DEVELOPMENT

Data generated during production is analyzed, and new production systems capable of self-improvement are designed while ensuring high-quality, efficient, and flexible manufacturing.

The focus is on developing the IT infrastructure necessary to facilitate these transformations. The projects implemented in 2025 within this scope are outlined below:

Project	Project Description & Outcomes
2025 Automation & Production Efficiency Program	As part of the “2025 Automation & Production Efficiency Program”, goals have been established across all operations to improve workforce efficiency. In monthly review meetings, project leaders presented completed and scalable sample projects to all participants. In 2025, the program had achieved a 7% increase in production efficiency.
Real-Time Failure Risk Assessment with Sensors	Sensors attached to production equipment assess failure risks in real time, reducing downtime and improving efficiency. The project aims to increase the Mean Time Between Failures (MTBF) and decrease machine downtime due to failures by 75%. The application has been successfully implemented at the Bolu Cooking Appliances Plant, preventing production losses through the detection of four anomalies. The rollout is planned to reach 13 plants by 2026.
Digitalization in Production Project – Expansion Across Türkiye	Within the scope of office automation and RPA initiatives carried out in manufacturing processes for 2025, a total of 66 projects have been implemented, resulting in productivity gains equivalent to 42.8 full-time employees. Training programs have been launched to expand the DigiCrew program—originally initiated in Türkiye to support employees in developing their own robotic process automations—across the global manufacturing network.
Manufacturing Technologies – Manufacturing Artificial Intelligence Program:	In order to integrate artificial intelligence into manufacturing processes, the “Manufacturing Artificial Intelligence Program” has been launched. Within the scope of the program, projects are being carried out in the areas of AI-Powered Automation, Computer Vision & Quality Control, Predictive Maintenance, Process Optimization, Process & Material Technologies, and LLM & Agentic AI (Agent-Based Artificial Intelligence). These projects are planned to deliver an annual manufacturing efficiency improvement of 1.5%. To ensure the standardized, sustainable, and rapid adoption of generative AI applications across the company, the “MLOps Program” has been launched. The program aims to integrate the development, deployment, and maintenance processes of AI models within a single corporate framework. One of the core components of the program, the AI assistant, enables applications to be scaled quickly and easily across different factories.

PROCESS AND
MATERIAL TECHNOLOGIES

AI-Based Performance Test at the Bolu Cooking
Appliances Plant

At the Bolu Cooking Appliances Plant, an AI application deployed at the stations where performance tests of fully assembled induction cooktops are conducted has reduced testing times at these stations by 50%.

AI-Based Cooling Channel Design Software for
Optimal Cooling in Plastic Injection Molds

Within the consortium established in collaboration with Koç University and Rotorbit, an AI-powered software has been developed for the design of cooling channels in plastic injection molds. Through this software, cooling channel designs traditionally based on human expertise have been transferred to artificial intelligence, reducing dependency on individual experience and enabling the development of a physics-based optimization algorithm. The software was piloted on the drum mold component of a washing machine, achieving a 10% improvement in the production cycle time. Dissemination and scaling activities for the project are ongoing.

INDUSTRIAL ROBOTICS

AI-powered screwdriving automation

AI-powered screwdriving automation was implemented across 38 stations on assembly lines in 2025, achieving an improvement of over 5% in defects related to missing or insufficiently tightened screws, and rollout plans have been prepared for 2026.

3D AI-enabled robotic gas leak detection system

In refrigerator and dryer plants, a 3D AI-enabled robotic gas leak detection system was developed, which reaches welding points with ± 1 mm accuracy, eliminating operator-dependent manual inspections and preventing gas leak defects from reaching customers.

SIMULATION & MODELLING

DFA (Design for Automation)

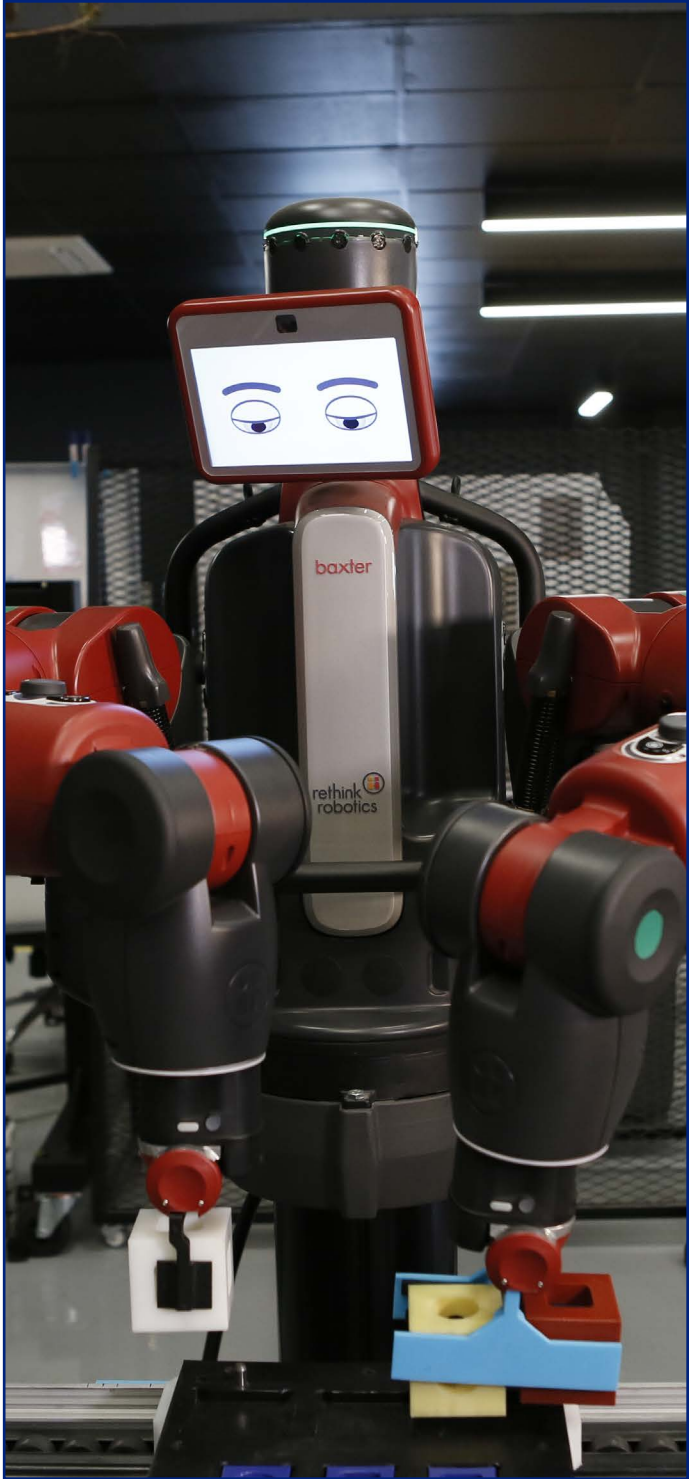
The project DFA (Design for Automation), which enables the evaluation of assembly and automation feasibility during the product design phase and allows for necessary design revisions, has been rolled out across all plants globally. As a result, in 2025, material savings of EUR 13.9 million and a 1% productivity improvement were achieved across all plants.

Line Balancing Optimization

To ensure a balanced distribution of workloads along the production line, a line balancing optimization project has been implemented. An optimization algorithm capable of considering real-life constraints was developed, and workstations were rebalanced to operate at optimal utilization levels using this algorithm. As a result, initiatives were carried out across all plants in Türkiye as well as globally at Beko-LLC, Arçelik-Hitachi, and Arctic Gaesti plants. In addition, this optimization algorithm was productized and made directly usable by end users.

The Personnel Shuttle Route Optimization project

The Personnel Shuttle Route Optimization project was launched as a pilot initiative in 2025. Pilot implementations were successfully completed in Söğütözü and Çayirova-Europe locations. As a result of these studies, a potential reduction of 20% in the number of shuttle services was identified. The improvements projected within the scope of the pilot correspond to an annual cost-saving potential of EUR 378,000.



R&D, INNOVATION, AND DIGITAL TRANSFORMATION

Smart Solutions for Products & Services

We ensure that innovative experiences and knowledge are shared through collaborations and we continue to develop smart solutions adapted to evolving societal needs. As digitalization increases globally, we aim to engage with emerging talent and generate ideas that simplify life for our customers and stakeholders.

We encourage open innovation and internal entrepreneurship as part of our corporate culture and collaborate with stakeholders such as start-ups, universities, suppliers and cross-sector partners. Our sustainability priorities guide the strategic direction of these initiatives.

➤ For further information regarding smart solutions for products and services, please refer to the [Product Stewardship section of the Report](#).

European Commission Framework Programmes

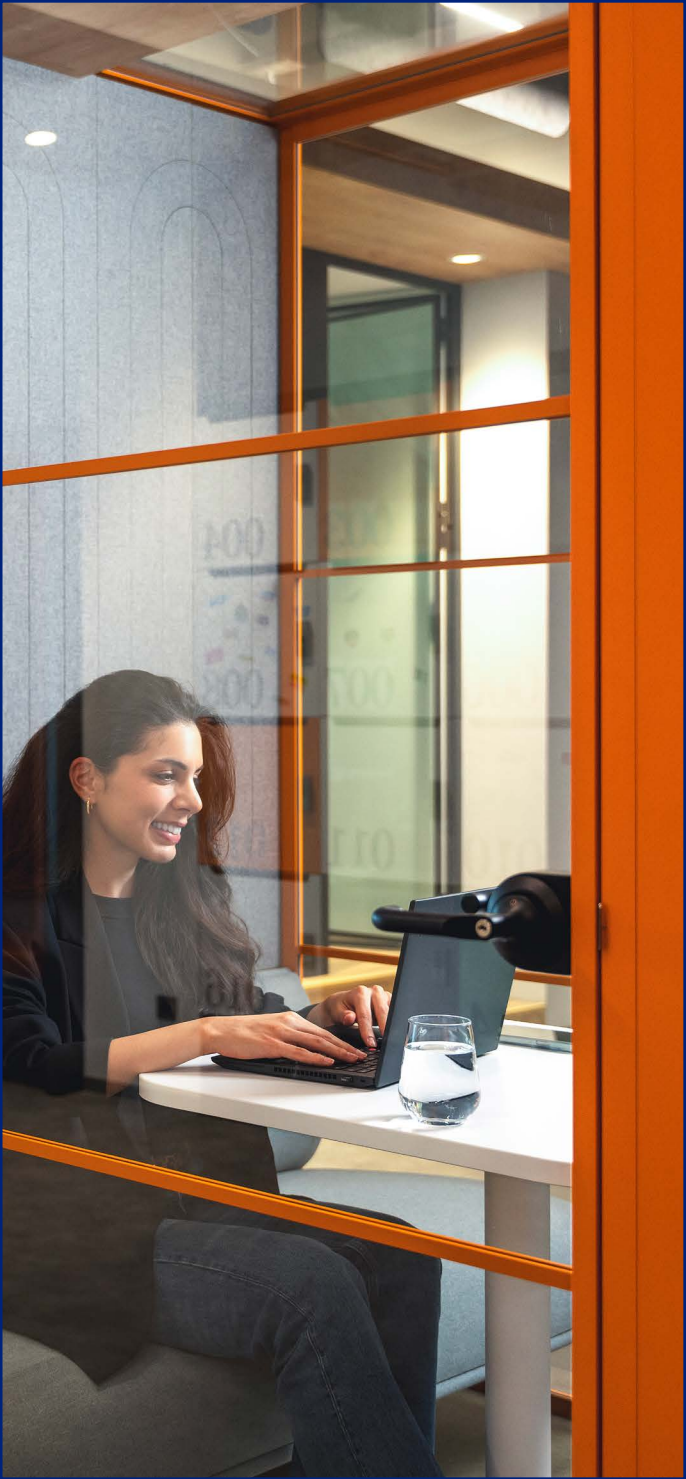
Within the Horizon Europe framework, we take part in projects that support research, digital transformation and innovation across our sector in Türkiye and internationally. Our projects are aligned with the thematic priorities of the European Green Deal, including areas such as energy and resource management, low-carbon technologies and circular-economy approaches. By participating in consortia with European universities, research institutes and industrial partners, we strengthen cross-border collaboration and knowledge exchange.

The Horizon Europe Framework Programme, with its EUR 93.5 billion budget for research and innovation, and the Digital Europe Programme, which supports digital transformation, together provide a broad platform for international collaboration. These initiatives fund projects related to environmental and digital transition themes. Horizon Europe supports the Company in strengthening its capabilities in areas such as IoT integration, connected products,

AI-driven solutions, technologies related to energy and resource management, circular-economy approaches, advanced materials and data-driven manufacturing systems. Complementing this, the Digital Europe Programme prioritizes scalable digital infrastructure, including cyber security, 5G deployment, edge/cloud computing, data analytics and automation technologies.

Through our participation in these programmes, the Company benefits from funding and expertise to develop solutions in areas including home-energy management, demand-side flexibility, robotics and technologies associated with environmental and resource-efficiency topics. This dual engagement supports our broader approach to digital readiness and operational resilience across global value chains.

We are pleased to participate actively in Horizon Europe projects within our sector and to contribute to the programme’s objectives of advancing research and innovation.



Ongoing Horizon Europe and Digital Europe Projects’ Progress in 2025

Project Name	European Commission Framework Program	Project Description & Details
Auto-DAN	Horizon 2020	The project aims to optimize energy consumption in buildings and evaluate live energy performance. Within the project’s scope, The Company continues to work on smart hardware integration, communication protocols for the interoperability of products and the decision-making system, and the design of smart white goods to be connected to the energy gate of the common system.
ECOFACT	Horizon 2020	The project aims to enable production systems to optimize energy performance and at the same time develop a green marketing approach by examining the energy and environmental impact of the manufactured product. Within the project’s scope, the Company continues to work on the integration of suppliers’ data in LCA/LCCA analyses to support production planning, eco product design, smart energy and environmental data monitoring, and digital twin integration for smart forecasting to reduce base loads
StorAlge	Horizon 2020	The project aims to offer ultra-low power and high security System on Chip (SoC) solutions that provide competitive artificial intelligence (AI) for Edge applications. Within the project’s scope, the Company is actively engaged in refining and optimizing the washing control algorithm requirements and specifications for the washing machine, where the AI-enabled applications will be implemented.
ACCOMPLISH	Horizon Europe	The project aims to enhance the health and efficiency of the workforce in the Cassinetta refrigerator production facility through robotics and ergonomic improvements. It also focuses on promoting the sustainability of employment for people with disabilities.
AID4SME	Horizon Europe	The project leverages artificial intelligence and image processing technologies in refrigerator production processes to minimize polyurethane waste and enhance efficiency through automation in various processes
BIOSAFIRE	Horizon Europe	The project focuses on developing bio-based, high-performance, and safe flame retardants inspired by nature, using lignin and tannin for industries such as maritime, railways, home appliances, and wood coatings
BRIGHTER	Horizon Europe	The project aims to develop next-generation fast thermal microbolometers and multispectral microbolometers that will enable faster and more detailed imaging beyond current technology. Within the project’s scope, the Company aims to conduct the application and comparative analyses of electronic card faults in continuous production processes through thermal controls.
DEDALUS	Horizon Europe	The project focuses on developing smart climate control solutions compatible with demand response to balance demand in electrical grids within smart building management systems, including smart air conditioners, gateways, and smart plugs.
EECONE	Horizon Europe	The project aims to focus on compressor electronic components to establish critical raw material traceability and database creation, and to develop recycling techniques for these materials.
ENCIRCLE	Horizon Europe	The project aims to enable the eco-design and digital tracking of products throughout their lifecycle using a digital product passport. It also focuses on predictive maintenance and repair solutions to extend product life and optimize reuse.

Ongoing Horizon Europe and Digital Europe Projects’ Progress in 2025

Project Name	European Commission Framework Program	Project Description & Details
ENOUGH	Horizon Europe	Within the project’s scope, which studies technologies, tools and methods that will contribute to the entire food value chain from “farm to table” in order to achieve climate neutral enterprises, the Company continues to design new generation household refrigerators with improved cooling performance with the transition to the EU new energy label and consumer behavior data.
FlexCHESS	Horizon Europe	The project aims to put systems bringing various energy storage systems together, making them easily accessible to a wide range of users through a user-friendly interface. Within the project’s scope, the Company aims to ensure the integration and control of energy-consuming devices into the system with CHESS-Plugs.
FreeMe	Horizon Europe	The project focuses on a non-toxic metallization process for plastic surfaces. As part of the project’s scope, we continue our efforts to produce chrome-plated decor pieces for washing machines with sustainable solutions.
IS2H4C	Horizon Europe	The project aims to reduce industrial carbon emissions and foster circular production through the integration of carbon capture and green hydrogen technologies in collaboration with Tüpraş in the İzmir–Manisa region, focusing on hydrogen and polymer research. Captured CO ₂ from refinery emissions will be converted into low-carbon, non-isocyanate polyurethane (NIPU) for potential use in refrigerator manufacturing. Our company contributes by supporting research activities and evaluating the feasibility of NIPU as a sustainable alternative to conventional materials in its production processes.
LoLiPoP IoT	Horizon Europe	The project aims to integrate a new sensor data infrastructure and energy optimization algorithms in ovens, painting process, and powder coating to implement an Industry 4.0-compliant digital monitoring and control system.
OPeraTIC	Horizon Europe	The project aims to apply Ultrashort Pulsed Laser with an efficient production platform. Within the project’s scope, we continue to work on providing antibacterial properties with ultrashort pulsed laser applications in plastic molds of the dishwasher basket and provide energy savings in the drying step.
PRecycling	Horizon Europe	The project aims to develop a self-disinfecting bio-based nano-coating for hygienic surfaces. Studies continue to give anti-microbial properties to refrigerator glasses and metal surfaces with the sol-gel technology’s spray application without using organic solvents.
REBECCA	Horizon Europe	The project aims to design a reconfigurable AI hardware-supported innovative multicore processor and enhance intermediate layers to execute Edge-AI applications in different fields. Within the project’s scope, the Company aims to integrate the developed processor into its electronic boards to enhance machine learning algorithms in camera-equipped refrigerators and perform image analysis on cloud-independent products.
REEFLEX	Horizon Europe	The project aims to provide a centralized interoperability platform with Demand Response (DR) flexibility for energy efficiency in buildings fed by different end-user profiles and needs. Within the project’s scope, the Company aims to develop white goods compatible with DR technology connected to the project platform to enable customers to manage their appliances from a common platform and indirectly help balance the load on the grid.
RENEE	Horizon Europe	The project aims to design flexible remanufacturing processes for circular value chains in European industries using artificial intelligence and advanced robotics. It focuses on human-centered systems to support the remanufacturing of used products.

Ongoing Horizon Europe and Digital Europe Projects’ Progress in 2025

Project Name	European Commission Framework Program	Project Description & Details
REUMAN	Horizon Europe	The project supports a human-centered, digitally enhanced transformation in Europe’s remanufacturing industry. It aims to improve traceability, optimize remanufacturing processes, and enhance workforce integration in the automotive, home appliances, and optoelectronics sectors.
R-Podid	Horizon Europe	With this project, AI-based fault detection models will be developed to enable the early detection of motor faults that may occur in television production lines, focusing on reducing energy consumption.
STUNNED	Horizon Europe	The project aims to reduce overall energy demand, integrate renewable sources into energy management systems, and enhance grid stability. The Company contributes by enabling dishwashers and washing machines to offer flexible energy consumption options and ensuring interoperability with the project’s energy management tool via HomeWhiz (cloud-to-cloud) data exchange.
VERGE	Horizon Europe	Using 5G, artificial intelligence in design, and extended reality technologies, the project addresses concurrent product reviews, collaborative product design, and virtual product prototyping. Within the project’s scope, the Company aims to facilitate collaborative design among designers in different locations through developed technologies, considering the end-users’ role.
VITAL	Horizon Europe	The project aims to generate fundamental knowledge and expertise that will aid manufacturers in substituting synthetic thermoplastics with those derived from bio-based sources. For this purpose, bio-based alternatives for cleaner and climate-neutral industrial value chains in Europe’s polymer processing sector are aimed. As part of the project, we continue our efforts to increase the content of bio-based materials used in the Eva Cover Refrigerator and crispers.
ZDZW	Horizon Europe	The project aims to work on the development of a new thermal vision system and simulation tool that can automatically measure and calculate the quality-related features of the semi-finished products and control final products during production processes. The Company continues its demo activities in the thermoforming lines of the refrigerator’s inner body production.
CIRPASS-2	Digital Europe	The project aims to develop the first pilot applications in Türkiye for the creation of a digital product passport (DPP) for products and ensuring the traceability of products throughout the entire value chain. Within the scope of the project, the aim is to increase efficiency during the repair phase through the DPP application in cordless vacuum cleaner products.
CYBERSEC40T	Digital Europe	The project aims to design training content for operational technologies related to Industry 4.0 technologies and production, provide training for employees, and demonstrate improvement in cybersecurity issues through on-site workshops as a result of this training.

Data Privacy and
Cybersecurity

DATA PRIVACY

We are committed to protecting the privacy of all parties we collaborate with and processing personal data in compliance with all applicable data protection laws in line with our [Global Data Privacy Policy](#). The relevant parties are informed about how the personal data is processed, for what purpose it is used, for how long it is kept, and in which cases it can be shared with third parties. Our company processes personal data lawfully, fairly, and for specified, explicit, and legitimate business purposes with an appropriate justification (on a legal basis) under applicable data protection laws.

Our Global Compliance department conducts periodic reviews and audits to ensure that all personal data processing activities are processed in accordance with the applicable data protection laws. In 2025, one data privacy-related incident was identified and managed in accordance with applicable regulatory requirements, as described in the 'Data Privacy-Related Breaches' section. Furthermore, the Company does not process customer data for secondary purposes, nor does it share such data with third parties for secondary purposes.

We comply with worldwide data protection and privacy laws and regulations.

We systematically monitor and document valid complaints and personal data requests from third parties through our internal process. In identifying a potential breach of personal data, our specialized team, consisting of experts in the areas of privacy, cybersecurity, legal, and communications departments, takes immediate and effective action. We offer our stakeholders secure and confidential channels for reporting any concerns regarding data privacy breaches, ensuring that grievances are handled with respect for their privacy rights and that the reporting mechanisms allow for anonymity where appropriate.

We are deeply committed to cybersecurity and take measures accordingly to manage risks and ensure data privacy. These include training for our employees worldwide to raise awareness about data privacy and information security. In order to protect the fundamental rights and freedoms of individuals within the Company, third-party and internal audits are conducted specifically in high-risk areas/units.

DATA PRIVACY-RELATED
BREACHES

In 2025, one data privacy-related breach occurred, for which the legal process has been completed by the relevant authority. Beko Romania was notified by an external actor of a security vulnerability affecting a customer-facing platform, enabling unauthorized remote access

and potential exposure of basic personal data (e.g., name, contact details, address, and product information) of a portion of consumers. Upon notification, the Information Security (InfoSec) team initiated a comprehensive investigation and incident response process. Findings confirmed that, although an unauthorized IP address accessed the system, there was no evidence of data exfiltration; however, system integrity and availability were temporarily impacted for approximately 3.5 hours. The root cause was identified as insufficient technical and organizational measures. As an immediate containment measure, all related local platforms were deactivated, and data traffic was restricted.

In parallel, secure temporary internal solutions were implemented to ensure business continuity, including migration to controlled alternative registration channels followed by full transition to the global product registration platform. A comprehensive remediation program was executed, including strengthened access controls, enhanced network-level monitoring, revocation of third-party hosting access, and implementation of strict need-to-know access supported by directory-based authentication and multi-factor authentication.

The process was managed in alignment with the General Data Protection Regulation (GDPR) and relevant authority expectations. Risk assessments confirmed that there was no high risk to individuals' rights and freedoms, considering

the absence of data exfiltration and immediate containment actions. All required compliance measures were implemented, and the case continues to be monitored to ensure sustained data security and regulatory alignment.

DATA SECURITY &
CYBERSECURITY

Protecting personal data worldwide has become crucial due to the competitive market and economic fluctuations. We recognize our responsibility to secure and protect all related information and data. Our aim is to minimize the risk of infringement of our trade secrets, intellectual property, and patents. We take precautions, implement strategies, and organize measures at all levels to achieve this goal. We manage our information technologies and operational processes to effectively minimize cyber risks and prevent any potential loss of reputation, revenue, market share, and brand value that may arise from information security risks. We carry out projects with the utmost care, keeping information security in mind. Our approach ensures that we stay ahead of potential threats and provide a secure environment for our stakeholders. We carry out our information security processes in accordance with the ISO 27001 Information Security Management Certificate which covers supply chain, information technologies, human resources, finance related operations.

Governance and Organizational Structure

The Information Security Committee, led by the Chief Purchasing, Supply Chain & Digital Officer, is responsible for building an effective information security management structure. The Chief Purchasing, Supply Chain & Digital Officer is responsible for overseeing information security issues in the Company and is the equivalent of a Chief Technology Officer overseeing information security governance, cybersecurity strategy, and the overall technology infrastructure supporting secure operations.

As of 2020, Koç Holding’s Consumer Durables’ President, one of the members of the BoD, was appointed as the Board Member responsible of overseeing the Company’s cybersecurity and information security strategy, given his experience in this area and his active involvement in the Committee. Cybersecurity risks are also closely monitored by the Finance & Enterprise Risk Directorate and Risk Management Committee.

ORGANIZATIONAL STRUCTURE

CHIEF PURCHASING, SUPPLY CHAIN
& DIGITAL OFFICER

Information Technology
Executive Director

- Technology Infrastructure & Cybersecurity
- IT Digital Management Systems
- IT Solutions
- IT Products & Services Development
- IT Governance
- IT Special Projects
- Digital Employee Products & Services
- Data & AI

Information Security and Cybersecurity

The main activities of our security management system include inspection, risk identification, regulation of action and corrective actions, follow-up of findings, determination of targets and opportunities, follow-up of violations, and updating of relevant legislation documents. Our security measures comply with cybersecurity frameworks such as the US National Institute of Standards and Technology (NIST), The Center for Internet Security (CIS), the Control Objectives for Information and Related Technologies (COBIT), and The Information Technology Infrastructure Library (ITIL).

The Cybersecurity department operating under the umbrella of Information Technologies carries out governance, strategy, processes, and resources to identify and prevent information security threats and cyberattacks. Vulnerability Scanning and periodical penetration tests are conducted to analyze and improve vulnerabilities

related to assets with our risk control strategies and projects aiming to reduce cyber risks. We additionally carry out penetration testing to detect vulnerabilities and improve security.

Additionally, we share guides, provide periodic information security training, and regularly conduct phishing tests to different employees at different times with different contents to increase security awareness among our employees. The Global Cybersecurity Insurance Policy provides coverage for cyber and business interruption risks, minimizing our company’s exposure to potential risks related to personal data usage.

Incident, Vulnerability or Suspicious Activities’ Reporting

Employees have direct access to information on reporting information security incidents through the company’s internal portal. The portal provides clear guidelines on identifying, categorizing, prioritizing, and escalating incidents, vulnerabilities, or suspicious activities. Additionally, the organization has a structured process in place for managing information security incidents, ensuring they are effectively reported, assessed, and addressed in a timely manner.



Information Security-Related Business Continuity Plans

As part of the Annual Business Plan, the Disaster Recovery Plan, including a Failover Test, is conducted at least once a year. The Incident Response Team Leader is responsible for regularly reviewing and updating plans and procedures based on testing outcomes, incident response insights, industry developments, and best practices. This includes ensuring that plans and procedures are reviewed, updated, and tested at least annually to enhance the organization’s resilience against information security incidents.

Information Security Vulnerability Management

Our Vulnerability Management Process mandates periodic vulnerability scans to be conducted at least once a month, with vulnerability scans performed monthly for critical applications and at least once every month for other applications. Additionally, Koç Holding conducts regular third-party vulnerability analyses for its companies in accordance with its procedures. The Vulnerability Disclosure Procedure (VDP) provides guidelines for cybersecurity research aimed at enhancing the security of our networked products, applications, and cloud services. It also outlines the process for researchers to report discovered vulnerabilities to the relevant team.

Internal Audits of the Information Security Management Systems

Information security ensures the confidentiality, integrity, and availability of the company’s information assets. Each year, an ISO 27001 internal audit is conducted to evaluate the effectiveness of our Information Security Management System (ISMS), identify risks and security vulnerabilities, uncover opportunities for improvement, and evaluate the continuous improvement process.

IOT CYBERSECURITY

One of the important issues for our sector is the cybersecurity of Internet of Things (IoT) products. We are managing product security with three different virtual teams as Red, Blue, and Purple Teams, within the Cybersecurity Technology Team. The Red Team handles offensive security and identifies vulnerabilities across edge, mobile, and cloud domains. The Blue Team addresses these vulnerabilities and ensures compliance with IoT standards. The Purple Team bridges the two, managing the Secure Software Development Life Cycle and aligning with national and international security standards.

We regularly perform vulnerability analyses with our Red Team and Test and Verification Teams to ensure product security. To meet upcoming EU regulations, we obtained ETSI EN303 645 certification for connected product groups from VDE and received SafeShark Laboratories’ approval for the UK’s Product Security Telecommunications Infrastructure Bill.

In 2025, we have prepared our whole product groups for the new 2022/30 Delegated ACT (part of 2014/53/EU Radio Equipment Directive) cybersecurity requirements. In addition to ETSI EN303645 standards compatibility, we have updated our connected products’ cyber security infrastructure with EN18031:2024 series harmonized standards. We created partnerships with Notified Bodies to test and approve our products to be 100% compliant before August 1, 2025, deadline. Our product groups which fall under RED DA are fully compatible.

The Company’s several products hold cybersecurity certifications, including Common Criteria EAL2 and Virtual Domain Environment approval for the HomeWhiz mobile application. The connected Beko refrigerator also achieved IASME IoT Security Assured Scheme silver-level certification.

We actively participate in a national cybersecurity working group under Türkiye’s Presidency of Defense Industries, contributing to the standardization of IoT cybersecurity certification for the Turkish market. Recognized for our robust cybersecurity infrastructure, the Company’s work has been proposed as a featured use case on IASME’s website, underscoring our commitment to secure, innovative solutions.

For further information, please refer to our [Information Security Policy](#), [Global Data Privacy Policy](#), and [Global Protecting and Retaining Information Policy](#).

Arçelik strives to provide high-quality products and services regarding customer needs based on our policies. Our priority is to ensure consumer safety and quality assurance throughout the life cycle of our products.

Our Quality Policy, Product Safety Policy and their supporting guidelines ensure that products are manufactured, distributed, provided after-sales service when needed aligning with applicable product-related directives, regulations, and standards enabling the right to health and safety for consumers and customers. Additionally, our Human Rights Policy, which is part of the Global Code of Conduct and Related Policies, includes customers and consumers and complies with the UN Guiding Principles on Business and Human Rights.

We gather insights from external stakeholders, including consumers, customers, and business partners, through surveys, initiatives, our corporate and brand websites, and social media channels, actively listening to their feedback on all topics, including product quality and safety concerns. Complaints about non-conforming products can also be submitted through our customer service call centers, online contact forms, authorized after-sales service points, dedicated e-mail addresses, and official social media channels. Each complaint is registered, classified, and routed to the relevant quality and after-sales teams for investigation and resolution.

➤ For further information, please refer to the [Customer Feedback Management and Satisfaction and Communication Activities section of the Report.](#)



Product Quality and Quality Management

We have a structured quality management mechanism across all processes, from product development, design, and manufacturing to sales and after-sales services. 100% of the Company's headquarters and manufacturing plants hold ISO 9001 Quality Management System Certification, independently verified by accredited third-party certification bodies through annual surveillance audits and periodic re-certification, ensuring a high level of product quality and effective management across each division.

Q-STAR audits have been configured to measure the maturity level of the quality management process and identify priority improvement areas, creating a traceable method for continuous improvement. These audits have been carried out at all divisions of the Company. The results of these audits are presented to related Executive Management. These internal audits, performed periodically by qualified internal auditors, complement the third-party certification audits of our Quality Management System and form an integral part of our continuous improvement cycle, providing objective evidence of conformity, identifying improvement opportunities and verifying the effectiveness of corrective actions.

PRODUCT QUALITY

Our quality management processes in accordance with the Company vision, strategies and policies have been carried out in a holistic manner to satisfy continuity and improvement for the highest-level product quality. Quality improvements for each manufacturing facility and related suppliers have been coordinated end-to-end including product quality, perceived quality, electronics quality, logistics quality, and quality systems aspects within the alignment of Central Product Quality Directorate and related manufacturing facilities' Quality Assurance Departments.

We implement a comprehensive quality assurance framework to prevent and address defective products before they reach customers, minimizing the risk of product recalls. Improving the quality aspects of our products abroad, regarding not only the product quality itself but also the production process quality and supplier quality, across our global operations, promoting best practices for quality and creating synergy have been the major assets on our global roadmap. Our approach integrates advanced quality planning, supplier quality management, in-process controls, and data-driven monitoring across all stages of the product lifecycle.

Suppliers are managed through a structured framework that covers product safety, quality, and long-term reliability criteria. Safety and reliability risks are systematically assessed across the entire product lifecycle, from raw material production through to the finished product. These quality requirements form an integral part of our supplier’s qualification standards and supplier onboarding process. They are formalized through our supplier governance framework, alongside contractual quality criteria embedded in our purchasing agreements. Compliance with these requirements is mandatory for all suppliers as a condition of doing business with the Company. Through defined testing protocols, process controls, supplier audits, and field performance monitoring mechanisms, we ensure the sustainable adherence of suppliers to our product and service quality standards.

Quality Reviews have been defined within each gate of the New Product Introduction (NPI) processes to review the quality aspects of our new products from the R&D and product development stages. There are internal test and approval stages of products that should be satisfied before the introduction of a new product Design and Process Failure Mode and Effects Analysis (FMEA) activities, which are the important steps to verify the quality of such new products.

From the perspective of focusing on the inputs, supplier quality audits and Incoming Quality Control (IQC) evaluations have been performed. Critical-to-Quality and Critical-to-Process check points are defined on the production lines in accordance with the quality KPIs. Besides the continuous tracking of service field data, actual defect evaluations with the contribution of onsite field quality investigations have also been important to address and take action on the defects in the field.

We are also implementing measures such as Lean Six Sigma, Lean Manufacturing, Total Quality Management and Advanced Data Analytics on an ongoing basis to effectively execute and maintain our quality management system.

The QLIVE Program provides a governance framework for the end-to-end management of digital initiatives across production quality and related IT processes. Within this framework, high-impact projects in digitalization, artificial intelligence, and traceability are systematically evaluated, prioritized, and deployed under executive management oversight. Post-implementation monitoring mechanisms and a global rollout approach ensure that these digital solutions deliver sustainable improvements in quality performance.

Examples of projects implemented to date, each reinforcing our intellectual and manufactured capital and embedding quality across the value chain, include cloud-based digital quality platforms that centralize customer complaint data collection, reporting, and decision-making; big data analytics capabilities that generate actionable insights across the product lifecycle; robotics and automation solutions for precision manufacturing and automated in-line inspections; and predictive applications for connected products that anticipate potential failures and trigger preventive interventions. Collectively, these initiatives contribute to long-term value creation for our customers, suppliers, employees, and shareholders.

Our product quality and safety management systems are continuously monitored and evaluated in line with our procedures to ensure that all products meet high-quality standards and comply with the various legislation regarding product quality and safety. While historically no public targets have been disclosed, we have started to define and monitor quantitative performance indicators to enhance transparency and accountability in product quality and safety.

In addition to internal business area-specific targets, we have also defined quantitative performance indicators to systematically monitor and improve product quality outcomes.

- **Service Call Rate (SCR)** is defined as the ratio of product failures observed in the field within the same year of sales to the total production volume of that year. As of 2025, we have achieved a **36% improvement** in SCR over the past five years. We aim to further enhance this performance and reach a **49% improvement by 2030**.
- **Six Sigma Projects KPI**, tracked since 2022, measures **the number of Six Sigma projects per trained employee**. As of 2025, the average ratio over the past four years is **56%**, with a **target to reach 65% by 2030**. The continued expansion of Six Sigma practices has been a key enabler of our quality improvement agenda and has underpinned the 36% improvement achieved in SCR.

➤ For further information, please refer to our [Quality Policy](#).

➤ For further information on other management system certifications and which location obtained certificates, please refer to [Annex 13. Management Systems](#).

PRODUCT QUALITY

Program	Target Audience	2025	
		Number of participations	Total Training hours (person*hours)
6 Sigma	The capability to independently resolve quality and process issues at any time using data-driven analytical methods for both monthly and hourly paid employees	531	42,480
Advance Data Analytics	Enhance productivity through daily reporting and workflow improvements by leveraging advanced data analytics tools for all monthly paid employees.	52	1,092
Failure Mode and Effects Analysis (FMEA)	The ability to proactively identify and mitigate design and process risks for both monthly and hourly paid employees.	144	1,152
Reliability	The ability to address evolving product failure mechanisms using data-driven analytical methods, specifically for R&D and Quality monthly paid employees.	176	9,152
Quality 101	Covers key quality modules to guide the achievement of superior product and process quality for Quality monthly and hourly paid employees.	58	1,460
Quality Awareness	Defines quality principles and the Company's quality vision/policy to foster a unified quality culture across all monthly and hourly paid employees.	22	18

RELIABILITY & 6 SIGMA DAY

As part of our in-house event, the Reliability & 6 Sigma Day, we share the work carried out on product reliability, quality and safety. We aim to ensure safe design and production by transferring new technical knowledge throughout the Company. By creating a product safety culture, we reduce product and service call rates. In the Reliability & 6 Sigma Day, teams discuss their progress in developing new reliability, safety and 6 Sigma methods and tools and we also invite experts from various fields to present and share their insights. During the 2025 Reliability & 6 Sigma Day, our teams implemented 46 Reliability and 978 Six Sigma projects.

OUR GOALS IN product quality and safety for the year 2026 are:

- **Develop the Zero-Defect Roadmap:** Embed a predictive and preventive mindset across the entire value chain—design, supplier management, testing and validation, production, and after-sales—eliminating potential defects before they occur or at their source and making product performance more predictable and sustainable.
- **Enhance Global Quality Performance:** Consistently elevate product performance in both MDAs (Major Domestic Appliances) and SDAs (Small Domestic Appliances), reducing customer complaints through increased reliability, harmonized practices, transparent performance tracking, and aligned standards throughout the portfolio.
- **Achieving Excellence in Perceived Quality:** Strengthen design integrity, material selection, craftsmanship, and visual/aesthetic standards to enhance the overall customer experience and reinforce perceived excellence as a sustainable competitive advantage in every market.
- **Accelerate Digital and AI-Driven Transformation:** Transform quality management processes through digitalization by leveraging advanced analytics and AI-enabled tools to strengthen decision-making, enhance root-cause analysis, and enable proactive, data-driven quality assurance across the organization.
- **Strengthening Supplier Quality and Global Alignment:** Advance supply chain assurance by enhancing supplier capabilities, applying robust selection and evaluation methodologies, improving component reliability, and maintaining unified standards across the global production network.
- **Developing Quality Culture and Organizational Competencies:** Foster organizational capabilities through targeted training, structured knowledge sharing, and continuous capability development—making excellence a shared responsibility embedded in daily operations.
- **Driving Excellence in Reliability and 6 Sigma Projects:** Accelerate global Reliability and Six Sigma initiatives with a strong focus on durability and lifecycle performance, enabling products to consistently exceed customer expectations.
- **Make Safety Our Most Recognizable Feature:** Position safety as the most recognizable feature of every product, setting a global benchmark for household protection and reinforcing trust in the brand.
- **Learn From Every Product, Every Day:** Establish a dynamic global feedback loop that converts field data, customer insights, and incident learnings into rapid improvements across current and future products.
- **Empower Our People as Safety Stewards:** Cultivate a culture where employees, partners, and suppliers take full ownership of product safety, speak up with confidence, challenge assumptions, and eliminate risks at their source.

Product Safety Management

We give utmost priority to product safety in all processes including supply, design, production, storage, shipment, installation and after-sales service. We comply with all applicable product-related directives, regulations and standards of each country and region where we conduct business. We take international product safety standards and our Product Safety Design Criteria as the basis for product safety. We also closely monitor the work of the International Electrotechnical Committee and the European Committee for Standardization/European Committee for Electrotechnical Standardization, including the technical committees and working groups that study safety standards. Our team of product safety experts contributes to these committees to enhance safety standards requirements.

We test our products and their components according to global standards and our Component/Test Instructions. With the developed forced failure tests, we check whether the components fail safely. We also take a step further and evaluate possible risks of our products with Failure Mode and Effects Analysis (FMEA) studies and eliminate them at the design phase.

We conduct risk assessments in accordance with regional and international standards and regulations, while systematically monitoring identified risks and corrective actions.

Product safety risk evaluations are updated and followed by the established Product Safety Risk Committee periodically every two weeks. The Product Safety Risk Committee conducts necessary reports to the Risk Management Committee before the Board of Directors and C-Level. The Head of Enterprise Risk and Insurance, Legal, Product Safety, Global After-Sales and Global Communication are the members that make up the Committee.

We ensure continuous improvement and continuity in product safety through routine internal products and process audits carried out by our Central Product Safety Department. We emphasize the importance of product safety by providing product safety training to our suppliers and each employee, improving their technical and behavioral competencies. 239 employees have completed product safety training courses involving a total of 1,088 person*hours in the reporting year.

For further information on all channels through which feedback is collected from customers regarding health and safety matters arising before, during, or after the use of our products or services, please refer to the Customer Feedback Management section of the Report.

RECALL

We define a product quality incident as any event in which the quality, safety or compliance of a product is found to deviate from specifications or stakeholder expectations. This includes defects or deviations from technical specifications, failed inspections or out-of-spec quality control results, regulatory or safety findings related to product compliance, and customer complaints concerning product performance, safety or compliance. Such events may escalate into a voluntary or mandatory product recall when the issue poses a risk to consumers, violates applicable regulations, or cannot be addressed through routine internal quality controls. All product quality incidents are systematically recorded, investigated through structured root-cause analysis, and resolved through corresponding corrective and preventive actions, with oversight by the Product Safety Risk Committee where product safety risks are involved.

The health and safety of our customers are among our top priorities. For this reason, when a recall is required, we make announcements to our consumers using the most effective communication channels in accordance with local legislation. In order to eliminate customers' concerns over product safety, we publish product safety alerts on our website and provide free call center services for recalls. Appropriate action is taken based on complaints received or issues identified

through these channels. Our recall procedure is based on approaches of PAS 7100 which have been endorsed by the Office of Product Safety and Standards (OPSS).

We have identified a potential safety issue affecting a limited number of Beko-branded gas hobs. This issue involves a possible gas leakage caused by an inadequate sealing between the main gas pipe and the gas tap in certain models produced between 1 August 2024 and 31 October 2024 that could lead to poisonings or explosions. Affected markets were Poland, Romania, Italy and Russia. The issue stems from a component supplied by a third party. It was determined that the holes in the main gas pipe had collapsed, were not in the correct shape, and exhibited size variations, causing gas leakage between the gas tap and the main gas pipe. An official recall was issued, warning consumers to stop using the products immediately. Partners were reached out and asked to immediately halt the sales of affected models. Production at the supplier was stopped and all warehouse stocks were blocked. Products in consumers' homes were replaced with new ones. A total of 2,583 units were recalled in this recall. The problem was resolved with a series of improvements in the production process and an improved control system.

➤ For further information, please refer to our [Product Safety Policy](#).

CUSTOMER AND CONSUMER EXPERIENCE

We identify our customers’ and consumers’ needs, requirements, and expectations by better understanding their sensibilities and values to meet them in the future. Our objective is to improve customer and consumer satisfaction and service capabilities to differentiate ourselves from our competitors and drive growth and success in our business.

Dealers and Retail Stores

We place a great deal of importance on our B2B customers and our connection with them, as they are the direct contact points with consumers. Thus, sustainability at dealer stores is crucial. Our focus points are to increase digitalization, ensure alignment with our quality standards, maximize consumer satisfaction, and emphasize storytelling about our brands’ strategies.

We have also established partnerships with our strategic retailers to enhance cooperation in line with our ESG priorities such as increasing sales of energy-efficient appliances. With a wide range of development programs, we provide online and face-to-face training for our dealers to always keep their knowledge up to date. We carry out automation and digitalization projects to increase their work efficiency; we carry out communication and research studies to understand their expectations and satisfaction, and we develop projects to increase their satisfaction continuously with surveys.

In addition to these activities, dealers and retail stores are regularly audited by internal and external auditors to ensure they meet Arçelik’ quality requirements.

Nearly 3,000 dealers with different concepts are located throughout Türkiye as of the end of 2025. In addition, we collaborate with more than 79,000 retailers and retail chains in different locations around the world. We also have concept stores that enable customers to experience the products with digital tools.

RETAIL ACADEMY

Retail Academy offers further development programs for dealers located in Türkiye to expand their knowledge and learn new skills and abilities. In the reporting period, we reached 8,336 participants through in-person and e-learning courses while 22,640 person*hours of training were provided.

AUDITING

DiDe has been designed as a digital audit system for dealers. Dealers located in Türkiye have filled out a questionnaire monthly, which is graded by the system and checked by auditors. The grade is then finalized by Audit Specialists and necessary improvement actions are taken based on the results.

FiDe (Physical Audit) is an audit system conducted physically. Audit specialists visit our dealers, complete the questionnaire with relevant photos, and upload it to the system. Each physical visit has a corresponding report and email. The audit specialists who conduct the physical audits and those who evaluate the questionnaire completed by our authorized dealers are the same individuals, and they provide services to our company as third-party service providers.

After-Sales Services

Our after-sales services aim to provide consumers with the best quality standards in repair, transportation, installation, inspection, information support, discovery, product exchange, and maintenance, accordingly, providing service with more than 7,100 authorized services in 59 countries. We also provide customer support via different communication channels such as telephones, e-mails, chatbots, messaging apps, websites, fax, self-services, and social media accounts

TECHNICAL TRAINING

Our objective is to offer comprehensive technical details to our after-sales service providers worldwide for all our products. Training programs have configured more technically competent technicians in the field to fix our products during the product’s lifecycle. More than 28,300 technicians and technical service employees from 49 coun-

tries have undertaken physical training and e-learning courses while 506,417 person*hours of training were provided in 2025. In addition to basic training, there are technical videos which can be used by field technicians while repairing the products.

AUDITING

Authorized technical services are regularly audited to ensure compliance with defined quality standards and to maintain a high level of customer satisfaction. The audit framework enables systematic monitoring of repair quality, service performance, and customer feedback, supporting continuous improvement across the service network. Furthermore, the digitalization of audit processes is prioritized to enhance operational efficiency while reducing paper usage and overall resource consumption.

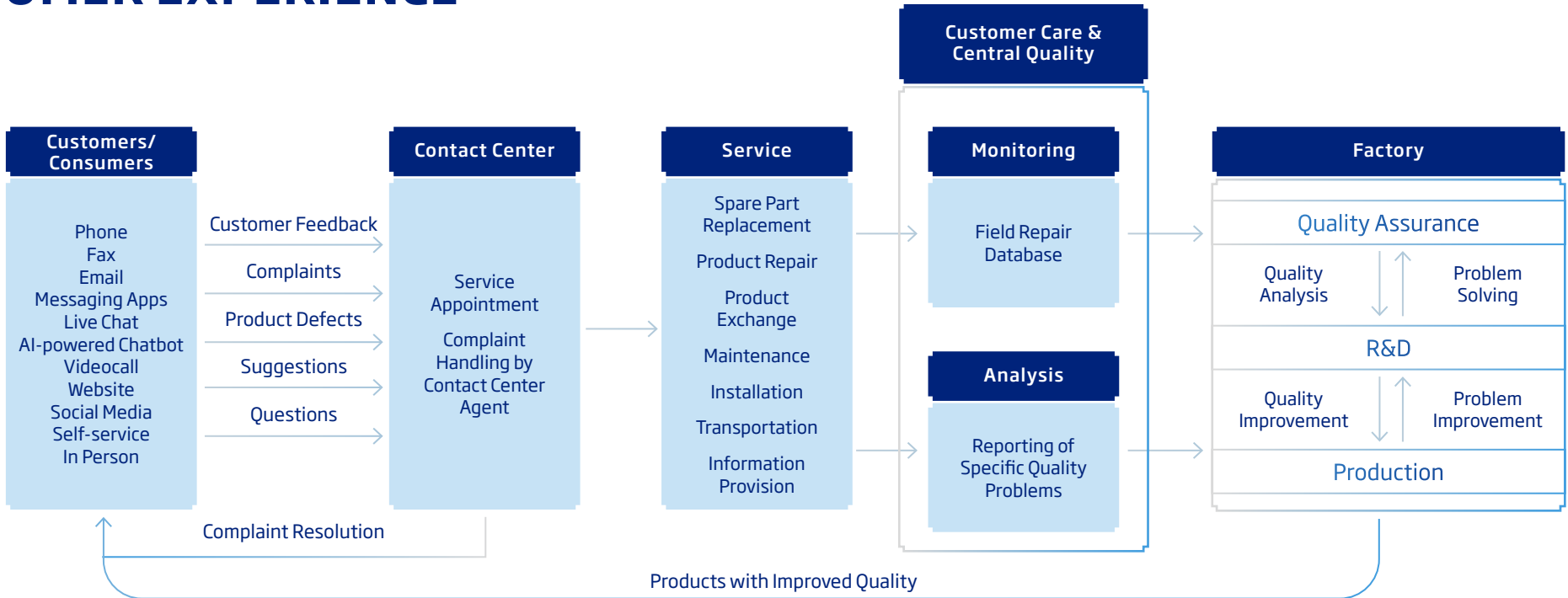
AI-POWERED TECHNICIAN COACH

Arçelik has implemented an AI-powered Technician Coach, a digital support assistant that enables authorized service technicians to quickly access relevant information from service documents, technical bulletins, and user manuals. By guiding technicians to the most appropriate resources, the system improves repair efficiency, ensures consistent service quality, and enhances customer satisfaction.

CUSTOMER AND CONSUMER EXPERIENCE

ACCESSIBILITY AND INCLUSIVE CUSTOMER SERVICE INITIATIVES

Arçelik continues to evaluate opportunities to enhance accessibility for elderly and disabled customers across different markets. In Türkiye, our hearing-impaired customers can benefit from our WhatsApp bot and live support channels. For selected models within our refrigerator, built-in oven, washing machine, dishwasher, and television product groups, additional features have been introduced to help visually impaired customers use our products more easily. These include Braille labeling and voice guidance functions that can be integrated into the products. Product adaptation is carried out free of charge by our authorized service network. In the United Kingdom, accessibility is supported through features such as accessible website functionalities and written communication channels that better serve hearing-impaired customers. In addition, customers who prefer or require face-to-face interaction can receive support through in-house service points and exclusive authorized service networks. At this stage, while these practices have not yet been standardized on a global scale, they are available in different forms depending on the market. As part of our ongoing efforts to enhance customer experience, further improvements and more structured approaches are being evaluated.



CUSTOMER FEEDBACK MANAGEMENT

We are committed to delivering superior service and product quality to our customers worldwide. This commitment forms part of our sustainable practices by enabling us to effectively address customer needs and continuously enhance the quality and performance of our products. Our customer satisfaction system is built on key pillars of product quality, customer engagement, quality monitoring, and continuous product improvement.

This system allows us to respond swiftly to feedback and integrate improvements, helping us build stronger relationships with our customers and foster a more sustainable product lifecycle. In the event of a material quality issue arising from a product failure, a structured process is implemented in accordance with the Company's procedures to ensure root cause analysis, the implementation of corrective actions, and the provision of customer support where required.

➤ For further information, please refer to the [Product Quality and Safety](#) section of the Report.

Contacting Customers/Consumers: To provide a seamless experience, we offer multiple channels for customers to reach us, including phone, fax, email, messaging apps, live chat, AI-powered chatbot, video call, social media, website, self-service, and face-to-face interaction, depending on the market. For connected products, customers can also submit requests through the HomeWhiz application. This diversity of channels ensures accessibility for all customers, making it easy for them to share feedback, ask questions, and report any product issues. Our Contact Center is at the frontline of these interactions, playing a critical role in handling customer input – including complaints, product defect reports, suggestions, and



THE AGENTIC AI CONTACT CENTER

In Türkiye, since launch, the AI-powered Agent Bilge has managed over 1,5 million customer interactions. In addition to installation requests, the system now handles calls from customers with active service requests and those in the product exchange process. As of February, repair-related calls have also been included in the scope. The AI analyzes the customer’s issue, shares possible causes and solution guidance, provides the “Beraber Çözelim” self-service link, or creates a service appointment based on customer preference. The system currently supports up to 100 concurrent calls and ensures seamless customer experience by smoothly transferring calls to live representatives if requested.

general inquiries. Agents are trained to manage each interaction efficiently by scheduling service appointments, addressing complaints, or escalating issues when necessary. This first point of contact is essential for maintaining customer trust and ensuring timely resolution. While our primary approach is to resolve customer requests through remote channels, given the advantages in speed, convenience, and traceability, face-to-face support is also available through exclusive authorized service partners and company-operated in-house service centers. For in-person requests, cases are logged at authorized service centers, stores, or similar points where the customer submits the request. In-person service is particularly relevant for certain product groups and markets: in Türkiye, customers may visit authorized service points for small domestic appliances and cash registers, while in Pakistan and Bangladesh, customers may bring TVs directly to service points. Walk-in customers are welcomed, their service requests are registered on-site, and the necessary processes are initiated accordingly.

Providing Service Solutions: Once customer feedback has been processed, our Service Team manages customer complaints across all markets through structured processes covering registration, tracking, resolution, and follow-up. When a complaint is received, customers are informed that their request has been successfully registered, typically through automated notifications such as SMS. Particularly in Türkiye and European

markets, customers can monitor the status of their requests, perform actions such as scheduling or rescheduling appointments, and leave notes for the service team; they are also given visibility into next steps and expected timelines. Complaint handling processes are defined with clear rules for classification, prioritization, escalation, and resolution. While formal certifications such as ISO 10002 are currently available in selected markets, such as Türkiye, similar principles are applied more broadly across all operations, including outsourced call center partners, ensuring a consistent and structured approach. The solutions provided by our service teams may vary depending on the nature of the issue and can include spare part replacements, product repairs, maintenance, installation, transportation, information provision, or product exchanges. By responding to these needs promptly, we not only enhance customer satisfaction but also contribute to sustainable product usage by maximizing repair options and reducing waste. In addition, we offer our customers extended warranties and complementary product sales opportunities.

Monitoring Quality Data and Analyzing Specific Quality Problems: Customer care doesn’t end at service delivery. Our Customer Care & Central Quality teams continuously monitor product performance data through a Field Repair Database. This monitoring phase is essential for identifying trends in product issues, understanding the root causes, and proactively addressing

potential quality concerns. In addition to monitoring field data, we conduct in-depth analysis of specific quality problems reported by technicians. Through detailed reporting, we identify recurring issues and prioritize them for action. This data-driven approach enables us to focus on the most impactful quality improvements, optimizing our products based on real customer experience and insights. As the highest-ranking individual responsible, the Chief Sustainability, Quality & Customer Care Officer ensures that these activities take place and that insights from monitoring and analysis directly shape our approach to quality management and product improvement.

Factory Quality Assurance, R&D and Production: Our Factory operations encompassing Quality Assurance, R&D, and Production, take insights gathered from customer feedback and incorporate them into our production processes. Quality Assurance teams perform thorough quality analysis, identify problem areas, and work on solutions in collaboration with R&D. Together, these departments strive for continuous Quality Improvement and Product Improvement, ensuring that the products we manufacture are aligned with the high standards our customers expect. The data gathered from customer complaints and service data are fed into our quality improvement process, leading to “Products with Improved Quality”. This approach not only enhances our customers’ experience but also contributes to sustainable practices by improving the longevity and reliability of our products.

CUSTOMER AND CONSUMER EXPERIENCE

Satisfaction and Communication Activities

CUSTOMER

Voice of Field Project

The Voice of the Field project, which is executed twice a year and each lasting for one-month period, enables us to obtain experience-oriented feedback and suggestions from our dealers, service employees, and promoters, who are directly in contact with our customers. Within the framework of this project, focus group studies and surveys are conducted for subjects requiring more details

Koç Holding Dealer Satisfaction Survey

The Koç Holding Dealer Satisfaction survey was conducted to collect feedback from our dealers. In 2025, a total of 1,853 dealers were contacted for the survey resulting in 92% coverage and our average customer satisfaction score was recorded as 86.

Consumer Experience Measurement Activities

As part of our commitment to delivering superior consumer experience and ensuring the sustainability of our products, we conduct structured evaluations of consumer satisfaction. These evaluations are built around two critical metrics: Net Promoter Score (NPS) and Consumer Satisfaction Score (CSAT).

Net Promoter Score (NPS):

The NPS metric provides a clear measure of consumer loyalty by gauging the likelihood of consumers recommending our products or services to others. Our NPS study is conducted once a year and includes a benchmarking analysis with competitors, managed in collaboration with an external research firm. This ensures a robust and unbiased assessment of our market position and consumer loyalty trends, enabling us to make informed strategic decisions.

Consumer Satisfaction Score (CSAT):

CSAT captures immediate feedback from consumers on their satisfaction with specific interactions, such as service appointments, product repairs, or purchases. To gain comprehensive insights into consumer experiences and preferences, CSAT studies are conducted across multiple channels, collecting feedback from diverse touchpoints. This multi-channel approach allows us to identify specific areas for improvement and tailor our actions to meet consumer needs effectively.

Data-Driven Continuous Improvements:

The results of our NPS and CSAT studies serve as the foundation for actionable improvement plans. These plans focus on enhancing consumer satisfaction and product reliability while ensuring sustainable practices. By integrating these insights into our operations, we strive to exceed consumer expectations and contribute to a more sustainable future.

Voice of Consumer Initiative

The initiative measures consumer experience at 25 transaction points via surveys. Additionally, alert systems for negative consumer feedback allow the relevant departments to take quick actions following the research and thus, close the loop.

Tracking Research Studies

Dealer non-buyer surveys, conducted every two quarters, help us understand the reasons behind consumers’ non-purchase decisions.

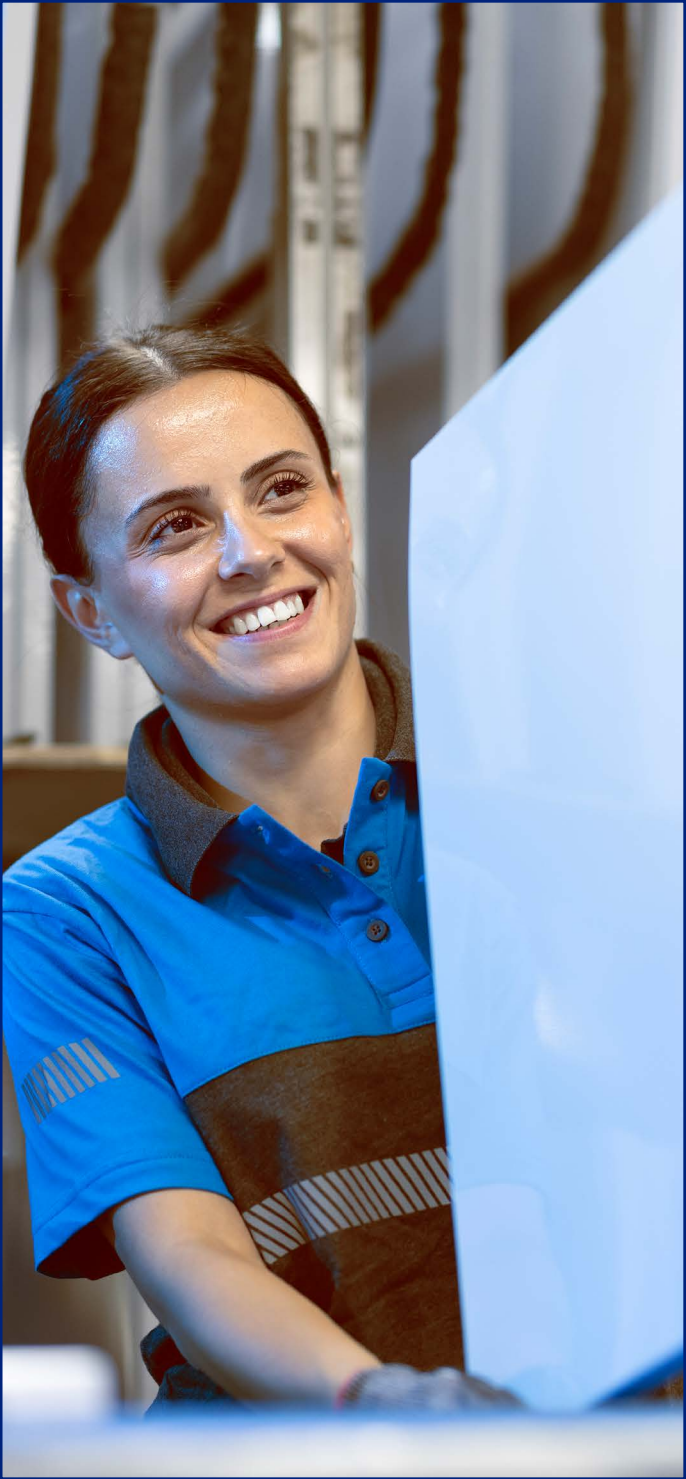
Consumer Journey Mapping Project

Consumer journey mapping projects have been initiated across various countries and product categories to enhance consumer experience by understanding and optimizing every interaction to meet consumer needs. These projects aim to identify opportunities for improvement and have already resulted in several actionable development items in the short term. With the expansion of similar initiatives to new countries and brands, these efforts are expected to drive increased consumer satisfaction, loyalty, and advocacy in the medium and long term.

Digital User Manual Transformation

To enhance the user manual experience, it is important to tailor it to the needs and preferences of the consumer. The content should be clear, detailed, and easily accessible, especially for self-assembling consumers and those seeking post-purchase information. In this context, the Company has simplified printed product manuals to include only essential usage information, while providing detailed content through online channels. Through this approach, the number of pages in printed manuals has been reduced, contributing to lower paper consumption and the mitigation of associated environmental impacts.

CONSUMER



User Experience

We seek to satisfy our customers and consumers by providing products and services of the highest quality and standards. We strive to become a beacon of reliability, continuity, and respectability for all customers. To deliver user experiences that meet consumer and customer needs, we have conducted three main projects as follows.

THE KITCHEN

The Kitchen, based in Cooking Appliances Plant in Bolu Türkiye, serves as a user experience location with a range of selected Arçelik, Beko, and Grundig-branded products. This means customers can offer feedback and gain insights into our products by having cooking experience, reviewing product performance and studying recipes, which then serve as input for new products and ideas. Regarding our sustainability strategy, the Kitchen also supports healthy cooking practices, local farmers, and a near zero waste management approach.

WHERE DIGITAL MEETS PHYSICAL RETAIL

Our company has adopted an innovative strategy that seamlessly integrates digital and physical retail experiences. The Online Expert is a digital assistant that acts as the first point of contact for consumers who explore our flagship stores virtually via their online devices. This solution effectively bridges the gap for customers who are unable to visit physical stores, offering a more personalized and interactive experience that enables them to engage with our products and services from the comfort of their own homes.

In addition, our collaboration with leading universities and initiatives such as workshops, flagship store visits, and C-level meetings demonstrate our commitment not only to technological advancement but also to engaging with younger generations and staying closely connected to emerging trends. The reverse mentoring approach we embrace ensures that we remain aligned with evolving consumer expectations and insights.

FUTURESCAPE

We are dedicated to blending innovative home solutions with environmental responsibility through our FutureScape Process, a strategic tool that guides product development and communication. Our approach is insight-driven, leveraging market analytics, consumer feedback, and technological trends to create products that not only meet but anticipate consumer needs. This process fosters collaboration across product development teams, enabling the creation of innovative and environmentally conscious roadmap with a long-term perspective of up to five years. The outcome is a comprehensive strategic and operational roadmap that delivers cutting-edge products and sustainable brand narratives.



Integrating effective supply chain management is essential to manage environmental, social, and governance related impacts, risks, and dependencies along with business perspective. As a company with a supplier network worldwide, our commitment is to integrate environmental, social, and governance metrics in our approach to the entire value chain. In this regard, we adopt a proactive approach to managing relationships with our suppliers, carefully assessing risks related to its supply chain, including potential disruptions or sustainability challenges. We prioritize long-term, mutually beneficial partnerships that support our sustainability objectives and mitigate supply chain risks.

We have a dynamic purchasing structure with purchasing offices in 13 different countries and more than 300 employees. With approximately 2,600 Tier-1 material suppliers from over 45 different countries, our total purchasing volume reached over EUR 5 billion in 2025. While purchases in Türkiye make up 28.61%, we contribute to local development with purchasing activities at countries in Asia, 40.17%; countries in Europe 21.63%; South Africa 4.36%; and countries in the Middle East 2.80%; and countries in America 2.42%.

Raw material purchases constitute the largest part of our total purchasing volume. In 2025, raw material purchase rates were 46.57% polymers, 43.56% sheet material, 4.48% copper, and 5.4% aluminum.

When metal and plastic materials, the main inputs of home appliance production, are evaluated together with the raw material purchases made by us and our suppliers. Prices of component groups that require intensive use of raw materials are also affected by the price of raw materials.

➤ For further information, you can refer to [Annex 10. Supplier Performance Indicators.](#)

Arçelik Global Responsible Purchasing Policy

The Arçelik Global Responsible Purchasing Policy includes principles for suppliers to agree, such as compliance with the laws and regulations and Arçelik’s values in terms of environment, social and governance issues. The outline of the Policy covers several critical sub-issues including but not limited to environmental protection, human rights, bribery and corruption.

Our company has a strict policy prohibiting human trafficking, forced or compulsory labor, and child labor also covering our suppliers. We have committed to ensuring that our suppliers act in accordance with the International Labor Organization Declaration on Fundamental Principles and Rights at Work, the United Nations Universal Declaration of Human Rights, the United Nations Global Compact, and the United Nations Guiding Principles on Business and Human Rights.

Accepting and complying with our Global Responsible Purchasing Policy is a contractual obligation. Therefore, all our targeted suppliers have contracts that include clauses on environmental, labor, and human rights requirements. In case of repeated serious violations of this Policy, the Company reserves the right to terminate the contract with its suppliers. Our stakeholders can inform us about suspicious behavior or supplier violations of business ethics via our website ([www.ethicsline.net](#)), or the telephone numbers dedicated specifically to countries, which can be found from [www.ethicsline.net](#) through “Raise a Concern by Phone” tab. The Company undertakes to handle all notifications about suspicious behavior and violations confidentially and protect those who provide such notifications, and we do not tolerate retaliation.

➤ For further information, please refer to [Arçelik Global Code of Conduct, Arçelik Global Whistleblowing Policy and Arçelik Global Human Rights Policy](#) which include our commitments to maintain the ethical standards with our stakeholders including our suppliers.

➤ For further information, please refer also to [Arçelik Global Human Rights Due Diligence Process](#) for the measures and remediation for human rights impacts.



OUR SUPPLIER SUSTAINABILITY TARGETS

We believe that the suppliers we work with should, as a minimum, have established ISO 14001 Environmental Management Systems. In this regard, having or initiating at least the application process for an ISO 14001 Environmental Management Systems certificate has become a prerequisite from 2023 going forward for both existing and new suppliers*. Suppliers are encouraged to build on top of these systems to increase their positive impact. Therefore, for the Tier 1 material and OEM suppliers within 90% purchasing volume, our 2030 targets are listed below:

- Ensure our suppliers use 100% green electricity,
- Ensure our suppliers set their own targets on emissions,
- Ensure our suppliers set their own targets on water,
- Ensure suppliers exceeding 500 TOE obtain the ISO 50001 certificate. This green transition will be a significant step to decarbonize our value chain as well as our industry.

*90% of purchasing volume of Tier-1 material and OEM and new suppliers.

➤ For the details of the targets regarding suppliers, please refer to the [Sustainability Targets](#) section of the Report.

In addition to our environmental goals, we continue to conduct and will maintain business ethics audits to our suppliers to ensure that human rights practices are applied to our suppliers' employees. To support the successful implementation of the Company's supplier ESG strategy as a KPI is integrated into the annual performance evaluation scorecards of relevant employees, including C and D-level executives, with links to their annual compensation and bonuses as incentives.

➤ For the details of annual performance evaluation scorecards, please refer to the [Compensation and Reward Structure](#) of the Report.

SUPPLIER ESG PROGRAM

The Supplier ESG Program is a procedure designed to ensure ESG strategies are embedded into supplier selection and evaluation criteria to identify material risks and impacts, ensuring that supplier business practices are in line with the Arçelik Global Responsible Purchasing Policy.

The Board of Directors is responsible for the oversight of the implementation of the Supplier ESG Program. The focus is on both local and international material and product (OEM) suppliers, covering key areas including Environmental Management, Energy Management, Conflict Minerals Management, Human Rights and Ethics.

We conduct a comprehensive Supplier ESG Assessment Process to ensure that the business practices of our suppliers are in line with the Global Responsible Purchasing Policy. The Supplier ESG Assessment Process for significant suppliers consists of desktop assessment of suppliers via an online survey, on-site assessment of suppliers by our supplier development team employees and on-site or online business ethics assessment of suppliers by an accredited third-party auditor firm. We require full compliance with our Global Responsible Purchasing Policy in these assessments and terminate contracts with any supplier in cases where child labor, forced labor, discrimination, bribery, or incidences of corruption are detected. We may request the removal of any employee or terminate cooperation with a supplier upon finding them acting illegally.

➤ For information regarding relevant key performance indicators, please refer to [Annex 10. Supplier Performance Indicators](#).

SUPPLIER SELECTION CRITERIA

In the supplier selection process, all new potential suppliers are assessed by a limited survey that covers quality, environment and business ethics aspects. When awarding contracts to existing significant suppliers, quality, timely delivery and ESG score are determined based on the Supplier Sustainability Index.

Based on the methodology explained in detail in the Supplier ESG Program, a minimum of 20% of ESG score is weighted in the final score of the supplier to be selected for the contract.

SUPPLIER SCREENING PROCESS

In order to have a comprehensive understanding of the supply chain risks and dependencies from an ESG and business perspective, Arçelik carries out a screening process as defined in the Supplier ESG Program to better manage the related risks. In the supplier screening process, several risk factors such as the country-specific risks, sector specific risks, and commodity specific risks, as well as the dependence on the supplier and the potential ESG risks of the supplier, are considered.

In determining significant suppliers for the company, business relevance aspects such as the purchasing volume, dependence on the supplier in terms of sourcing critical components or in terms of being a non-substitutable supplier are combined with potential ESG risks of the supplier based on environmental risks, social risk and governance risks.

Risk Factors	Details
Country-Specific	The macroeconomic, legislative, political and social risks related to specific countries are considered, including the corruption index levels. It is also important to look at country specific risks from a globalization/localization perspective. Countries such as Türkiye, China, Pakistan are among countries deemed as risks within country specific risks in terms of macroeconomic, political and social risks.
Sector-Specific	Plastic processing and metal processing sectors are two significant sectors for the Company which have the potential to be risky in terms of environmental and social impact as well as from quality impact.
Component-Specific	Electronic cards and compressors are significantly important components for our business. The dependency on the suppliers of these components is considered from purchasing volume, quality, timely delivery, environmental and social risks such as conflict minerals risk in terms of 3TG metals.
Environmental	We set a prerequisite about ISO 14001 which is the first evaluation criteria in terms of environmental perspective. We also evaluate potential environmental risks based on the process of the supplier and suppliers that have the potential to have a more harmful environmental impact are given a different risk level and prioritization for environmental impact data collection.
Social & Governance	Child labor, forced labor, corruption are among the risks for which we have zero tolerance. Suppliers which operate in countries with high corruption risk, lack of clear rules for child and forced labor as well as lack of industrial unionization are deemed as risky in terms of social risks. Priority is given to these suppliers in business ethics audits.

SUPPLIER SUSTAINABILITY INDEX

We have an in-house Supplier Sustainability Index project developed under the Supplier ESG Program. The project has been initiated with Tier-1 material and product (OEM) suppliers. We continued to include our significant Tier 2 material suppliers for the assessment. However, unless otherwise stated, all relevant targets and KPIs belong to the Tier-1 material suppliers and OEM suppliers.

A dedicated in-house team in the Purchasing, Small Domestic Appliances, and Product Sourcing Departments works on this project in collaboration with the relevant teams. We have also partnered with an independent accredited audit firm to help us carry out this project. The firm provides us with the supplier data monitoring software platform and works in close collaboration with the purchasing team to reach out to the suppliers and act as an advisor for questions raised by the suppliers.

The ESG related risks and business relevance to determine significant suppliers which will be given priority in the assessment process. As defined in the “Supplier Screening” section, we define significant suppliers considering business relevance in terms of high purchasing volume, critical components provided or being non substitutable combined with potential ESG risks of the suppliers.

Identifying and assessing significant suppliers is crucial for enhancing supply chain resilience, since understanding their ESG practices is key to mitigating reputational and compliance risks.

➤ For further information regarding the scoring methodology and in-house and third-party assessment processes, please refer to the [Supplier Assessment Findings](#) section of the Report.

SUPPLIER SUSTAINABILITY INDEX

Survey

Qualitative and quantitative ESG data are collected yearly through a comprehensive online survey prepared in line with GRI Sustainability Reporting Standards, and verification is provided by the third-party independent accredited audit firm based on evidence of the suppliers. Suppliers that do not fill out the supporting documentation or the data requirements do not get any points from the relevant questions. We assess the suppliers based on the data provided to understand their level of maturity in terms of ESG integration into their business based on our internal assessment.

The aim is to understand our suppliers’ ESG-related risks and opportunities by collecting and analyzing their data. Our main intention is to enable Scope 3 emissions reduction in the value chain.

It is important to emphasize our rationale behind this effort. Having committed to Net-Zero 2050 targets within the entire value chain, supply chain decarbonization is critical. We would also like to understand the environmental impact from a more general perspective of our supply chain. Therefore, we have started to increase our collaboration with our suppliers to improve their environmental performance.

➤ For further information regarding the qualitative and quantitative ESG data required in the questionnaire, you can refer to [Arçelik Supplier ESG Program](#).

➤ For further information regarding capacity building in this regard, please refer to the [Supplier Development Programs](#) section of the Report.

Business Ethics Audit

A comprehensive on-site or online audit covering ESG topics aligned with Business Social Compliance Initiative (BSCI) and the Suppliers Ethical Data Exchange (SEDEX), and Responsible Business Alliance (RBA) is carried out by the independent accredited third-party auditor with relevant certificates. Within the scope, the compliance of our suppliers with Arçelik Global Responsible Purchasing Policy is assessed, which includes the Company’s expectations for legal practices, working conditions, ethical rules, occupational health and safety, and the environment.

The aim is to help identify potential risks, promote transparency, and foster responsible business conduct across the upstream value chain with a focus on understanding suppliers’ employees’ perspectives and properly guiding the process. The engagement with our suppliers’ employees is yearly carried out through a credible third party and occurs at key stages, with the frequency and type of engagement varying based on the situation. Additionally, each supplier undergoes an ethical audit every three years, and if they have not been audited in the last three years, they will be included in the audit schedule for that year. To optimize efficiency, suppliers that have successfully completed globally recognized audits—such as BSCI or Sedex 4-Pillar—within the last one year are exempted from our audit process.

➤ For further information regarding the details of the business ethics audits, you can refer to [Arçelik Supplier ESG Program](#).

PERFORMANCE ASSESSMENT AND CORRECTIVE ACTION PLAN

The results of both assessments (survey and business ethics audit) mentioned above are combined to scale the performance of the suppliers as high, medium, or low risk (acceptable, good, and excellent). If any findings constitute a potential risk, as a mitigation measure, we send corrective action plans to suppliers. As defined in the Supplier ESG Program, suppliers are given a certain period to improve and work on an action plan to address the non-conformities. If High and Middle Risk suppliers fail to improve their scores to an Acceptable risk level within 10 months of the plan’s launch, the Company reserves the right to terminate the contract with the supplier.

COMMITMENT LETTER

Since 2021, we have been engaging with our suppliers to encourage them to set their own environmental sustainability related targets by circulating a letter (herein referred to as the “Commitment Letter”) to our suppliers also explaining our sustainability strategy, our sustainability credentials and our Science Based Targets as well as the 2030 environmental targets. The Commitment letter was signed by Arçelik’s Chief Executive Officer, Chief Purchasing, Supply Chain and Digital Officer, Chief Sustainability, Quality, and Customer Care Officer, Purchasing Executive Director, Small Domestic Appliances Executive Director, and Product Sourcing Executive Director. We have been asking our suppliers to sign the Commitment Letter, and to commit to setting their own targets to reduce GHG emissions, reduce water withdrawal, reduce waste and increase energy efficiency. We also have a requirement that suppliers share these targets publicly on their websites and in their sustainability reports and report on progress in the same way we do. A total of 222 suppliers have signed the Commitment Letter while 149 suppliers set long-term GHG emission/water/waste/energy related targets as of the end of 2025.

We will continue to monitor their progress. We want to transform our supply chain together and minimize the impact of the operations on the upstream value chain. Therefore, it is important that we help and guide our suppliers to set environmental targets, measure their progress, and reduce their impact.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

EVALUATION OF SUPPLIER PERFORMANCE

We have practices in place to ensure that we do not contribute to negative impacts, and we address any severe human rights issues in our upstream value chain efficiently. Resources are allocated to effectively manage these risks and maintain our commitment to ethical labor practices.

We also assess the environmental dependencies and impacts of our suppliers by considering both climate and water security factors.

This includes evaluating suppliers in sectors with significant environmental impacts and those located in regions more vulnerable to climate change. Water security is also a key factor, with a particular focus on suppliers facing high water risks or operating in regions with scarce water resources. Additionally, we ensure that our suppliers comply with relevant environmental standards and regulations.

The table below summarizes the overall supplier ESG assessment process and findings:

Supplier Sustainability Index Scores and Progress in 2025

217 unique suppliers scored **65+** (Good or Excellent)

177 unique suppliers with sustained year-over-year progress

➤ For further information, please refer to [Annex 10. Supplier Performance Indicators.](#)

Supplier Sustainability Index Outputs in 2025 Tier-1 and Tier-2 material and OEM suppliers		
Screening Based on business relevance and ESG impacts within value chain risks	717 unique Tier 1 and OEM suppliers 296 unique Tier 2 suppliers	89% of our purchasing volume of Tier 1 and OEM suppliers
Supplier Sustainability Index Based on ESG Survey and/or Business Ethics Audits	354 unique Tier 1 and OEM suppliers 242 unique Tier 2 suppliers	55% of our purchasing volume of Tier 1 and OEM suppliers
Substantial Potential/Actual Negative Impacts Based on middle and high risks suppliers	77 unique Tier 1 and OEM suppliers 1 unique Tier 2 suppliers	11% of our purchasing volume of our Tier 1 and OEM suppliers
Corrective Action Plan Suppliers we agreed to work on corrective action plan	100%	



No actual cases of child labor forced labor, violation of freedom association rights, discrimination, bribery, or corruption were detected during business ethics audits to our suppliers. No contracts have been terminated for Tier-1 material and OEM suppliers within the scope of the Supplier Sustainability Index Program in 2025. During the year, a total of 65.5% of the non-conformities were improved.

The table reflects findings and mitigation actions identified during the reporting year through our business ethics audit program, based on audits conducted by the independent auditor.:

Main Category	Topic Details	Non-Conformities	Improved*	Open	Mitigation actions taken
Forced Labor	• Policy & procedure documentation • Employment terms communication • Worker rights awareness	14	11	3	• Anti-forced labor policy formalized • Employment terms communicated in native language pre-hire • Personal document retention practices reviewed • Worker freedom of movement ensured
Child Labor and Young Workers	• Employment eligibility verification • Young worker protection measures	19	13	6	• Disability employment quota compliance verified • Age verification process strengthened • Young worker schedule controls implemented
Operating Hours and Fees	• Working hour tracking & limits • Rest day compliance • Wage & payment documentation	94	70	24	• Time tracking system digitized • 60-hour weekly limit monitoring established • Weekly rest day compliance verified • Wage calculation accuracy improved • Pay slip distribution standardized • Payroll-declaration alignment confirmed • Disciplinary deduction policy clarified
Discrimination	• Fair treatment policy • Disciplinary process standards • Equal opportunity practices	24	19	5	• Fair treatment policy established • Anti-harassment controls implemented • Disciplinary process with employee defense rights formalized • Anti-discrimination policy published • Equal opportunity monitoring system deployed
Freedom to Form Unions	• Worker representation rights • Collective bargaining practices	5	4	1	• Union membership freedom policy communicated • Equal treatment for union members ensured • Collective bargaining rights respected • Non-retaliation for union activities confirmed
Occupational Health and Safety	• Risk assessment & controls • Training & competency • Emergency preparedness • Workplace conditions • Health monitoring	348	208	140	• Comprehensive risk assessments completed • OHS competency assignments formalized • PPE inventory management implemented • Workplace hazards remediated • Equipment periodic inspections up to date • Emergency response plans & drills documented • Fire detection systems maintained • First aid resources and responders verified • Health monitoring programs established • Chemical/physical exposure controls enhanced • Food and water safety programs implemented
Environment	• Permit & reporting compliance • Waste & chemical management • Resource consumption tracking • GHG emission calculation	255	172	83	• Environmental permits and reporting completed • Waste management program enhanced • Hazardous waste handling procedures upgraded • Chemical storage and labeling improved • RoHS/REACH compliance verification strengthened • Water consumption monitoring established • Scope 1&2 GHG calculation methodology implemented • Energy efficiency targets set and tracked • Environmental emergency response drills conducted
Ethics Policy and Management Systems	• Anti-corruption measures • Whistleblower mechanism • ESG management systems • Supplier sustainability	333	218	115	• Anti-bribery/corruption policy published • Information integrity controls established • Confidential whistleblower mechanism deployed • Conflict minerals due diligence program launched • Data protection measures implemented • ESG management systems formalized • Risk assessment framework expanded • Management reviews and internal audits scheduled • Measurable improvement targets established • Supplier sustainability assessment process enhanced
Total		1,092	715	377	

* follow-up audits and CAPA management system

SUPPLIER DEVELOPMENT PROGRAMS

Working With Suppliers to Improve Non-Conformities

Once non-conformities are determined based on Arçelik’s internal evaluation and third-party ethics audits, as indicated in the Supplier Assessment section and Supplier ESG Program in further detail, the Company sends corrective action plans to suppliers. The internal dedicated sourcing team and the third-party service suppliers work with the suppliers to specifically improve non-conformities. This includes both onsite and online collaboration via suppliers. This effort gives suppliers guidance on which actions they need to take to improve their ESG performance.

Considering that we have agreed to work on corrective action plans with all the high-risk and middle-risk suppliers with substantial actual/ potential negative impacts, we have provided first-hand assistance and support in 2025 to 77 of the high-risk and middle risk suppliers to implement those actions. At Arçelik, we aim to ensure that the practices of our suppliers improve over time. Therefore, we have several initiatives including training and technical capacity improvement programs.

➤ For further information, you can refer to [Annex 10. Supplier Performance Indicators.](#)

Supplier Training

An important part of our approach consists of working with suppliers to ensure the suppliers gain in-depth knowledge and awareness of our ESG strategy, policies and procedures. The online training covers information on Arçelik’s Global Responsible Purchasing Policy and ESG Program as well as the Company’s ESG targets and business strategy approach. The training consists of online webinars and technical consultancy services provided in collaboration with the third-party independent service provider consultant. Furthermore, our Digital Education Platform which aims to digitize our sustainability training programs offers trainings on 13 different areas including ISO Environment and Energy Management Systems, GHG inventory calculation method, energy and environmental data collection, CBAM regulation, ROHS regulation, conflict minerals, occupational health and safety, risk identification and business law & social security legislation as well as business ethics.

In 2025, the total number of training hours reached 496 person*hours only on the platform. As stated in Supplier ESG Program, in the online supplier evaluation software tool, we included a benchmark section available for suppliers to access how their peers are performing as best case examples. Suppliers can access summary reports of why the said suppliers were rated as best performing based on our Supplier Sustainability Index.

➤ For further information, you can refer to [Annex 10. Supplier Performance Indicators.](#)

Technical Capacity Improvement Program

Arçelik aims to systematically improve the technical capacity of its suppliers in terms of ESG strategy and risk management. We know this is a long-term journey. We aim to equip our suppliers with the necessary tools to stay proactive, to embed sustainability into growth strategies and to prepare for upcoming regulations. We have witnessed major regulations coming into force, and our efforts to help suppliers proactively proved the strategy is working. We aim to increase production quality and efficiency of suppliers, support them towards adopting a sustainable production approach, and help them to maintain their competitiveness. We analyze the needs of suppliers and ensure access to resources allocated for further cooperation.



In 2025, efforts have been made to develop supplier infrastructure and technical competencies, and to disseminate new production technologies emerging in the industry in the supplier ecosystem. The company continues to carry out its activities in line with its sustainability goals by including its suppliers in the process. The target projects include the Supplier ESG Target setting project as well as focus projects on raw material reduction, increasing recycled material consumption, increasing energy efficiency, renewable energy usage and increasing digitalization capabilities of the suppliers.

ESG Target Setting Process

Arçelik has been working in close collaboration with the suppliers who signed the Commitment Letter to set publicly available targets. As of the end of 2025, we provide details in the table of the number of suppliers with their base year and target year values in different areas. This is a significant awareness and result based project. We provided customized training to these suppliers on how to set GHG reduction, water reduction, energy efficiency and renewable energy targets in a given base year against a target year, how to make measurements and how to take concrete actions based on our expertise in these areas. Based on the number of suppliers that have set their targets, the Company expects the following impact.

Targets	The Number of Suppliers with 2026, 2030 & 2040 Targets	Base Year Data	Target (2026)	Target (2030)	Target (2040)	Target Trend
Total Waste amount per Product (tonnes/product)	29	0.014	22%	29%	38%	↓
Total Water Withdrawal Amount per Product (m³/product)	104	0.06	16%	22%	27%	↓
Water Recycling Ratio (%; Total Recycled Water/ Total Water Withdrawal)	13	11%	21%	27%	32%	↑
Scope 1 GHG Emissions (tCO ₂ e)	60	12,611	15%	27%	38%	↓
Scope 2 GHG Emissions (tCO ₂ e)	37	14,399	18%	33%	55%	↓
Specific Energy Consumption (TOE/ product)	80	0.003	22%	28%	38%	↓
Green Electricity Usage (%)	57	30%	13%	36%	42%	↑

CONFLICT MINERALS MANAGEMENT

The 3TG (tin, tantalum, tungsten, and gold) minerals used in the production of electronics and durable home appliances are usually extracted from high-risk conflict zones around the world. In addition, other high-risk minerals (cobalt, copper, graphite, lithium, mica and nickel) may be sourced from such areas. As per the UN’s guidelines and restrictions on conflict minerals, Arçelik commits to not purchase these essential raw materials from high-risk conflict zones or in a way that will financially support the conflict. Additionally, Arçelik aims to ensure that other

high-risk minerals, such as cobalt and mica, are sourced responsibly. In compliance with the Organization for Economic Co-operation and Development (OECD), Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict Affected and High-Risk Areas, the main purpose of our Conflict Minerals Policy is to prevent the trade of 3TG minerals—as well as other high-risk minerals like cobalt, copper, graphite, lithium, and mica and nickel)—that finance armed conflicts or are extracted by forced labor. Our suppliers are required to fully comply with and support this policy.

Our expectation from our suppliers is to question the presence of 3TG, and other high-risk minerals such as cobalt and mica in the materials used in production, to find the source of the smelting facilities if such minerals are present, and to share these findings transparently.

As Arçelik, being a member of the Responsible Minerals Initiative (RMI) makes us direct our efforts in concert with the international community to improve mineral sourcing practices and to utilize diverse information on high-risk minerals, including 3TG and others like cobalt and mica concerning their smelters or refiners (SORs) as well as their place of origin. We use RMI tools to train its suppliers, determine the risk level of SORs worldwide, confirm the SORs’ country of origin, and prepare for other precious materials like cobalt, mica, or copper.

The Company will eliminate non-certified SORs from the supply chain by implementing a risk-based approach. As a first step, we require the relevant SORs to be entitled to conformant and certified, while the Company’s action plan regarding improvements and risk mitigation addresses eliminating non-conformant ones in the supply chain as a further step. Stakeholders are also encouraged to report any instances of non-compliance related to conflict minerals through our established grievance mechanism, which enables all interested parties to voice and formally record their concerns.

➤ For more information regarding our performance regarding conflict minerals, you can refer to [Annex 10. Supplier Performance Indicators](#).

➤ Further information about due diligence, please refer to our [Conflict Minerals Due Diligence Report](#).

➤ For further information, please refer to [Arçelik’s Conflict Minerals Policy](#).

SUPPLIER FINANCING

Arçelik is a partner with C2FO, a digital working capital platform enabling suppliers to receive early payments on their invoices at discounts they determine. The C2FO platform enables Arçelik to offer early payment of invoices to any of its suppliers. The suppliers request early payment in exchange for a discount which, uniquely, they choose. Suppliers of all sizes, not just a select few, can accelerate their receivables at a reasonable cost, accessing cash that is vital for their businesses given the uncertainties and high-inflation environment. In the meantime, Arçelik earns a yield for its free cash by investing the funds into its own ecosystem, rather than parking it in money market instruments. And it is all done without time-consuming manual processes or paperwork. For the suppliers, the early payment option has been a useful tool to manage their cash flow and working capital. Because they receive the payment sooner, suppliers can invest more in larger orders of inventory and materials at lower prices, helping them stay ahead of rising inflation. Through C2FO's early payment tool, Arçelik has achieved an unprecedented level of flexibility in how it helps its suppliers mitigate the risks from rising inflation, volatile energy and materials prices, and geopolitical crisis in neighboring regions. Each supplier can choose which invoices they want to have paid early and how much of a discount they are willing to offer.

Unlike other working capital solutions, suppliers are not required to secure underwriting or produce any cumbersome paperwork. The program is available to essentially every strategic supplier on our network. Lastly, by providing training services to small and medium-sized enterprise (SME) suppliers through C2FO about how to manage working capital, Arçelik has assessed the long-term financial strength of its SME supplier base.

In 2025, the Company's Environmental, Social, and Governance (ESG) standards continued to be reflected in its supply chain through the Supplier ESG Program, which was integrated with the C2FO Early Payment Platform. The company continued to evaluate the ESG performance and progress of its suppliers toward their goals, offering them more favorable early payment benefits.

SUPPLIER LOCALIZATION

At Arçelik, collaborating with local suppliers is a crucial part of our sustainability strategy. With the aim of reducing dependency and supply risk, and to increase the production technology know-how of suppliers, we develop initiatives and support domestic production in each region we operate. As part of the supply chain transformation, localization has been on the agenda of purchasing teams since the beginning of the pandemic to reduce supply risk and increase local

production technology know-how. This approach not only contributes to local economies but also helps reduce the carbon footprint of our supply chain.

➤ For further information, you can refer to [Annex 10. Supplier Performance Indicators.](#)

PURCHASING ACADEMY

The Academy, which was established in partnership with the Chartered Institute of Procurement and Supply, has aimed to reinforce the knowledge and skills of the Arçelik Purchasing Team since 2013. The training process in 2025 included purchasing teams with 161 participants from 7 different countries.

➤ For further information, please refer to the [Future Fit Development](#) section of the Report.

➤ For further information, you can refer to [Annex 10. Supplier Performance Indicators.](#)

GLOBAL SUPPLY CHAIN
MANAGEMENT

Engagement with logistics suppliers in terms of ESG topics and creating synergies to enhance their ESG performance is important within the context of Arçelik's sustainability roadmap. With this perspective, Arçelik Supply Chain Process & System Development Management at headquarters and subsidiary Supply Chain teams work in close collaboration with the Sustainability Department in order to create a strategic roadmap for transformation, collecting and analyzing data of the processes, and identifying areas for improvement by keeping an eye on international developments and rolling-out projects.

Logistics ESG Transformation Strategy

To identify a roadmap for logistics ESG transformation and create a medium- and long-term strategy for 2030 and 2050, a focus group was formed with the participation of relevant departments. The priority areas are determined as: decreasing emissions, reducing/ recycling/re-using material, green transition at warehouses, sustainable strategic partnerships, and women employment in operations. In line with these strategic categories, several ESG initiatives are taking place in logistics operations.

DECREASING EMISSIONS

- By strategically shifting a significant share of our transport from Poland and Italy to the UK from road freight to sea transport (modality shift), we achieved an annual reduction of approximately 3,100 t CO₂ emissions on a year-on-year basis (2024 vs. 2025). The reported reduction is calculated based on standard emission factors.
- Our project is to decrease the number of shipments by using higher volume containers instead of lower volume continued. The focus is Türkiye operations, more shipments were shifted to 855 HC in 2025, which resulted in avoiding 222 tCO₂e.
- In 2025, the objective was to achieve a 1.5% increase in Beko Europe’s target network saturation, which was pursued through several key activities including identifying current gaps and establishing new standards, benchmarking and collecting best practices across various markets. As a direct result of these efforts, new standard loading configuration profiles were created, and each customer and warehouse were assigned to a customized profile. This resulted in a 2% increase in saturation in 2025 compared to 2024, leading to less deliveries

GREEN TRANSITION AT WAREHOUSES

- In Türkiye warehouses, the transition to automatic lighting systems in warehouses continued. The electricity use was recorded 2,361MWh 2025 compared to 2,486 MWh in 2024 which resulted in emission saving 54 tCO₂e.

REDUCING/RECYCLING/REUSING MATERIAL

- Improved quality checks and packaging processes in APAC operations delivered both environmental and operational gains, reducing packaging material consumption by 7.5% in 2025 comparing to 2024, lowering stretch film usage through optimized wrapping, and increasing material efficiency through plastic sheet reuse.
- In APAC operation, an e-tax system is implemented for product invoicing. With the new system, paper consumption used invoicing has been reduced. As a result, paper usage was reduced from 500 reams in 2024 to 120 reams in 2025. The e-Tax system will be expanded to spare part invoicing in 2025 to further reduce paper consumption.

- In Beko Europe warehouses, manual process is transitioned to automatic wrapping. The initiative has resulted in a 27% reduction in 2025 in film usage and improved operational efficiency comparing to 2024. This shift not only saves material consumption but also contributes to sustainability by minimizing waste, all while maintaining high-quality packaging.
- Usage of foldable boxes continued in 2025 for spare parts distributions in Türkiye, which allowed the reuse of the same box for the following deliveries. This resulted in 134 tonnes of cardboard being saved.
- In 2025, warehouses in Türkiye continued their efforts to reuse consumables by utilizing materials sourced from factory surplus and waste, rather than purchasing new. This initiative eliminated the need to procure new pallets, cardboard, plastic sheets, and cardboard corner protectors. As a result, metal usage dropped from 5 tonnes in 2024 to 4 tonnes in 2025, leading to an estimated emission savings of 1 tCO₂e.

SUSTAINABLE STRATEGIC PARTNERSHIPS

- Meetings are held with our major logistics partners to understand their sustainability roadmap and discuss potential collaboration areas.

Collection And Analysis of Logistics ESG Data

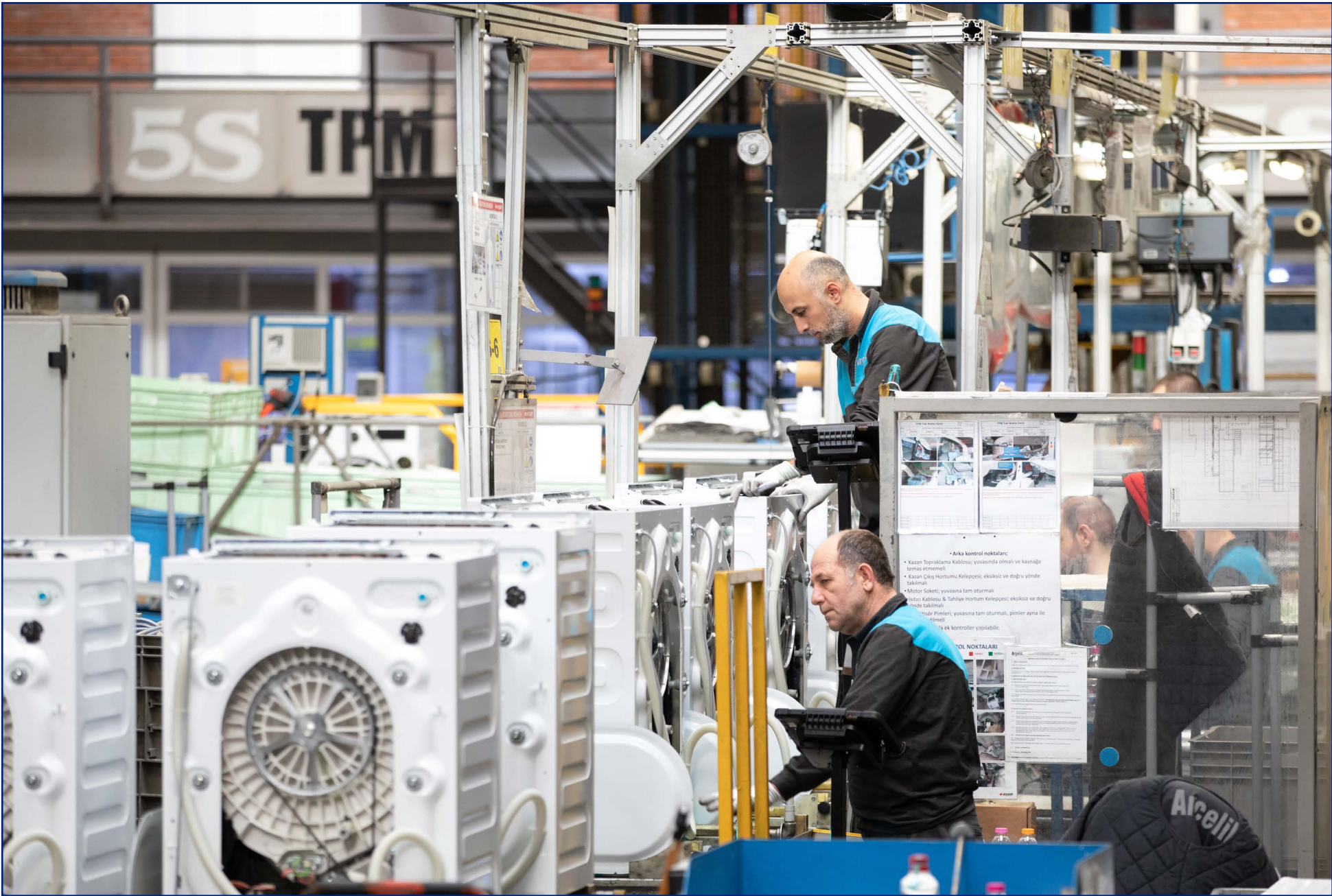
The first step of working towards the logistics ESG targets is to make sure the related data is gathered correctly and analyzed effectively. The ALBA and logistics visibility projects continued, which aims tracking vehicle movements in real-time through a single interface with end-to-end support and alert systems. In 2025, the scope is expanded, tool is rolled out to China, Egypt, Thailand, South Africa. The goal is to eliminate manual tracking by bringing all stakeholders onto the same platform, thereby increasing operational efficiency. The project aims to enhance digitization and data quality through automated screens. The AI-powered tracking platform forecasts estimated arrival times, provides alerts for delays and exceeding free time, reduces costs by preventing potential delays, and improves service quality through detailed carrier performance reports.

Operational Improvement

Arçelik also improves its end-to-end logistics operations via several projects. As part of our commitment to operational excellence and sustainable growth, we launched the Minerva Project—a strategic initiative designed to digitally transform our finished goods supply chain operations across organization. By fostering collaboration between local teams and internal supplier units, Minerva aims to unify network intelligence within a “single source of truth” framework. The project enables a seamless end-to-end planning process across S&OP and S&OE functions. This transformation enhances agility, transparency, and decision-making accuracy, ultimately contributing to value optimization and stakeholder satisfaction across our global supply chain ecosystem.

On top of transformation projects, initiatives have started to increase the level of automation in Supply Chain, such as process analysis, usage of AI applications in different domains of supply chain, Robotic Process Automation (RPA) enable integrating robots for repetitive tasks that can be solved with automation.

To increase supply chain performance visibility, business intelligence and data projects continued. In addition, there are also operational improvement studies conducted. A significant example is the forklift accident prevention systems to increase occupational safety in production warehouses.



ANNEX

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RECOGNITION

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CREATION STRATEGY

DOUBLE MATERIALITY &
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ENGAGEMENT

SUSTAINABILITY
TARGETS, COMMITMENTS,
PROGRESS &
CONTRIBUTION TO UN
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IN TOUCH WITH
OUR PLANET

IN TOUCH WITH
HUMAN NEEDS

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BUSINESS

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MANUFACTURING PLANTS

No	Country	City	Manufacturing Plants
1	Bangladesh	Dhaka	Singer Bangladesh Ltd. Refrigerator Plant
2	Bangladesh	Dhaka	Singer Bangladesh Ltd. TV, Air Conditioning and Washing Machine Plant
3	China *	Shanghai	Arçelik Hitachi Washing Machine Plant
4	Egypt	10 th of Ramadan	Beko Egypt Cooking Appliances, Refrigerator Plant
5	India *	Gujarat (Ahmedabad)	Voltbek Refrigerator Plant
6	Italy	Cassinetta	Beko Europe Cassinetta Refrigerator Plant
7	Italy	Cassinetta	Beko Europe Cassinetta Cooking Appliances Plant
8	Italy	Cassinetta	Beko Europe Cassinetta Built-in Microwave Oven Plant
9	Italy	Melano	Beko Europe Melano Cooking Appliances Plant
10	Italy	Comunanza	Beko Europe Comunanza Washing Machine Plant
11	Pakistan	Hyderabad	Refrigerator Plant -URIL
12	Pakistan	Karachi	Microwave, Water Dispenser, A/C, Washing Machine Plant-DPL2
13	Pakistan	Karachi	Refrigerator and TV Plant-DPL1
14	Poland	Wroclaw	Beko Europe Wroclaw Cooking Appliances Plant
15	Poland	Radomsko	Beko Europe Radomsko Dishwasher Plant
16	Poland	Radomsko	Beko Europe Radomsko Washing Machine Plant
17	Romania	Gaesti	Arctic Refrigerator Plant
18	Romania	Ulmi	Arctic Washing Machine Plant
19	Russia	Lipetsk	IHP Appliances JSC Refrigerator Plant
20	Russia	Lipetsk	IHP Appliances JSC Washing Machine Plant
21	Russia	Kirzhach	BEKO LLC Refrigerator and Washing Machine Plant
22	Slovakia	Poprad	Beko Europe Poprad Laundry Appliances Plant
23	South Africa	Jacobs	Defy Cooking Appliances, Dryer and Washing Machine Plant
24	South Africa	Ezakheni	Refrigerator Plant

No	Country	City	Manufacturing Plants
25	Thailand *	Kabin Buri	Hitachi Refrigerator Plant
26	Thailand *	Kabin Buri	Hitachi Washing Machine Plant
27	Türkiye	Manisa	Refrigerator Plant
28	Türkiye	Manisa	Washing Machine Plant
29	Türkiye*	Gebze	Arçelik LG
30	Türkiye	Eskişehir	Refrigerator Plant
31	Türkiye	Eskişehir	Plant-6
32	Türkiye	Eskişehir	Compressor Plant
33	Türkiye	Bolu	Cooking Appliances Plant
34	Türkiye	Bolu	Cooking Appliances Plant - Plant 2
35	Türkiye	Ankara	Dishwasher Plant
36	Türkiye	Tekirdağ	Electronics Plant
37	Türkiye	Tekirdağ	Tumble Dryer Plant
38	Türkiye	Tekirdağ	White Goods, Engine and Small Home Appliances Plant

* Plant of joint venture.

The data disclosed in this Report also covers the Solar Panel Plant in Istanbul, Refrigerator Plant in Thailand, Beko Europe Lodz Dryer Plant, Beko Europe Wroclaw Refrigerator Plant, Beko Europe Lodz Cooking Appliances Plant and Beko Europe Siena Refrigerators Plant, including data relating to the periods in which these facilities were operational during the reporting year, irrespective of any subsequent closure or cessation of operations in 2025.

SUBSIDIARIES

No	Country	Subsidiaries
1	Algeria	Beko Algérie EURL
2	Australia	Beko A and NZ Pty Ltd.
3	Austria	Beko Austria AG
4	Austria	Beko Europe Austria GmbH
5	Austria	Grundig Intermedia Ges.m.b.H
6	Azerbaijan	Beko Azerbaijan MMC
7	Bangladesh	Singer Bangladesh PLC
8	Belgium	Beko Belgium NV
9	Belgium	European Appliances Belgium NV
10	Botswana	Defy Botswana Proprietary Ltd.
11	British Virgin Islands	Pan Asia Private Equity Ltd.
12	Bulgaria	Beko Europe Bulgaria EOOD
13	Canada	Beko Canada Inc.
14	China	Arch R&D Co. Ltd.
15	China	Arcelik Hitachi Home Appliances (Shanghai) Co., Ltd.
16	China	Arcelik Hitachi Home Appliances Sales Hong Kong Limited
17	China	Beko Hong Kong Limited
18	China	Beko Shangai Trading Co.
19	China	Beko Electrical Appliances Co. Ltd.
20	Croatia	Beko Croatia d.o.o.
21	Croatia	European Appliances Croatia d.o.o.
22	Czech Republic	Beko SA (Czech Branch of Beko SA)
23	Czech Republic	European Appliances Czech spol. s.r.o.
24	Czech Republic	Beko Cesko S.R.O.
25	Denmark	Beko Nordic DK (Branch office of Beko Nordic AS, Norway)
26	Denmark	Beko Europe Denmark A/S
27	Egypt	Beko Egypt Trading LLC
28	Egypt	Beko Egypt Home Appliances Industries LLC
29	Estonia	Beko Europe Estonia OU
30	Eswatini	Defy Swaziland Proprietary Limited
31	Finland	Beko Nordic AB (Rep Office of Beko Nordic AB, Sweden)

No	Country	Subsidiaries
32	Finland	Beko Europe Finland OY
33	France	Beko France SAS
34	France	European Appliances France SAS
35	France	European Appliances France Holdings SAS
36	Germany	Beko Germany GmbH
37	Germany	Bauknecht Hausgeräte GmbH
38	Germany	IRE Beteiligungs GmbH
39	Greece	European Appliances Greece SA
40	Greece	Beko Greece SMSA
41	Hungary	Beko Hungary Kft
42	Hungary	European Appliances Hungary KFT
43	India	VoltBek Home Appliances Private Ltd
44	Indonesia	PT. Arcelik Hitachi Home Appliances Sales Indonesia
45	Indonesia	PT Beko Appliances Indonesia
46	Indonesia	PT Home Appliances IND
47	Ireland	Beko Ireland (Beko PLC branch)
48	Ireland	Hotpoint Ireland Ltd
49	Italy	Beko Italy SRL
50	Italy	Beko Italy Manufacturing Srl
51	Italy	Beko Europe Management Srl
52	Italy	European Appliances Italy SRL
53	Italy	European Appliances R&D SRL
54	Kazakhstan	Beko Central Asia LLC
55	Kazakhstan	IHP Kazakhstan LLP
56	Kenya	Defy Sales East Africa Limited
57	Latvia	Beko Europe Latvia SIA
58	Lithuania	Beko Europe Lithuania UAB
59	Malaysia	Arcelik Hitachi Home Appliances Sales Malaysia Sdn. Bhd.
60	Malaysia	Beko Appliances Malaysia Sdn Bhd
61	Morocco	Beko Morocco Household Appliances Sarl
62	Morocco	Beko Maghreb Sarl

SUBSIDIARIES

No	Country	Subsidiaries
63	Namibia	Defy Namibia Proprietary Ltd.
64	New Zealand	Beko A and NZ Pty Ltd. New Zealand Branch (Australia Branch)
65	Norway	Beko Nordic AS
66	Norway	European Appliances Norway AS
67	Pakistan	DEL Electronics Private Limited
68	Pakistan	Dawlance Private Limited
69	Pakistan	United Refrigeration Industries Ltd.
70	Philippines	Beko Pilipinas Corporation
71	Poland	Beko SA
72	Poland	Beko Poland Manufacturing Sp.z o.o.
73	Poland	European Appliances Poland Sp. z o.o.
74	Portugal	Beko Portugal Unipessoal Lda.
75	Portugal	European Appliances Portugal S.A. or Beko Europe Portugal S.A.
76	Romania	Beko Romania SA
77	Romania	ARCwaste Collection SRL
78	Romania	European Appliances Romania SRL
79	Romania	Arctic Foundation
80	Russia	Beko LLC
81	Russia	IHP Appliances Sales LLC
82	Serbia	Beko Balkans d.o.o.
83	Singapore	Arcelik Hitachi Home Appliances Sales (Singapore) Pte. Ltd.
84	Slovakia	Beko Slovakia SRO
85	Slovakia	European Appliances Slovakia spol. s r.o.
86	Slovakia	Beko Manufacturing Slovakia spol. S.r.o
87	South Africa	Defy Appliances Proprietary Limited
88	Spain	Beko Spain Electronics SL
89	Spain	Beko Spain Electronics SL
90	Sweden	Beko Nordic AB
91	Sweden	European Appliances Nordic AB
92	Switzerland	Grundig Multimedia AG

No	Country	Subsidiaries
93	Switzerland	Beko Switzerland GmbH
94	Switzerland	Bauknecht AG
95	Switzerland	Indesit Company International Business SA
96	Taiwan	Arcelik Hitachi Taiwan Home Appliances Sales Ltd.
97	Thailand	Arcelik Hitachi Home Appliances (Thailand) Ltd.
98	Thailand	Arcelik Hitachi Home Appliances Sales (Thailand) Ltd.
99	Thailand	Beko Thai Co. Ltd.
100	Thailand	Beko APAC IBC Co. Ltd.
101	Thailand	Arcelik Hitachi Home Appliances IBC Co. Ltd.
102	The Netherlands	Beko BV
103	The Netherlands	Beko Europe BV
104	The Netherlands	Beko Netherlands BV
105	The Netherlands	Beko Bangladesh BV
106	The Netherlands	European Appliances Netherlands BV
107	The Netherlands	Arcelik Hitachi Home Appliances BV
108	Turkey	Arçelik Pazarlama AŞ
109	Turkey	Arçelik-LG Klima Sanayi ve Ticaret AŞ
110	Ukraine	Beko Ukraine LLC
111	Ukraine	European Appliances Ukraine LLC
112	United Arab Emirates	Arcelik Hitachi Home Appliances Sales Middle East Fze
113	United Arab Emirates	Beko Gulf Fze
114	United Arab Emirates	Beko AE LLC
115	United Arab Emirates	Beko Gulf DMCC
116	United Kingdom	Beko PLC
117	United Kingdom	Hotpoint UK Appliances Limited
118	United Kingdom	General Domestic Appliances Ltd.
119	United Kingdom	Indesit Company UK Ltd.
120	USA	Beko US
121	Vietnam	Arcelik Hitachi Home Appliances Sales Vietnam Co., Ltd.
122	Vietnam	Vietbeko LLC

R&D CENTERS & OFFICES

No	Country	City	R&D Centers
1	China	Wuxi	Arch R&D Office
2	Egypt	10 th of Ramadan	Beko Egypt R&D Center
3	India*	Gujarat	VoltasBeko R&D Office
4	Italy	Cassinetta	Beko Europe Cassinetta R&D Office
5	Italy	Fabriano	Beko Europe Fabriano R&D Office
6	Pakistan	Islamabad	Dawlance NUST R&D Office
7	Pakistan	Karaçi	Dawlance R&D Office
8	Poland	Wroclaw	Beko Europe Wroclaw R&D Office
9	Romania	Gaești	Arctic R&D Office
10	Romania	Ulmi	Arctic R&D Office
11	Russia	Kirzhach	Beko LLC R&D Office
12	Russia	Lipetsk	IHP Appliances R&D Office
13	Slovakia	Poprad	Beko Europe Poprad R&D Office
14	South Africa	Jacobs	Defy R&D Office
15	Thailand*	Kabin Buri	Arçelik Hitachi R&D Office
16	Turkey	Ankara	Dishwasher Plant R&D Center
17	Turkey	Ankara	METU Technocity R&D Center
18	Turkey	Bolu	Cooking Appliances Plant R&D Center
19	Turkey	Eskişehir	Refrigerator and Compressor Plant R&D Center
20	Turkey	İstanbul	R&D Directorate
21	Turkey	İstanbul	Arçelik Design Center
22	Turkey	İstanbul	Digital Transformation, Big Data and AI Center
23	Turkey	İstanbul	Small Domestic Appliances R&D Center
24	Turkey	İstanbul	Manufacturing Technologies R&D Center
25	Turkey	Tekirdağ	Electronics Plant R&D Center
26	Turkey	Tekirdağ	Dryer Plant R&D Center
27	Turkey*	Kocaeli	Arçelik - LG R&D Office
28	Turkey*	Manisa	Manisa Plant, R&D Center

* Center of joint venture.

PARTNERS

No	Country	Partners
1	Turkey	Arçelik-LG Klima Sanayi ve Ticaret A.Ş.
2	India	VoltBek Home Appliances Private Limited

* It is a business affiliated with a business partnership.

ANNEX 2. REPORTING PRINCIPLES

This reporting principles (the “Reporting Principles”) provides information on the data preparation and reporting methodologies of indicators within the scope of the limited assurance in the Arçelik A.Ş.’s and Group Companies’ (“Arçelik” or “Company”) Arçelik Integrated Report 2025.

The indicators include social indicators, environmental indicators, and economic indicators. It is the responsibility of the Company’s management to ensure that appropriate procedures are in place to prepare the indicators mentioned above in line with, in all material respects, the principles.

The data presented in this guideline pertains to the fiscal year ending December 31, 2025, and aligns with the scope defined in the “Key Definitions” section. The entities within the scope are listed in Annex 1. Scope of the Report.

GENERAL REPORTING PRINCIPLES

In preparing this guidance document, consideration has been given to the following principles:

- Information Preparation – to highlight to users of the information the primary principles of relevance and reliability of information; and
- Information Reporting – to highlight the primary principles of comparability / consistency with other data including prior year and understandability transparency providing clarity to users.

KEY DEFINITIONS AND REPORTING SCOPE

For the purpose of this report, the Company defines:

Sustainability Targets	Description: This section covers the Company's new sustainability targets near-term and long-term targets covering the global operations including Beko Europe.
Reduce absolute Scope 1-2 GHG emissions approved by the SBTi	The Company has set a near-term science-based target to reduce its absolute Scope 1 and Scope 2 greenhouse gas emissions by 2030, and a long-term net-zero target to reduce these emissions by 90% by 2050, both relative to the 2022 base year. The 2022 baseline is used to track and measure progress toward these targets, which have been officially validated by the Science Based Targets initiative (SBTi). The baseline year 2022 and its progress do not cover Beko Europe, since it has been included to the Company in 2024.
Reduce absolute Scope 3 GHG emissions from use of sold products approved by the SBTi	The Company has set a science-based target to reduce its absolute Scope 3 emissions from the use of sold products by 2030, compared to 2022 base year. This target is officially validated by the SBTi. The baseline year 2022 and its progress do not cover Beko Europe, since it has been included to the Company in 2024.
Reduce absolute Scope 3 GHG emissions approved by the SBTi	The Company has set a net zero target to reduce its total absolute Scope 3 GHG emissions by 2050, compared to 2022 base year. This target is officially validated by the SBTi. The baseline year 2022 and its progress do not cover Beko Europe, since it has been included in the Company in 2024.
Green electricity usage ratio in all manufacturing facilities	The ratio of green electricity usage refers to the proportion of the Company's total electricity consumption that is sourced from renewable electricity.
Establish renewable energy systems with a capacity	The indicator refers to cumulative installed capacity of all renewable energy facilities owned by the Company, expressed in megawatt peak (MWp).
Reduce energy consumption per product in all manufacturing facilities	The energy consumption reduction per unit of product in production is an energy efficiency indicator reflecting the level of energy use per product in manufacturing process.
Reduce water withdrawal per product in all manufacturing facilities	The water withdrawal reduction per product in production represents the amount of water withdrawn from natural sources for manufacturing processes, normalized per unit of product produced.
Reduce water discharge per product in all manufacturing facilities	The water discharge reduction target per product in production refers to the volume of wastewater discharged from manufacturing processes, calculated per unit of product produced.
Increase water recycling and reuse ratio in all manufacturing facilities	The ratio of wastewater recycling and reuse represents the percentage of total water consumption that is treated and reused within the plant.
Increase waste recycling ratio in all manufacturing facilities	The rate of waste recycling represents the percentage of total waste (excluding domestic waste) generated that is diverted from disposal and instead processed for recycling.
Increase refurbishment ratio in our Refurbishment Centers	The refurbishment ratio represents the proportion of products received at the Refurbishment Centers in the UK, Italy,Romania and Russia that are restored to a functional condition and reintroduced into the market, relative to the total number of products processed.
Arçelik Green Chemistry Management System implementation in all manufacturing facilities	The indicator represents the percentage of manufacturing facilities that have implemented the Arçelik Green Chemistry Management System, which promotes sustainable chemical management by minimizing hazardous substances, lowering toxicity, and prioritizing safer alternatives. Implementation involves internal testing, training, expanding facilities equipped with analytical tools, and conducting regular internal and supplier audits. These activities ensure ongoing compliance and progressive alignment with green chemistry principles across manufacturing sites.
Increase recycled plastic usage in our manufacturing facilities	The total recycled plastic content used in Arçelik products is calculated in accordance with the ISO 14021:2016 standard, based on the ratio of the total amount of recycled plastic consumed to the total amount of plastic used. The calculated recycled content ratio includes all Arçelik manufacturing facilities, excluding refrigerator manufacturing facilities.
Increase the average training hours per employee	The indicator refers to the total training hours that is divided by the number of FTEs.

KEY DEFINITIONS AND REPORTING SCOPE

Sustainability Targets	Description: This section covers the Company's new sustainability targets near-term and long-term targets covering the global operations including Beko Europe.
Increase the percentage of women in the total workforce	The share of women employees out of the total number of employees.
Increase the percentage of women in the total workforce (SLL)	The share of women employees out of the total number of employees, excluding Beko Europe headcount.
Increase the percentage of women in all management positions	The share of women employees in all levels of management compared to total management roles
Increase the percentage of women in junior management positions	The share of women employees in entry-level or first-line management roles.
Increase the percentage of women in top management positions	The share of women employees in senior/executive management roles.
Increase the percentage of women in management positions in revenue generating functions	The share of women in managerial roles directly tied to business revenue.
Increase the percentage of women in STEM related positions	The share of women employees in Science, Technology, Engineering, and Mathematics-related roles.
Ensure the suppliers use green electricity	The indicator is calculated using the total non-renewable electricity and total renewable energy data collected from the suppliers within the scope of the "Supplier ESG Program".
Emission reduction targets set by our suppliers	Within the scope of the "Supplier ESG Program", companies are asked about Scope 1 and Scope 2 data and targets. Suppliers that provide compatible reduction targets are evaluated within the scope of this target.
Ensure our suppliers set their own targets on water	Within the scope of the "Supplier ESG Program", companies are asked for "Water Consumption per Product" and "Recycled Water" data and targets. Suppliers that provide appropriate targets are evaluated within the scope of this target.
Ensure our suppliers exceeding 500 ToE obtain the ISO 50001 certificate	According to their annual energy consumption, suppliers are requested to obtain ISO 50001 Energy Management System certificate. Companies with a consumption of over 500 TOE per year are within the scope of this target.
GHG Emissions (tCO ₂ e)	
Total Direct GHG Emissions (Scope 1)	Scope 1 emissions are generated from stationary combustion, mobile combustion, fugitive emissions from air conditioners during lifetime and during charge to the products, fire extinguishers, and other chemicals cause GHG emissions, biological wastewater treatment plants in production areas. IPCC Guidelines for National Greenhouse Gas Inventories 2006 (and 2019 amendment), IPCC Sixth Assessment Report (IPCC AR6) and DEFRA 2025 have been used as source for emission factors and methodology for emission calculations. Annual consumptions of Scope 1 sources inventory are used as activity data. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Location-based Scope 2 emissions	The sources of Scope 2 location-based emissions are based on average energy generation emission factors for defined geographic locations, including local, subnational, or national boundaries (Definitions from GHG Protocol Scope 2 Guidance). Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Market-based Scope 2 emissions	Scope 2 market-based emissions are based on GHG emissions emitted by the generators from which the reporter contractually purchases electricity bundled with contractual instruments, or contractual instruments on their own (Definitions from GHG Protocol Scope 2 Guidance). Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.

KEY DEFINITIONS AND REPORTING SCOPE

GHG Emissions (tCO ₂ e)		
INTRODUCTION	Total Scope 1&2 GHG Emissions (Scope 1 & Scope 2 Location-Based)	Total Scope 1&2 GHG Emissions (Scope 1 & Scope 2 Location-Based) are the sum of Scope 1 and Scope 2 location-based GHG emissions. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
	Total Scope 1&2 GHG Emissions (Scope 1 & Scope 2 Market-Based)	Total Scope 1&2 GHG Emissions (Scope 1 & Scope 2 Market-Based) are the sum of Scope 1 and Scope 2 market-based GHG emissions. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
PARTNERSHIPS & RECOGNITION		
GOVERNANCE		
SUSTAINABLE VALUE CREATION STRATEGY	Scope 3, Category1: Purchased Goods and Services	The sources of indirect GHG emissions from purchased goods and services are raw materials, materials, and packaging materials used in Company's sold products. GHG emissions caused by used materials such as plastics, metals, dyes, chemicals, and other materials used in the products are calculated by using the weight of each material, product sales quantities, and emission factors of used materials. Material data (material types and weights) are collected from products' BoM lists. Emissions factors are mainly taken from Ecoinvent Database and DEFRA Greenhouse Gas Reporting: Conversion Factors 2025 published by UK Government. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
	Scope 3, Category2: Capital Goods	The sources of indirect GHG emissions from capital goods are Company's buildings, machinery, equipment, moulds, motor vehicles, and land improvements. The GHG emissions are calculated by using Company's global spend-based data. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT	Scope 3, Category3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	The sources of indirect GHG emissions from fuel-and-energy-related activities (not included in Scope 1 or 2) are well-to-tank GHG emissions of fuel consumption reported in Scope 1 and distribution GHG emissions of electricity consumption reported in Scope 2. This category's emissions have been calculated using the GHG Emission Calculator Tool by the UNFCCC Secretariat. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs	Scope 3, Category4: Upstream Transportation and Distribution	The sources of greenhouse gas emissions from upstream transportation and distribution are road, air, railways, and water-borne navigation activities during the transportation of raw materials and components from suppliers to production plants. The calculation methodology is used based on “EPA Center for Corporate Climate Leadership: GHG Emission Factors for Greenhouse Gas Inventories”. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
	Scope 3, Category5: Waste Generated in Operations	The sources of third-party disposal and treatment of waste generated in the reporting Company's owned or controlled operations in the reporting year. This category includes emissions from disposal of both solid waste and wastewater (Definitions from GHG Protocol Scope 3 Guidance). Emissions factors are taken from DEFRA Greenhouse Gas Reporting: Conversion Factors 2025 published by UK Government. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
IN TOUCH WITH OUR PLANET	Scope 3, Category6: Business Travel	The sources of indirect GHG emissions from business travel include GHG emissions from the transportation of employees for business related activities such as international and domestic travel by road, railway, and airways. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
IN TOUCH WITH HUMAN NEEDS	Scope 3, Category7: Employee Commuting	The sources of business travel emissions include emitted emissions from the transportation of employees between their homes and their worksites. Emissions factors are taken from DEFRA Greenhouse Gas Reporting: Conversion Factors 2025 published by the UK Government. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
IN TOUCH WITH BUSINESS	Scope 3, Category8: Upstream Leased Assets	These GHG emissions are generated in warehouses. The Company uses the same warehouses for both materials from suppliers and finished products. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
ANNEXES	Scope 3, Category9: Downstream Transportation and Distribution	The sources of this category include emissions that occur in the reporting year from transportation and distribution of sold products in vehicles and facilities not owned or controlled by the reporting Company (Definitions from GHG Protocol Scope 3 Guidance). The calculation methodology is from “EPA Center for Corporate 250 Climate Leadership: GHG Emission Factors for Greenhouse Gas Inventories”. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
	Scope 3, Category10: Processing of Sold Products	Not Applicable (NA)

ANNEX 2. REPORTING PRINCIPLES

KEY DEFINITIONS AND REPORTING SCOPE

GHG Emissions (tCO ₂ e)	
Scope 3, Category11: Use of Sold Products	The sources of this category include emissions from the use of sold products in the reporting year for 10 years lifetime. The products which are taken into Company's GHG inventory are cooling appliances, dishwasher, dryer, frontload washing machine, top load washing machine , twintub washing machine, singletub washing machine, hob, hood, microwave, oven, television, vacuum cleaner, washer dryer, air conditioner, small domestic appliances (such as Turkish coffee machine, hair dryer, toast machine, iron, tea machine, kettle etc.), water dispenser, and water heater product groups produced in Company's own production plants and joint ventures. In addition to its own production, GHG emissions from the use of outsourced products which are supplied from different countries and sold to different countries are also included in this category. GHG emissions generated from electricity and gas consumption of the products, and GHG emissions generated from refrigerant leakage from the product for 10 years lifetime is calculated. The energy consumption of the products is taken from energy labels. The gas capacity of refrigerators, freezers, air conditioners, and tumble dryers is used to calculate GHG emissions from refrigerant leakage. Country-specific electricity emission factors from the International Energy Agency (IEA) for 90% of countries where most of the products were sold are chosen according to the customers' countries of the sold products. For the rest, the average world electricity emission factor is used. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Scope 3, Category12: End-of-Life Treatment of Sold Products	GHG emissions in this category are generated by the recycling and/or disposal process of waste electrical and electronics equipment (WEEE) when 10 years lifetime period of the sold products is ended. The products which are taken into Company's GHG inventory are cooling appliances, dishwasher, dryer, washing machine, hob, hood, microwave, oven, television, vacuum cleaner, washer dryer, air conditioner, water dispenser, small domestic appliances, and solar panel product groups produced in Company's own production plants and joint ventures. The weights of the products are collected from product BoM lists, R&D, and other related departments. Emissions factors are taken from DEFRA Greenhouse Gas Reporting: Conversion Factors 2025 published by the UK Government. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Scope 3, Category13: Downstream Leased Assets	These GHG emissions are generated in warehouses. The Company uses the same warehouses for both materials from suppliers and finished products. This category includes emissions from the operation of assets that are owned by the reporting Company (acting as lessor) and leased to other entities in the reporting year that are not already included in scope 1 or scope 2 (Definitions from GHG Protocol Scope 3 Guidance). Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Scope 3, Category14: Franchises	Not Applicable (NA)
Scope 3, Category15: Investments	Not Applicable (NA)
Total Indirect GHG Emissions (Scope 3)	Total Scope 3 GHG emissions are the sum of all Scope 3 categories' GHG emissions. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Total Scope 1&2 (location-based) &3 GHG Emissions	Total Scope 1&2 (location-based) &3 GHG Emissions are the sum of Scope 1, Scope 2 location-based and Scope 3 GHG emissions. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Total Scope 1&2 (market-based) &3 GHG Emissions	Total Scope 1&2 (market-based) &3 GHG Emissions are the sum of Scope 1, Scope 2 market-based, and Scope 3 GHG emissions. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
GHG Emissions (tCO ₂ e) in the scope of the SBTi	
Total Direct Scope 1 GHG Emissions (tCO ₂ e)	Total Direct Scope 1 Greenhouse Gas Emissions include emissions from the Company's production facilities, joint ventures located in Türkiye, Romania, Russia, China, South Africa, Pakistan, Bangladesh, Thailand, Egypt and India and subsidiaries (Arçelik-LG located in Türkiye, Voltbek located in India). As of 2024, following the merger with Whirlpool's sales, production, and distribution subsidiaries in Europe, the production sites of Beko Europe B.V. in Italy, Poland and Slovakia, have been added to the reporting scope. However, these new integrated facilities are not included in the total direct Scope 1 GHG Emissions used in the SBTi target calculation.
Scope 3, Category9: Downstream Transportation and Distribution	The sources of this category include emissions that occur in the reporting year from transportation and distribution of sold products in vehicles and facilities not owned or controlled by the reporting Company (Definitions from GHG Protocol Scope 3 Guidance). The calculation methodology is from "EPA Center for Corporate 250 Climate Leadership: GHG Emission Factors for Greenhouse Gas Inventories". Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Scope 3, Category10: Processing of Sold Products	Not Applicable (NA)

KEY DEFINITIONS AND REPORTING SCOPE

GHG Emissions (tCO ₂ e) in the scope of the SBTi	
Total Direct Scope 1 GHG Emissions (tCO ₂ e)	Total Direct Scope 1 Greenhouse Gas Emissions include emissions from the Company's production facilities, joint ventures located in Türkiye, Romania, Russia, China, South Africa, Pakistan, Bangladesh, Thailand, Egypt and India and subsidiaries (Arçelik-LG located in Türkiye, Voltbek located in India). As of 2024, following the merger with Whirlpool's sales, production, and distribution subsidiaries in Europe, the production sites of Beko Europe B.V. in Italy, Poland and Slovakia, have been added to the reporting scope. However, these new integrated facilities are not included in the total direct Scope 1 GHG Emissions used in the SBTi target calculation.
Location-based Scope 2 emissions (tCO ₂ e)	Location based Scope 2 emissions include emissions from the Company's production facilities, joint ventures located in Türkiye, Romania, Russia, China, South Africa, Pakistan, Bangladesh, Thailand, Egypt and India and subsidiaries (Arçelik-LG located in Türkiye, Voltbek located in India). As of 2024, following the merger with Whirlpool's sales, production, and distribution subsidiaries in Europe, the production sites of Beko Europe B.V. in Italy, Poland and Slovakia, , have been added to the reporting scope. However, these new integrated facilities are not included in location-based Scope 2 GHG Emissions used in the SBTi target calculation. Electricity emission factors are taken from IEA 2025. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Market-based Scope 2 emissions (tCO ₂ e)	Market based Scope 2 emissions include emissions from the Company's production facilities, joint ventures located in Türkiye, Romania, Russia, China, South Africa, Pakistan, Bangladesh, Thailand, Egypt and India and subsidiaries (Arçelik-LG located in Türkiye, Voltbek located in India). As of 2024, following the merger with Whirlpool's sales, production, and distribution subsidiaries in Europe, the production sites of Beko Europe B.V. in Italy, Poland and Slovakia, , have been added to the reporting scope. However, these newly integrated plants are not included within the scope of the market-based Scope 2 emissions used in SBTi target calculation. Also, the countries that have engaged in Power Purchase Agreements (PPAs) and renewable energy procurement are Türkiye, Romania, Thailand, and Russia. The emission factor of the electricity consumed by plants that are covered by environmental contribution certificates has been considered as zero.
Total Scope 1&2 GHG Emissions (Scope 1 & Scope 2 Location-Based)	Total Scope 1&2 GHG Emissions (Scope 1 & Scope 2 Location-Based) are sum of Scope 1, Scope 2 location based and Scope 3 GHG emissions in the scope of SBTi. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Total Scope 1&2 GHG Emissions (Scope 1 & Scope 2 Market-Based)	Total Scope 1&2 GHG Emissions (Scope 1 & Scope 2 Market-Based) are sum of Scope 1, Scope 2 market based and Scope 3 GHG emissions in the scope of SBTi. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Percentage of Scope 1&2 GHG emissions reduction (%) compared to the 2022 base year	Percentage reduction in total Scope 1&2 GHG emissions compared to the 2022 base year, within the scope of SBTi. Since the SBTi near-term target is based on Scope 2 market-based data, progress towards the target is monitored and reported using market-based data.
Total Indirect GHG Emissions (Scope 3)	Total Scope 3 GHG emissions are the sum of all Scope 3 categories within the scope of SBTi. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Percentage of Scope 3 GHG emissions reduction (%) compared to the 2022 base year	Percentage reduction in total Scope 3 GHG emissions compared to the 2022 base year, within the scope of SBTi.
Scope 3, Category11: Use of Sold Products	Scope 3 use of sold products emissions include emissions from the Company's production facilities, joint ventures located in Türkiye, Romania, Russia, China, South Africa, Pakistan, Bangladesh, Thailand, Egypt and India and subsidiaries (Arçelik-LG located in Türkiye, Voltbek located in India). As of 2024, following the merger with Whirlpool's sales, production, and distribution subsidiaries in Europe, the production sites of Beko Europe B.V. in Italy, Poland and Slovakia, have been added to the reporting scope. However, these newly integrated plants are not included within the scope of the Scope 3 use of sold products emissions used in SBTi target calculation. The products which are taken into Company's GHG inventory are dishwasher, dryer, frontload washing machine, hob, hood, microwave, oven, refrigerator, television, vacuum cleaner, washer dryer, air conditioner product groups produced in Company's own production plants and joint ventures.
Percentage of Scope 3 GHG emissions reduction from use of sold products (%) compared to the 2022 base year	Percentage reduction in Scope 3 Category 11 (Use of Sold Products) GHG emissions compared to the 2022 base year, within the scope of SBTi.

KEY DEFINITIONS AND REPORTING SCOPE

GHG Emission Intensity	
Total Scope 1 GHG emissions intensity (tCO ₂ e/TRY million)	Total Scope 1 GHG emissions intensity represents the ratio of total Scope 1 GHG emissions to total revenue.
Scope 2 location-based GHG emissions intensity (tCO ₂ e/TRY million)	Scope 2 location-based GHG emissions intensity represents the ratio of total Scope 2 location-based GHG emissions to total revenue.
Scope 2 market-based GHG emissions intensity (tCO ₂ e/TRY million)	Scope 2 market-based GHG emissions intensity represents the ratio of total Scope 2 market-based GHG emissions to total revenue.
Total Scope 2 GHG emissions intensity (tCO ₂ e/TRY million)	Total Scope 2 GHG emissions intensity represents the ratio of total Scope 2 GHG emissions to total revenue.
Total Scope 1&2 GHG emissions intensity (tCO ₂ e/TRY million)	Total Scope 1&2 GHG emissions intensity represents the ratio of total Scope 1&2 GHG emission to total revenue.
Scope 3 GHG emissions intensity (tCO ₂ e/TRY million)	Scope 3 GHG emissions intensity represents the ratio of total Scope 3 emissions to total revenue.
Total Scope 1, 2 & 3 GHG emissions intensity (tCO ₂ e/TRY million)	Total Scope 1, 2 & 3 GHG emissions intensity represents the ratio of total Scope 1,2 & 3 emissions to total revenue.
Energy	
Electricity (Non-renewable) (GJ)	This indicator represents electricity purchased by the company from the national or regional electricity grid that does not have associated certified renewable energy attributes, such as Renewable Energy Certificates (RECs), Guarantees of Origin (GoOs), or International RECs (I-RECs). Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Electricity (Purchased renewable) (GJ)	This indicator represents electricity procured by the company from fully renewable sources (e.g., through direct Power Purchase Agreements [PPAs]) and possessing certified renewable energy attributes such as Renewable Energy Certificates (RECs), Guarantees of Origin (GoOs), or International RECs (I-RECs). Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Electricity (Onsite renewable generation) (GJ)	This indicator represents the electricity generated and consumed on-site by the company from renewable energy sources within the company's operations. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Natural gas (GJ)	This indicator represents the total amount of natural gas consumed by the company across all operations as heating and industrial processes. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiary of Arçelik, Arçelik-LG.
LPG (GJ)	This indicator represents the total amount of liquefied petroleum gas (LPG) consumed by the company across all operations. This includes both mobile combustion (e.g., vehicles) and stationary combustion (e.g., equipment, generators).
Fuel-Oil (GJ)	This indicator represents the total amount of fuel oil consumed by the company across all operations.
Diesel (GJ)	This indicator represents the total amount of diesel fuel consumed by the company across all operations. This includes both mobile combustion (e.g., vehicles) and stationary combustion (e.g. generators). Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Biodiesel (GJ)	This indicator represents the total amount of biodiesel (bio-component only) consumed by the company, used exclusively as vehicle fuel.
Gasoline (GJ)	This indicator represents the total amount of gasoline consumed by the company across all operations. This includes only mobile combustion (e.g., vehicles). Scope of the KPI includes Arçelik (with its Joint Ventures) and the subsidiary of Arçelik, Arçelik-LG.

KEY DEFINITIONS AND REPORTING SCOPE

Energy		
INTRODUCTION	Bioethanol (Gj)	This indicator represents the total amount of bioethanol (bio-component only) consumed by the company, used exclusively as vehicle fuel.
	CNG (Gj)	This indicator represents the total amount of compressed natural gas (CNG) consumed by the company.
	Hot Water (Gj)	This indicator represents the total amount of hot water purchased from external suppliers and consumed by the company for use in operations, including heating and processing.
	Steam (Gj)	This indicator represents the total amount of steam purchased from external suppliers and consumed by the company for use in operations, including heating and processing.
	LNG (Gj)	This indicator represents the total amount of Liquefied Natural Gas (LNG) consumed by the company.
PARTNERSHIPS & RECOGNITION	Total energy consumption by Fuel Type (Gj)	This indicator represents the total energy consumption by fuel type, including electricity sourced from non-renewable and purchased renewable sources, onsite renewable electricity generation, natural gas, liquefied petroleum gas (LPG), liquefied natural gas (LNG), fuel oil, diesel, biodiesel, various gaseous fuels such as propane and compressed natural gas (CNG), bioethanol, as well as thermal energy in the form of hot water and steam. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
GOVERNANCE	Fuel consumption from renewable sources (Gj)	This indicator represents the total amount of fuel consumed by the company that is derived from renewable sources. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
	Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (Gj)	This indicator represents the company's total energy consumption in the form of electricity, heating, steam, and cooling that is purchased or sourced from renewable energy sources. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
	Consumption of self-generated non-fuel renewable energy (Gj)	This indicator represents the total amount of renewable energy that by company generates and consumed on-site through non-fuel-based sources. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiary of Arçelik, Voltbek.
SUSTAINABLE VALUE CREATION STRATEGY	Total energy consumption from renewable sources (Gj)	This indicator represents the total amount of energy consumed by the company that is derived from renewable sources. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT	Percentage of renewable sources in total energy consumption (Gj)	This indicator represents the percentage of total energy consumption that is sourced from renewable energy sources. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
	Fuel consumption from coal and coal products (Gj)	Not Applicable (NA)
SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs	Fuel consumption from crude oil and petroleum products (Gj)	This indicator represents the total amount of energy consumed by company that is derived from crude oil and its refined products. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
IN TOUCH WITH OUR PLANET	Fuel consumption from natural gas (Gj)	This indicator represents the total amount of natural gas consumed by the company. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiary of Arçelik, Arçelik-LG.
	Fuel consumption from other fossil sources (Gj)	This indicator represents the total amount of LNG (Liquefied Natural Gas) and CNG (Compressed Natural Gas) consumed by the company. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
IN TOUCH WITH HUMAN NEEDS	Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources (Gj)	This indicator represents the amount of energy purchased or acquired in the form of electricity, heat, steam, or cooling sourced from fossil fuels and used in the company's operations. This energy includes that which is purchased from external providers and used in the company's operations. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
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Energy		
INTRODUCTION	Total energy consumption from fossil sources (GJ)	This indicator represents the total amount of energy consumed by the company from fossil sources. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
	Percentage of fossil sources in total energy consumption (%)	This indicator represents the proportion of total energy consumed by the Company that is derived from fossil fuels. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
	Total energy consumption from nuclear sources (GJ)	Not Applicable (NA)
PARTNERSHIPS & RECOGNITION	Percentage of energy consumption from nuclear sources in total energy consumption (%)	This indicator represents the percentage of total energy consumption that is sourced from nuclear energy. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
GOVERNANCE	Total non-renewable energy consumption (MWh)	This indicator represents the total amount of energy consumed by the company that is derived from non-renewable sources. It includes energy from fossil fuels such as natural gas, fuel oil, CNG, LPG, LNG diesel, gasoline, and non-renewable electricity. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
	Total renewable energy consumption (MWh)	This indicator represents the total amount of energy consumed by the company that is derived from renewable sources. It includes energy from renewable sources as solar, wind, hydropower, geothermal, bioethanol, biodiesel, and biomass. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
SUSTAINABLE VALUE CREATION STRATEGY	Total energy consumption (MWh)	The sum of Total non-renewable energy consumption and Total renewable energy consumption. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
	Total annual energy saving (GJ)	This indicator represents the total amount of energy saved from applied energy efficiency projects by the Company across all operations in the relevant reporting period, measured in GJ (Gigajoules). Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
	Financial saving from energy efficiency projects (TRY)	Represents the financial savings in Turkish Lira (TRY) obtained from energy efficiency projects.
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT	Financial saving from renewable energy projects (TRY)	Represents the financial savings in Turkish Lira (TRY) obtained from renewable energy projects.
	Total annual financial energy saving (TRY)	Represents the total annual energy savings achieved during the relevant reporting period, expressed in Turkish Lira (TRY).
SUSTAINABILITY TARGETS, PROGRESS & CONTRIBUTION TO UN SDGs	Non-renewable energy production (GJ)	Not Applicable (NA)
	Renewable energy production (GJ)	This indicator represents the amount of electricity generated by the company from its on-site solar power plants, as well as the electricity production from the ground-mounted solar power plants located in Aksaray, Kayseri and Nevşehir.
IN TOUCH WITH OUR PLANET	On-site energy production and self-consumed (GJ)	This indicator represents the amount of energy generated within the company's facilities and consumed on-site.
	Surplus on-site renewable electricity supplied to the grid (GJ)	This indicator represents the amount of renewable electricity generated by the company's on-site solar power plants that is not consumed within the facilities and is therefore supplied to the external electricity grid.
	Off-site energy production (GJ)	This indicator represents the amount of electricity generated by the company from the ground-mounted solar power plants located in Aksaray, Kayseri and Nevşehir.
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Energy	
Total energy production (GJ)	This indicator represents the total amount of energy generated by the company from both on-site and off-site sources, including on-site self-consumed energy, surplus energy exported to the grid, and energy generated from off-site facilities.
Ratio of contractual instruments used for sale and purchase of energy bundled with attributes about energy generation in relation to Scope 2 GHG emissions (%)	This indicator represents the ratio of the company's total purchase of energy bundled with attributes to the total of energy consumption in relation to Scope 2 GHG emissions.
Percentage of contractual instruments used for sale and purchase of unbundled energy attribute claims in relation to Scope 2 GHG emissions (%)	This indicator represents the ratio of the company's total purchase of energy unbundled with attributes to the total of energy consumption in relation to Scope 2 GHG emissions.
Energy intensity (Total energy consumption/Revenue) (MWh/TRY million)	This indicator represents the percentage of total energy consumption that is sourced from nuclear energy. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.
Energy intensity of direct energy (GJ/TRY million)	Direct energy intensity (GJ / million TRY) refers to the amount of direct energy consumed for every one million Turkish Lira (TRY) of revenue.
Energy intensity of indirect energy (GJ/TRY million)	Indirect energy intensity (GJ / million TRY) refers to the amount of indirect energy consumed for every one million Turkish Lira (TRY) of revenue.
Avoided emissions (tCO ₂ e) as a result of energy-efficiency projects implemented	This indicator represents the total GHG emissions (tCO ₂ e) avoided as a result of energy-efficiency projects implemented across the company's operations.
Water	
Water Withdrawal by Source (m³)	This indicator represents the total volume of water withdrawn by the organization. The Company, categorized by source. It includes water sourced from third-party municipal supplies, third-party water tankers, groundwater extraction, surface water and rainwater collection.
Third party sources - Municipal water	This includes potable water provided by municipal water suppliers,
Third party sources - Water tanker	This includes potable water provided by public or private utilities from freshwater sources.
Groundwater	This includes groundwater that can be recovered from underground.
Surface Water	This includes water that is withdrawn from a source of surface water.
Rainwater	Precipitation captured within the site boundary and harvested for use to supplement potable water.
Total water withdrawal	It includes the sum of municipal water, water tanker, groundwater, surface water, other water and rainwater. Other water is included to total water calculation.
Total water discharge (m³)	The total water leaving the Company's boundary and being released surface water, groundwater and third parties during the reporting year. The Company discharges only third-party destinations.
Fresh surface water	The water leaving the company's boundary and being released to surface water during the reporting year.
Groundwater	The water leaving the company's boundary and being released to groundwater during the reporting year.

KEY DEFINITIONS AND REPORTING SCOPE

Water		
INTRODUCTION	Third-party destinations (municipal sewage line connected to municipal/industrial wastewater treatment plant)	The water leaving the company's boundary and being released to third parties during the reporting year. The company discharges only third-party destinations.
	Third party sources - Steam	The water leaving the company's boundary and being released to third party sources, steam, during the reporting year.
	Total water consumption (m³)	Total water withdrawal represents the water consumption calculated by subtracting the amount of wastewater discharge from the total amount of water withdrawn by the company during its operations.
PARTNERSHIPS & RECOGNITION	Water Pollutants (tonnes)	This indicator represents the total mass of water pollutants discharged by the organization, measured in tonnes. It includes key parameters such as Chemical Oxygen Demand (COD), Total Suspended Solids (TSS), Oil and Grease, Nitrites (NO ₂ -N), and heavy metals including Chromium, Lead (Pb), Cadmium (Cd), and Nickel (Ni). The reported values provide a comprehensive assessment of the organization's impact on water quality and are measured in accordance with applicable environmental standards and regulations.
	Total Chemical Oxygen Demand (COD)	COD represents the annual total COD amount in the wastewater generated as a result of the Company's operations during the reporting period and discharged to third party destinations.
GOVERNANCE	Total Suspended Solid (TSS)	TSS represents the annual total suspended solids amount in the wastewater generated as a result of the Company's operations during the reporting period and discharged to third party destinations.
	Total Oil and Grease	Oil and grease represents the annual total oil and grease amount in the wastewater generated as a result of the Company's operations during the reporting period and discharged to third party destinations.
SUSTAINABLE VALUE CREATION STRATEGY	Total Nitrites (NO2-N)	Total nitrites represents the annual total nitrites amount in the wastewater generated as a result of the Company's operations during the reporting period and discharged to third party destinations.
	Total Chromium	Total chromium represents the annual total chromium amount in the wastewater generated as a result of the Company's operations during the reporting period and discharged to third party destinations.
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT	Total Lead (Pb)	Total lead represents the annual total lead amount in the wastewater generated as a result of the Company's operations during the reporting period and discharged to third party destinations.
	Total Cadmium (Cd)	Total cadmium represents the annual total cadmium amount in the wastewater generated as a result of the Company's operations during the reporting period and discharged to third party destinations.
SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs	Total Nickel (Ni)	Total nickel represents the annual total nickel amount in the wastewater generated as a result of the Company's operations during the reporting period and discharged to third party destinations.
	Water Withdrawal Intensity (m³/TRY million)	Water withdrawal intensity represents the ratio of water withdrawal (m³) to total revenue in TRY.
IN TOUCH WITH OUR PLANET	Water Consumption Intensity (m³/TRY million)	Water consumption intensity represents the ratio of water consumption (m³) to total revenue in TRY.
	Water Pollutant Intensity (tonnes/TRY million)- Total Chemical Oxygen Demand (COD)	Water pollutant intensity represents the COD value to total revenue.
IN TOUCH WITH HUMAN NEEDS	Water recycled and reused (m³)	Recycled water refers to wastewater that has undergone treatment processes to meet specific quality standards.
	Recycled and reused water ratio (%)	The recycled and reused water ratio represents recycled and reused water (m³) divided by total water withdrawal (m³).
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Areas with Water Stress		
INTRODUCTION	Water withdrawal from "high" water stress locations (m³)	Water withdrawal from high water stress locations represents the amount of water withdrawn from areas of “high” water stress according to the WRI Aqueduct Water Risk Atlas.
	Rate of water withdrawal from "high" water stress locations compared to total water withdrawal (%)	Rate of water withdrawal from "high" water stress locations compared to total water withdrawal represents ratio of amount of water withdrawn from areas of high-water stress according to the WRI Aqueduct Water Risk Atlas to total water withdrawal.
PARTNERSHIPS & RECOGNITION	Water discharge at "high" water stress locations (m³)	Water discharge at "high" water stress locations represents the amount of water discharged to areas of high-water stress according to the WRI Aqueduct Water Risk Atlas.
	Rate of water discharge at “high” water stress locations compared to total water discharge (%)	Rate of water discharge at “high” water stress locations compared to total water discharge represents ratio of amount of water discharged at areas of high-water stress according to the WRI Aqueduct Water Risk Atlas to total water discharge.
GOVERNANCE	Water consumption at "high" water stress locations (m³)	Water consumption at “high” water stress locations represents the amount of water consumption at areas of high-water stress according to the WRI Aqueduct Water Risk Atlas.
	Rate of water consumption at “high” water stress locations compared to total water consumption (%)	Rate of water consumption at “high” water stress locations compared to total water consumption represents ratio of amount of water consumption at areas of high-water stress according to the WRI Aqueduct Water Risk Atlas to total water consumption.
SUSTAINABLE VALUE CREATION STRATEGY	Water withdrawal from "extremely high" water stress locations (m³)	Water withdrawal from "extremely high" water stress locations represents the amount of water withdrawal at areas of high or extremely high baseline water stress according to the WRI Aqueduct Water Risk Atlas.
	Rate of water withdrawal from "extremely high" water stress locations compared to total water withdrawal (%)	Rate of water withdrawal at “extremely high” water stress locations compared to total water withdrawal represents ratio of amount of water withdrawn at areas of extremely high-water stress according to the WRI Aqueduct Water Risk Atlas to total water withdrawal.
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT	Water discharge at "extremely high" water stress locations (m³)	Water discharge from "extremely high" water stress locations represents the amount of water discharge at areas of extremely high baseline water stress according to the WRI Aqueduct Water Risk Atlas.
	Rate of water discharge at “extremely high” water stress locations compared to total water discharge (%)	Rate of water discharge at "extremely high" water stress locations compared to total water discharge represents ratio of amount of water discharged at areas of extremely high-water stress according to the WRI Aqueduct Water Risk Atlas to total water discharge.
SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs	Water consumption at "extremely high" water stress locations (m³)	Water consumption at “extremely high” water stress locations represents the amount of water consumption at areas of high-water stress according to the WRI Aqueduct Water Risk Atlas.
	Rate of water consumption at “extremely high” water stress locations compared to total water consumption (%)	Rate of water consumption at “extremely high” water stress locations compared to total water consumption represents ratio of amount of water consumption at areas of extremely high-water stress according to the WRI Aqueduct Water Risk Atlas to total water consumption.
IN TOUCH WITH OUR PLANET	Total water consumption in areas at water risk (m³)	Amount of water withdrawn from water risk areas such as high and extremely high risk.
	Total Annual Water Saving	This indicator represents the total amount of water saved (m³) annually.
IN TOUCH WITH HUMAN NEEDS	Financial saving from water efficiency projects and rainwater harvesting projects	Represents the financial savings in Turkish Lira (TRY) obtained from water efficiency projects and rainwater harvesting projects.
	Total Annual Financial Water Saving	This indicator represents the total financial water saving (TL) annually.
IN TOUCH WITH BUSINESS	Total water stored	Total water stored refers to the cumulative volume of water retained in natural or artificial reservoirs.
	Changes in storage	Changes in storage refer to the variation in the volume of water held within a defined system (such as a watershed, reservoir, or aquifer) over a specific period.
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Waste		
INTRODUCTION	Total hazardous waste disposal (tonnes)	Total hazardous waste disposal represents the total amount of hazardous waste subjected to “Recovery” (R codes) and “Disposal” (D codes) disposal methods during the reporting period.
	Total Non-hazardous waste (tonnes)	Total non-hazardous waste disposal represents the total amount of non-hazardous waste subjected to “Recovery” (R codes) and “Disposal” (D codes) disposal methods during the reporting period.
	Total Waste (tonnes)	Total waste represents the total amount of hazardous and non-hazardous wastes generated as a result of the activities carried out by the Company operations during the reporting period.
	Hazardous waste directed to disposal (tonnes)	This indicator represents the total quantity of hazardous waste directed to disposal, measured in tonnes. It includes waste sent to recovery processes, incineration with and without energy recovery, landfill, and other disposal operations. The indicator further distinguishes between hazardous waste disposed of onsite and offsite, providing a comprehensive overview of the organization’s hazardous waste management practices in accordance with relevant environmental regulations and reporting standards.
	Wastes sent for recycling	The amount of hazardous waste that has been sent for the purpose of recycling.
	Wastes sent for incineration for energy recovery	The amount of hazardous waste that has been sent for incineration for the purpose of energy recovery.
	Wastes sent to incineration without energy recovery	The amount of hazardous waste that has been sent to incineration without the purpose of energy recovery.
	Waste sent to landfill	The amount of hazardous waste that has been sent to landfill.
	Wastes Subject to Other Disposal Process	The amount of hazardous waste that is subject to other disposal processes.
	Total Hazardous Wastes Disposed of Within the Facility	The quantity of hazardous waste that has been disposed of within the facilities of the company.
PARTNERSHIPS & RECOGNITION	Total Hazardous Wastes Disposed of Outside the Facility	The quantity of hazardous waste that has been disposed of outside the facilities of the company.
	Hazardous waste diverted from disposal due to preparation for reuse (tonnes)	The quantity of hazardous waste that has been prevented from being disposed of through processes that prepare the material for reuse without further treatment.
	Hazardous waste diverted from disposal due to recycling (tonnes)	The amount of hazardous waste that is prevented from being disposed of by undergoing a recycling process.
	Hazardous waste diverted from disposal due to other recovery operations (tonnes)	The amount of hazardous waste that is prevented from disposal by undergoing recovery processes other than recycling.
	Non-hazardous waste directed to disposal (tonnes)	This indicator represents the total quantity of non-hazardous waste directed to disposal, measured in tonnes. It includes waste sent to recovery processes, incineration with and without energy recovery, landfill, and other disposal operations. The indicator also differentiates between non-hazardous waste disposed of onsite and offsite, offering a comprehensive overview of the organization’s non-hazardous waste management in line with applicable environmental standards and reporting frameworks.
	Wastes sent for recycling	The amount of non-hazardous waste that has been sent for the purpose of recycling.
	Wastes sent for incineration for energy recovery	The amount of non-hazardous waste that has been sent for incineration for the purpose of energy recovery.
	Wastes sent to incineration without energy recovery	The amount of non-hazardous waste that has been sent to incineration without the purpose of energy recovery.
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SUSTAINABLE VALUE CREATION STRATEGY		
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT		
SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs		
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Waste		
PARTNERSHIPS & RECOGNITION	Waste sent to landfill	The amount of non-hazardous waste that has been sent to landfill process.
	Wastes Subject to Other Disposal Process	The amount of non-hazardous waste that is subject to other disposal processes.
	Total Non-Hazardous Wastes Disposed of Within the Facility	The quantity of non-hazardous waste that has been disposed of within the facilities of the company.
	Total Non-Hazardous Wastes Disposed of Outside the Facility	The quantity of non-hazardous waste that has been disposed of outside the facilities of the company.
	Non-hazardous waste diverted from disposal due to preparation for reuse (tonnes)	The quantity of non-hazardous waste that has been prevented from being disposed of through processes that prepare the material for reuse without further treatment.
	Non-hazardous waste diverted from disposal due to recycling (tonnes)	The amount of non-hazardous waste that is prevented from being disposed of by undergoing a recycling process.
	Non-hazardous waste diverted from disposal due to other recovery operations (tonnes)	The amount of non-hazardous waste that is prevented from disposal by undergoing recovery processes other than recycling.
	Hazardous waste intensity (tonnes/TRY million)	Hazardous waste intensity represents the hazardous waste amount value to total revenue in TRY.
	Non-hazardous waste intensity (tonnes/TRY million)	Non-hazardous waste intensity represents the non-hazardous waste amount value to total revenue in TRY.
	Total waste intensity (tonnes/TRY million)	Total waste intensity represents the sum of non-hazardous waste intensity and hazardous waste intensity in TRY.
GOVERNANCE	Ratio of recycled waste (%)	It includes the ratio of recycled waste on the total amount of waste.
	Total recycled waste (tonnes)	It includes total amount of recycled waste.
SUSTAINABLE VALUE CREATION STRATEGY	Ratio of non-recycled waste (%)	In the ratio of non-recycled waste calculation, the domestic waste amount is excluded. The scope of this calculation includes waste to incineration without energy recovery, waste to landfill and waste to other disposal operations.
	Total non-recycled waste (tonnes)	It includes total amount of non-recycled waste.
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT	Total waste prevented annually	Waste prevented annually amount includes waste projects' prevented amounts in tonnes.
	Financial saving from waste projects	It includes financial saving amount that comes from waste projects.
SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs	Total Annual Financial Waste Saving	This indicator represents the total financial waste saving (TL) annually.

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Other Environmental-Related KPIs		
Other Environmental-Related KPIs		The amount of non-hazardous waste that has been sent to landfill process.
Wastes Subject to Other Disposal Process		The amount of non-hazardous waste that is subject to other disposal processes.
Total Non-Hazardous Wastes Disposed of Within the Facility		The quantity of non-hazardous waste that has been disposed of within the facilities of the company.
Total Non-Hazardous Wastes Disposed of Outside the Facility		The quantity of non-hazardous waste that has been disposed of outside the facilities of the company.
Non-hazardous waste diverted from disposal due to preparation for reuse (tonnes)		The quantity of non-hazardous waste that has been prevented from being disposed of through processes that prepare the material for reuse without further treatment.
Non-hazardous waste diverted from disposal due to recycling (tonnes)		The amount of non-hazardous waste that is prevented from being disposed of by undergoing a recycling process.
Non-hazardous waste diverted from disposal due to other recovery operations (tonnes)		The amount of non-hazardous waste that is prevented from disposal by undergoing recovery processes other than recycling.
Hazardous waste intensity (tonnes/TRY million)		Hazardous waste intensity represents the hazardous waste amount value to total revenue in TRY.
Energy-Efficient Products		
Percentage of eligible products certified under the ENERGY STAR® program		Represents the unit-based ratio of ENERGY STAR® certified products to all eligible product categories.
Percentage of eligible products by revenue certified to the ENERGY STAR® program		Indicates the revenue-weighted percentage of ENERGY STAR® certified products among eligible product categories.
Percentage of revenue from energy-efficient products		Shows the ratio of revenue generated from all energy-efficient products to total revenue.
Percentage of energy efficient products (by unit count)		Represents the ratio of energy-efficient product units to the total product unit count within the same defined product categories (Dryer, Dishwasher, Refrigerator, Freezer, Air Conditioner, Hood, Oven, Television, Washer Dryer, Washing Machine, Household Heaters, Heat Pump).
Percentage of eligible products by revenue certified to an energy efficiency certification		Shows the ratio of revenue generated from all products that meet the energy efficiency requirements set by recognized certification programs to total revenue.
List of applicable jurisdictional or international certification programs		The relevant energy efficiency certification programs applicable in each country for product categories

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Resource Efficient Products	
Percentage of revenue from products that included recycled and/or bio composite plastic materials	This indicator refers to the proportion of total revenue derived from products that incorporate recycled plastics and/or bio-based composite plastic materials as part of their composition, relative to total revenue.
Percentage of revenue from reduced raw materials (resource efficiency) in products and packaging	This metric measures the percentage of revenue attributed to products and packaging designed with reduced raw material inputs, in line with resource efficiency strategies; to total revenue.
Recycled Material	
Total recycled plastics used for products (tonnes)	Indicates the total amount of recycled plastic materials used in the production of products during the reporting period.
Breakdown by recycled plastic technology and product category	Indicates the total amount of recycled plastic materials used in products during the reporting period, broken down by recycled plastic source/technology and product category, including major domestic appliances, small domestic appliances, consumer electronics, personal care products and air conditioners
Description of efforts to manage products' end-of-life impacts	Indicates the actions taken by the entity in order to lessen the environmental impact of the product's end-of-life phase.
Low Carbon Products	
Percentage of revenue from low carbon products	Share of total revenue generated from products that are designed to have a lower carbon footprint compared to conventional alternatives.
Annual production by Product Categories	This metric represents the number of products from each category (white goods, consumer electronics, other) produced within the reporting period.
Environmental Product Lifecycle Standard	
Percentage of eligible products by revenue certified to an environmental product lifecycle standard	Indicates the ratio of the revenue of products with an environmental product lifecycle standard certification to total revenue.
List of applicable jurisdictional or international certification programs	The relevant environmental product lifecycle standard certification programs applicable in each country for product categories
Percentage of revenue from products certified with Type I eco-labels (ISO 14024)	Shows the ratio of the revenue of products with a Type I eco-label certification; to total revenue.
Resource Efficiency	
Total refurbished products	The indicator refers to products that have been previously used by customers, displayed with cosmetic defects in dealer stores, or damaged during logistics processes, which are reprocessed through refurbishment and resold after necessary repairs and performance testing to restore them to the same quality and performance as new products.
Total material reduction amount	The indicator refers to products and packaging designed to reduce raw material usage compared with the previous model of product.

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INTRODUCTION	Performance Indicators Scope of the KPIs include Arçelik (with its Joint Ventures) and subsidiaries of Arçelik, Voltbek and Arçelik-LG.	
	Workforce, Talent Attraction and Retention	
	Number of Employees (FTE at the end of year) by Employment Type	In the reporting period, this indicator refers to the total number of employees categorized by gender and employment type, such as full-time, part-time, monthly paid, hourly paid, permanent and temporary, and subcontracted staff. The classification is based on formal employment agreements and is monitored through the Human Resources data system. The figures reflect the workforce distribution as of the end of the reporting period. (full time employees are counted as 1, part time employees are counted as 0.5)
	Number of Employees (FTE by the end of year) by Region	In the reporting period, this indicator refers to the total number of employees categorized by employment type (Monthly paid, Hourly paid, Permanent employees, Temporary employees and Non-guaranteed employees) and region. The data is monitored through the Human Resources data system and reflects the distribution workforce by region as of the end of the reporting period. (full time employees are counted as 1, part time employees are counted as 0.5)
GOVERNANCE	Number of Employees (head count) by country	In the reporting period, this indicator refers to the total number of employees categorized by its country. The data is based on records maintained in the Human Resources system and reflects the distribution of the workforce by country as of the end of the reporting period
SUSTAINABLE VALUE CREATION STRATEGY	Workforce, Talent Attraction and Retention	
	Employees by Gender (headcount) by gender	In the reporting period, this indicator refers to the total number of employees categorized by gender. The data is based on records maintained in the Human Resources system and reflects the distribution of the workforce by gender as of the end of the reporting period.
	Employees Newly Hired by Gender	In the reporting period, this indicator refers to the total number and percentage of newly hired employees categorized by gender. The classification is based on Human Resources data and includes all new hires during the reporting year.
	Employees Newly Hired by Positions	In the reporting period, this indicator refers to the number of newly hired employees by position level and gender, including junior or low-level management, middle-level management, senior or top-level management. The data reflects new hires during the period, as recorded in the Human Resources system.
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT	Employees Newly Hired by Region and Gender	In the reporting period, this indicator refers to the number of newly hired employees by region and gender. The data reflects new hires during the period, as recorded in the Human Resources system.
	Open positions filled by internal candidates (internal hires)	In the reporting period, this indicator refers to the number of open positions that were filled by internal candidates within the organization. The data is based on records maintained in the Human Resources system.
	Employees Internal Hired by Gender	In the reporting period, this indicator refers to the number of internal hires categorized by gender. The data includes all internal transfers recorded in the Human Resources system during the period.
	Employees Internal Hired by Positions	In the reporting period, this indicator refers to the number of internal hires by position level, including junior or low-level management, middle-level management, and senior or top-level management. The data is based on Human Resources records and includes all relevant internal movements.
SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs	Employees promoted by gender	In the reporting period, this indicator refers to the percentage of employees by gender who were promoted to a higher position within the organization. The data is based on records from the Human Resources system.
IN TOUCH WITH OUR PLANET	Employee Turnover Rates	In the reporting period, this indicator refers to the percentage of employees who left the organization for any reason, including both voluntary and involuntary separations. Additionally, it is categorized by region. The data is based on records in the Human Resources system.
	Total Employee Turnover Rate	In the reporting period, this indicator refers to the percentage of employees who left the organization for any reason, including both voluntary and involuntary separations. The data is reported by gender, age group, and position level. Age groups are defined as under 30 years old, 30–50 years old (including 30 and 50), and over 50 years old. Position levels are categorized as junior/low-level management, middle-level management, and senior/top-level management. The data is based on records in the Human Resources system.
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Workforce, Talent Attraction and Retention		
INTRODUCTION	Total Employee Turnover Rate by Region	In the reporting period, this indicator refers to the percentage of employees who left the organization for any reason, including both voluntary and involuntary separations. The data is reported by gender, age group, and position level. Age groups are defined as under 30 years old, 30-50 years old (including 30 and 50), and over 50 years old. Position levels are categorized as junior/low-level management, middle-level management, and senior/top-level management. The data is reported by region and is based on records in the Human Resources system.
	Voluntary Employee Turnover Rate	In the reporting period, this indicator refers to the percentage of employees who voluntarily left the organization. The data is reported by gender, age group, and position level. Age groups are defined as under 30 years old, 30-50 years old (including 30 and 50), and over 50 years old. Position levels are categorized as junior/low-level management, middle-level management, and senior/top-level management. The data is based on records from the Human Resources system.
PARTNERSHIPS & RECOGNITION	Workforce, Talent Attraction and Retention	
GOVERNANCE	Involuntary Employee Turnover Rate	In the reporting period, this indicator refers to the percentage of employees who left the organization due to involuntary reasons. The data is reported by gender, age group, and position level. Age groups are defined as under 30 years old, 30-50 years old (including 30 and 50), and over 50 years old. Position levels are categorized as junior/low-level management, middle-level management, and senior/top-level management. The data is based on records from the Human Resources system.
	Number of Employees Who Left	In the reporting period, this indicator refers to the total number of employees whose layoff was officially announced by the organization including both voluntarily and involuntarily separation. The data is obtained from the Human Resources records.
SUSTAINABLE VALUE CREATION STRATEGY	Employees by Working Years	This indicator refers to the distribution of employees based on their tenure with the Company. It includes the number of employees who have been working for a period of 0-5 years, 5-10 years, and more than 10 years by gender. Additionally, the indicator presents the average seniority (in years) among employees. The data is derived from Human Resources records and reflects the duration of employment as of the end of the reporting period.
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT	Diversity and Inclusion	
SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs	Employees by Gender (FTE)	In the reporting period, this indicator refers to the total number of employees grouped by gender categories, The classification is based on employee data available in the Human Resources data system and reflects the workforce distribution as of the end of the reporting period (full time employees are counted as 1, part time employees are counted as 0.5).
	Employees by Age (FTE)	In the reporting period, this indicator refers to the total number and percentage of employees grouped by age categories and gender, specifically: under 30 years old, 30 to 50 years old (including 30 and 50), and over 50 years old. The classification is based on age data available in the Human Resources data system and reflects the workforce distribution as of the end of the reporting period (full time employees are counted as 1, part time employees are counted as 0.5).
IN TOUCH WITH OUR PLANET	Gender Equality by Positions (FTE)	In the reporting period, this indicator refers to the gender distribution within the total workforce and across various hierarchical and functional positions, reported by total number and percentage. These include all management levels (junior, middle, and senior management), junior management positions (first level of management), top management positions (maximum two levels away from the CEO or comparable roles), and management roles in revenue-generating functions such as sales. Additionally, it covers revenue-generating functions, entry-level positions, STEM-related positions, IT positions, engineering positions, and subcontracted employees. The data is derived from the Human Resources system and reflects the composition of the workforce in each respective category (full time employees are counted as 1, part time employees are counted as 0.5).
IN TOUCH WITH HUMAN NEEDS	Workforce by Nationality (FTE)	In the reporting period, this indicator refers to the distribution of the total workforce by nationality. The data is presented as percentages and reflects the composition of nationalities within the organization. The data is based on the Human Resources system (full time employees are counted as 1, part time employees are counted as 0.5).
IN TOUCH WITH BUSINESS	All Management Workforce by Nationality	In the reporting period, this indicator refers to the distribution of employees in all management positions by nationality. Management positions include junior, middle, and senior levels. The data is presented as percentages and is based on the Human Resources system.
ANNEXES	Living Wage Indicators	The Living Wage is the minimum level of pay that enables an employee to meet their basic needs and maintain a decent standard of living.

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Gender Pay Indicators	
Salaries by Level	This indicator provides an overview of average base salaries and total compensation by job level, including executive, managerial, and non-managerial roles. Data is presented separately for women and men and includes a basic comparison of pay between genders.
Gender Pay Gap Metrics	This indicator shows the overall difference in average pay between women and men. It includes both general pay gap figures and a broad comparison of average earnings.
Other Gender Pay Gap Metrics	This indicator outlines the representation of women across different pay levels. It includes the share of women among top earners and their distribution across compensation ranges. It also reflects gender-based comparisons for entry-level wages relative to local minimum wage.
Training & Development	
Total hours of training for employees	In the reporting period, this indicator refers to the total number of hours spent on training activities for all employees. It represents the sum of all training durations attended by employees throughout the year. The data is based on records from the Human Resources system. Scope of the KPI includes Arçelik (with its Joint Ventures) and subsidiaries of Arçelik Voltbek and Arçelik-LG.
Average hours of training and development per FTE	In the reporting period, this indicator refers to the average number of hours of training provided per full-time employee (FTE). It is calculated by dividing the total number of training hours by the total number of FTE. The data is based on records from the Human Resources system. The data is provided with gender, age, and managerial level segments.
Average amount spent per FTE on learning and development (TRY)	In the reporting period, this indicator refers to the average expenditure in Turkish Lira per full-time equivalent (FTE) employee for learning and development activities. It includes costs associated with training content, tools, platforms, and participation fees. The data is based on financial records and Human Resources systems.
Average Hours of Training & Development	In the reporting period, this indicator refers to the average number of training and development hours attended by employees, categorized by gender, age group, and management level. Management levels include junior/low-level management, middle-level management, and senior/top-level management. The data is based on Human Resources records.
Average Hours of Trainings by Subjects - Employees	In the reporting period, this indicator refers to the average number of training hours received by employees in specific subject areas such as: Environment, Energy, Health & Safety, Ethics, Sustainability, Chemicals, Regulations, Diversity, Equity & Inclusion (D&I). The data is based on Human Resources records.
Average Hours of Training by Development Category	In the reporting period, this indicator refers to the average number of training hours categorized by development type, including Orientation, Purpose-Driven Programs, Competency Development, Leadership Development and Capability Development (Technical & Functional). The data is based on Human Resources records.
Number of employees received training and development	In the reporting period, this indicator refers to the number of employees who participated in at least one training and development activity, including skill-based, professional, leadership, technical, and personal development programs.
Percentage of employees received training and development (%)	In the reporting period, this indicator refers to the percentage of employees who participated in at least one training and development activity, including leadership, technical, functional, competency, coaching, mentoring, and other professional development programs, relative to the total number of employees.
Number of employees received skill-based training	In the reporting period, this indicator refers to the number of employees who participated in at least one skill-based training program (competency-based or technical) categorized as Leadership Development, Technical/Functional Development, Soft Skills (Competency), Coaching, or Mentoring.
Percentage of employees received skill-based training (%)	In the reporting period, this indicator refers to the percentage of employees who participated in at least one skill-based training program (competency-based or technical) categorized as Leadership Development, Technical/Functional Development, Soft Skills (Competency), Coaching, or Mentoring, relative to the total number of employees.
Performance Evaluation	In the reporting period, this indicator refers to the number of employees who were subject to regular performance and career development evaluations, as part of the organization's talent management processes. It also includes employees covered by multidimensional performance appraisal systems. The data is based on records from the Human Resources system.

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Occupational Health and Safety Indicators	
Scope of the KPIs include Arçelik (with its Joint Ventures) and subsidiaries of Arçelik Voltbek and Arçelik-LG.	
OHS Indicators of Employees	
Total working hours	In the reporting period, this indicator refers to the total number of hours worked by Company employees. The data is used for occupational health and safety performance metrics and is based on Human Resources records.
Number of days lost to work-related injuries	This indicator represents the total number of working days lost due to work-related injuries of employees during the reporting period. The data is based on occupational health and safety incident records and includes cases resulting in lost working days.
Number of work-related fatalities	This indicator reflects the number of employee deaths that occurred as a direct result of work-related incidents. The data is based on officially reported occupational accident records.
Number of recordable work-related accidents	This indicator represents the total number of recordable work-related accidents involving employees during work-related activities in the reporting period. It includes occupational incidents officially recorded in the Company's occupational health and safety system, regardless of whether they resulted in lost working days.
Number of injuries reported while working for the Company (incl. at least a working day lost injuries)	This indicator includes injuries sustained by employees during work duties that resulted in at least one day of work loss. The data is derived from occupational health and safety incident records.
Rates of OHS Indicators for Employees	
Lost Time Injury Frequency Rate	This indicator measures the frequency of work-related injuries that cause employees to lose at least one working day. It is calculated per 1,000,000 working hours and reflects the rate of significant incidents. The data is derived from occupational health and safety records.
OHS Indicators of Contractors	
Total working hours	In the reporting period, this indicator refers to the total number of hours worked by contractors while performing duties within the Company's premises or on behalf of the Company. The data is used for occupational health and safety performance calculations and is based on contractor declarations and site records.
Number of days lost to work-related injuries	This indicator represents the total number of working days lost due to work-related injuries of contractor employees during the reporting period. The data is based on occupational health and safety incident records and includes cases resulting in lost working days.
Number of work-related fatalities	This indicator reflects the number of contractor employee deaths that occurred as a direct result of work-related incidents within the scope of their duties for the Company. The data is based on officially reported accident records.
Number of recordable work-related accidents	This indicator represents the total number of recordable work-related accidents involving contractor employees during work-related activities in the reporting period. It includes occupational incidents officially recorded in the Company's occupational health and safety system, regardless of whether they resulted in lost working days.
Number of injuries reported while working for the Company (incl. at least a working day lost injuries)	This indicator includes injuries sustained by contractors during assigned duties that resulted in at least one day of work loss. The data is derived from occupational health and safety incident records.
Rates of OHS Indicators for Contractors	
Lost Time Injury Frequency Rate	This indicator measures the frequency of injuries among contractors that caused at least one lost working day, per 1,000,000 official working hours. The data is based on incident reports submitted by contractors and verified by the Company.

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Occupational Health and Safety Indicators Scope of the KPIs include Arçelik (with its Joint Ventures) and subsidiaries of Arçelik Voltbek and Arçelik-LG.	
OHS Indicators of Employees and Contractors	
Total working hours	This indicator refers to the total number of official working hours completed by both employees and contractors within the reporting period. It serves as the basis for calculating frequency-based OHS metrics and is sourced from time-tracking and Human Resources systems.
Number of days lost to work-related injuries	This indicator represents the total number of working days lost due to work-related injuries of employees and contractor employees during the reporting period. The data is based on occupational health and safety incident records and includes cases resulting in lost working days.
Number of work-related fatalities	This indicator shows the total number of fatalities resulting directly from work-related incidents involving employees or contractors. The data is collected from occupational accident reports and official records.
Number of recordable work-related accidents	This indicator represents the total number of recordable work-related accidents involving employees and contractor employees during work-related activities in the reporting period. It includes occupational incidents officially recorded in the Company's occupational health and safety system, regardless of whether they resulted in lost working days.
Number of injuries reported while working for the Company (incl. at least a working day lost injuries)	This indicator represents the total number of injuries that resulted in at least one lost working day, involving either employees or contractors during work-related activities. The data is collected from incident reports and occupational safety systems.
Rates of OHS Indicators for Employees and Contractors	
Lost Time Injury Frequency Rate	This rate reflects the number of work-related injuries that caused at least one lost working day per 1,000,000 total official working hours. It includes all reported cases from both employees and contractors and is calculated using data from occupational health and safety systems.
Supplier Performance Indicators Scope of the KPIs includes Arçelik and its subsidiaries, excluding joint ventures.	
Overall Supplier Information	
Number of unique suppliers in Tier-1 and Tier-2	Refers to all direct material and OEM Tier 1 suppliers from whom purchasing is made, as well as the Tier 2 suppliers declared by these suppliers.
Number of unique direct (material) suppliers in Tier-1	Refers to all unique direct material Tier 1 suppliers from whom purchasing is made during the reporting period.
Number of unique suppliers in Tier-2	Refers to all unique Tier 2 suppliers declared by the Company's Tier 1 suppliers during the reporting period.
Supplier Screening	
Number of unique significant suppliers in Tier-1 and Tier-2	Refers to all direct material and OEM Tier 1 suppliers from whom purchasing is made, as well as the Tier 2 suppliers declared by these suppliers, taking into account purchasing volume, strategic importance, and sector and country risks.
Number of unique significant suppliers in Tier-1	Refers to all unique significant Tier-1 suppliers from whom purchasing is made during the reporting period, considering purchasing volume, strategic importance, and sector and country risks.
Number of unique significant suppliers in Tier-2	Refers to all unique significant Tier-2 suppliers declared by the Company's Tier-1 suppliers during the reporting period, considering purchasing volume, strategic importance, and sector and country risks.

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INTRODUCTION	Supplier Performance Indicators Scope of the KPIs includes Arçelik and its subsidiaries, excluding joint ventures.	
	Supplier ESG Assessment	Denotes whether and how the Company assesses its suppliers against environmental, social, and governance (ESG) criteria. This includes methods, scope, and frequency.
PARTNERSHIPS & RECOGNITION	Number of unique significant Tier-1 and 2 suppliers assessed via ESG survey and/or business ethics audits	Number of distinct Tier-1 and 2 significant suppliers that have undergone the ESG assessment. ESG assessment denotes whether and how the Company assesses its suppliers against environmental, social, and governance (ESG) criteria. This includes methods, scope, and frequency.
	Number of unique significant suppliers in Tier-1 assessed via ESG survey and/or business ethics audits	Number of distinct significant Tier-1 suppliers that have undergone Company's ESG assessment through ESG survey and/or business ethics audits.
GOVERNANCE	Number of unique significant suppliers in Tier-1 assessed via ESG survey	Number of distinct significant Tier-1 suppliers that have completed the ESG survey as part of the Company's supplier ESG assessment process.
	Number of unique significant suppliers in Tier-1 assessed via business ethics audits	Number of distinct significant Tier-1 suppliers that have undergone business ethics audits as part of the Company's supplier ESG assessment process.
SUSTAINABLE VALUE CREATION STRATEGY	Unique significant Tier-2 suppliers assessed via ESG survey and/or business ethics audits (number)	Number of distinct significant Tier-2 suppliers declared by Tier-1 suppliers that have undergone ESG assessment through ESG survey and/or business ethics audits.
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT	Supplier Assessment Findings	Referring to the number and types of findings identified during supplier audits or assessments, especially regarding ESG compliance.
	Number of unique significant suppliers in Tier-1 and Tier-2 with substantial potential/ actual negative impacts	Number of distinct Tier-1 and 2 significant suppliers identified with medium or high ESG risk scores
SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs	Number of unique significant suppliers in Tier-1 with substantial potential/ actual negative impacts	Number of distinct significant Tier-1 suppliers identified with medium or high ESG risk scores.
	Number of unique significant suppliers in Tier-2 with substantial potential/actual negative impacts	Number of distinct significant Tier-2 suppliers identified with medium or high ESG risk scores.
IN TOUCH WITH OUR PLANET	Number of unique significant suppliers in Tier-1 and Tier-2 with substantial potential/ actual negative impacts that agreed to work on corrective action plan	Number of significant suppliers identified with medium or high ESG risk scores and for which corrective action plans have been initiated.
IN TOUCH WITH HUMAN NEEDS	Supplier Assessment Findings	Referring to the number and types of findings identified during supplier audits or assessments, especially regarding ESG compliance.
	Number of unique significant suppliers in Tier-1 with substantial potential/actual negative impacts that agreed to work on corrective action plan	Number of significant Tier-1 suppliers identified with medium or high ESG risk scores and for which corrective action plans have been initiated.
IN TOUCH WITH BUSINESS	Number of unique significant suppliers in Tier-2 with substantial potential/actual negative impacts that agreed to work on corrective action plan	Number of significant Tier-2 suppliers identified with medium or high ESG risk scores and for which corrective action plans have been initiated.
	Number of unique significant suppliers whose contracts were terminated due to substantial potential/actual negative impacts	Refers to the number of companies that were identified as medium or high risk in the ESG assessment and with whom the business relationship was terminated.
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Supplier Development Programs	Includes supplier training, webinars, capacity building activities, quality assessments, business ethics evaluations, and ESG audits.
Number of unique significant suppliers in Tier-1 supported with development measures	Number of distinct significant Tier-1 suppliers supported through supplier development measures.
Number of unique significant suppliers in Tier-1 supported with capacity building programs	Number of distinct significant Tier-1 suppliers that participated in capacity building programs aimed at strengthening ESG performance, sustainability practices, operational capabilities, and compliance with the Company's supplier requirements.
Number of unique significant suppliers in Tier-1 with substantial potential/actual negative impacts supported in corrective action plan implementation	Number of distinct significant Tier-1 suppliers identified with medium or high ESG risk scores that received support from the Company in the implementation of corrective action plans addressing identified ESG risks and improvement areas.
Number of unique significant suppliers in Tier-2 supported with development measures	Number of distinct significant Tier-2 suppliers supported through supplier development measures.
Number of unique significant suppliers in Tier-2 supported with capacity building programs	Number of distinct significant Tier-1 suppliers that participated in capacity building programs aimed at strengthening ESG performance, sustainability practices, operational capabilities, and compliance with the Company's supplier requirements.
Number of unique significant suppliers in Tier-2 with substantial potential/actual negative impacts supported in corrective action plan implementation	Number of distinct significant Tier-2 suppliers identified with medium or high ESG risk scores that received support from the Company in the implementation of corrective action plans addressing identified ESG risks and improvement areas.
EU Taxonomy	
EU Taxonomy-eligible CapEx in 2025 financial year (TRY amount & % proportion of total)	Arçelik is committed to reporting its capital expenditures (CapEx) that align with the Climate Change Mitigation and Circular Economy objectives specified in the EU's Authorized Law for Economic Activities. This report encompasses total CapEx dedicated to activities that fulfill the "significant contribution" and "no significant harm" criteria for the reporting financial year, highlighting both the TRY amount and its percentage proportion of total expenditures.
Among the EU Taxonomy-eligible CapEx, aligned TRY amount & proportion	Among the capital expenditures (CapEx) eligible under the EU Taxonomy, the aligned TRY amount refers to the total value of investments that comply with the EU's sustainability criteria, while the proportion indicates the percentage of these investments relative to the overall CapEx.
EU Taxonomy-eligible OpEx in 2025 financial year (TRY amount & % proportion of total)	Arçelik is committed to reporting its operational expenditures (OpEx) that align with the Climate Change Mitigation and Circular Economy objectives specified in the EU's Authorized Law for Economic Activities. This report encompasses total OpEx dedicated to activities that fulfill the "significant contribution" and "no significant harm" criteria for the reporting financial year, highlighting both the TRY amount and its percentage proportion of total R&D expenditures.
Among the EU Taxonomy-eligible OpEx, aligned TRY amount & proportion	Among the operational expenditures (OpEx) eligible under the EU Taxonomy, the aligned TRY amount represents the total value of operational costs that meet the EU's sustainability criteria, while the proportion indicates the percentage of these costs in relation to the overall R&D OpEx.
EU Taxonomy-eligible Turnover in 2025 financial year (TRY amount & % proportion of total)	Arçelik reports on activities aligned with the Climate Change Mitigation and Circular Economy objectives outlined in the EU's Authorized Law for Economic Activities. This includes total turnover earned from activities meeting the "significant contribution" and "no significant harm" criteria for the reporting year.
Among the EU Taxonomy-eligible Turnover, aligned TRY amount & proportion	Arçelik is dedicated to reporting its turnover that qualifies under the EU Taxonomy, focusing on revenue generated from activities aligned with the Climate Change Mitigation and Circular Economy objectives set forth in the EU's Authorized Law for Economic Activities. This KPI details the total aligned TRY amount and its percentage proportion of the overall turnover, reflecting the Company's commitment to sustainable practices and compliance with EU sustainability criteria.

ARÇELİK DOUBLE MATERIALITY
METHODOLOGY AND
IMPLEMENTATION PRINCIPLES

The double materiality analysis methodology is developed in alignment with the disclosure requirements of the European Sustainability Reporting Standards (ESRS) and follows the approach recommended by the European Financial Reporting Advisory Group (EFRAG) and presents a matrix with impact (inside-out) materiality on the X-axis and financial (outside-in) materiality on the Y-axis.

The process begins with a single materiality analysis, where the sustainability team identifies relevant topics by gathering insights from various sources, including news, regulatory updates, local and international standards, academic studies, and industry reports. A list of 20 sustainability-related topics is defined based on their relevance to the business. Stakeholder surveys are conducted with various groups, such as customers, employees, and investors, to rate the importance of these topics on a 5-point scale. The data from these surveys are consolidated, assigning a 70% weight to Chief Executive Officers’ responses and 30% to internal and external stakeholder responses to reflect strategic oversight.

The final single materiality ranking is established based on these consolidated scores, which then informs the double materiality analysis. This analysis evaluates sustainability issues based on their financial impact (outside-in) and the Company’s impact on society and the environment (inside-out), scoring each of the 20 topics according to financial and impact materiality criteria. Impact materiality assesses the Company’s effects on the environment and society, considering scale, scope, and remediability, while financial materiality focuses on sustainability-related risks and opportunities affecting financial performance, analyzing resource use and reliance on relationships. Topics are classified as double material (high financial and impact scores), financial material (high financial score, low impact score), impact material (high impact score, low financial score), or non-material (low scores in both categories).

The results are compiled into a double materiality matrix for visual representation. Additionally, dynamic materiality involves ongoing reassessment of material issues, recognizing that their significance can change over time due to shifts in stakeholder expectations and regulatory changes, ensuring that the analysis remains relevant in a changing landscape.

EU TAXONOMY

The EU Taxonomy Regulation (EU 2020/852), alongside its associated Delegated Acts, introduces a classification framework to identify which economic activities can be considered environmentally sustainable. The regulation requires companies to disclose the extent to which their operations are associated with taxonomy-eligible and taxonomy-aligned activities, based on three key performance indicators: turnover, capital expenditure (CapEx), and operating expenditure (OpEx).

Although Arçelik is not yet formally subject to the Corporate Sustainability Reporting Directive (CSRD), the Company continues to voluntarily report in line with the EU Taxonomy Regulation. This effort, initiated in 2022, continues with enhanced methodological precision and alignment with evolving regulatory requirements, based on the Climate Delegated Act (EU 2021/2139), Disclosures Delegated Act (EU 2021/2178), Complementary Climate Delegated Act (EU 2022/1214), and amendments introduced through EU 2023/2485 and Environmental Delegated Act EU 2023/2486. In addition, the following disclosures and tables reflect the simplifications introduced through Delegated Regulation EU 2026/73, published on 8 January 2026, amending the Taxonomy Disclosures, Climate, and

Environmental Delegated Regulations, as well as relevant Commission Notices addressing EU Taxonomy reporting.

In the reporting financial year, Arçelik reviewed its operations in the context of two environmental objectives of the EU Taxonomy: Climate Change Mitigation (CCM) and the Transition to a Circular Economy (CE). Under the CCM objective, the Company’s eligible economic activities include the manufacture of energy-efficient household appliances (such as refrigerators, washing machines, and air conditioners). These products qualify if they belong to the top two populated energy classes established under Regulation (EU) 2017/1369. Additionally, heat pumps are considered eligible when they comply with the technical screening criteria set out in Section 4.16 of the EU Taxonomy Regulation Annex.

Product eligibility is assessed based on markets where EU energy labelling schemes are in force. The energy labelling schemes apply not only to the Member States of the European Union but also to countries that have adopted the EU energy labelling framework as a reference. Accordingly, jurisdictions such as Great Britain, Norway, and Türkiye are considered within scope. Products must be sold under Arçelik’s own brands to be considered eligible. Sales under third-party brands, or in countries not applying harmonized energy labelling, are excluded from both eligibility and alignment.

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The activities of “4.1 Electricity generation using solar photovoltaic technology”, “4.16 Installation, maintenance and repair of energy efficiency equipment” under the CCM objective, and “5.1 Repair, refurbishment and remanufacturing”, “5.2 Sale of spare parts”, and “5.4 Sale of second-hand goods” under the CE objective are relevant economic activities for the Company. However, these activities have not been included in the EU Taxonomy reporting, as the cumulative turnover, capital expenditures (CapEx), and operating expenditures (OpEx) associated with these activities remain below the applicable materiality threshold and do not exceed 10% of the respective key performance indicator denominators. Although some products may conceptually contribute to both the CCM and CE objectives, reporting is done under only one environmental objective to avoid double counting.

The methodology for calculating EU Taxonomy KPIs was refined in the reporting year to improve accuracy and regulatory compliance.

For turnover, revenue from eligible and aligned products sold under Arçelik’s own brands in applicable markets was included. A structured Excel-based system linked to historical product data and energy labels was used. Despite the availability of an automated tool, the reporting year calculation involved manual validation of label classifications.

Energy class data was retrieved from the Product Master Data Management system, which also supplies product information across Arçelik’s websites and technical documentation.

For CapEx, it was not possible to isolate investment by product category. Therefore, a proportional allocation method based on eligible turnover was applied. In cases where production facilities served multiple product lines (e.g., small household appliances), an adjusted allocation key was used. Capital expenditures were derived from the sum of tangible and intangible fixed assets, distinguished by facility and subsidiary. In certain instances, such as consolidated reporting for subsidiaries producing HVAC units, direct assignment of CapEx figures was not feasible.

In the case of OpEx, the calculation was narrowed to include only material cost-related expenditures. R&D spending remained the principal eligible operational expenditure category, while general administrative and marketing expenses were excluded due to their immateriality under the EU Taxonomy framework. The denominator for OpEx was turnover-based, and aligned costs were determined by applying distribution keys consistent with product-level sales volumes.

In all three KPIs, only product sales that met EU energy labelling standards and were traceable to Arçelik’s own brands in eligible markets were included. The methodology ensured that alignment assessments were transparent and consistently applied. The software was used to support reporting automation. Where necessary, manual adjustments were applied and clearly flagged in the supporting Excel documentation. Verification records, including energy label screenshots, are archived and available upon request.

DO NO SIGNIFICANT HARM (DNSH) AND MINIMUM SAFEGUARDS

Arçelik ensured that its taxonomy-aligned economic activities meet the DNSH criteria under the remaining environmental objectives: climate change adaptation, water and marine resources, circular economy, pollution prevention, and biodiversity. These evaluations were based on internal controls and scenario-based environmental risk assessments.

The Company also confirmed compliance with minimum social safeguards, through alignment with international frameworks such as the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, the ILO Fundamental Principles and Rights at Work, the UN Global Compact, and the Universal Declaration of Human Rights.

These principles are embedded in Arçelik’s Code of Conduct and corporate sustainability policies and apply to all operations, including those considered under the EU Taxonomy framework.

INTEGRATION OF ENVIRONMENTAL RISK AND ESG OBJECTIVES

Climate-related and other ESG risks are integrated into Arçelik’s enterprise risk management system. These risks are identified and evaluated using global, regional, and sectoral trends, climate scenarios, and stakeholder inputs. Water risk assessments are conducted using tools such as the WRI Aqueduct Water Risk Atlas. Circular economy goals are pursued through innovations in recycled content, product reparability, and waste management. Pollution risks are addressed via compliance with the Arçelik Chemical Conformity Specification, and biodiversity risks are evaluated and mitigated through site-level assessments and operational controls.

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SUSTAINABILITY TARGETS - IN TOUCH WITH PLANET

The progress is reported under “2025 Performance” and “Target Achieved (%)”.

“2025 Performance” refers to the value achieved during the reporting year, while “Target Achieved (%)” reflects the progress made in 2025 towards the relevant target year.

The target achievement (%) for Scope 1-2 GHG emissions and Scope 3 GHG emissions from the use of sold products was calculated based on the 2030 targets, while the target achievement (%) for other Scope 3 GHG emissions was calculated based on the 2050 target. For all other targets, target achievement (%) was calculated based on the 2030 targets.

Reduce absolute Scope 1-2 GHG emissions approved by the SBTi

2025 Performance (%) = (Scope 1&2 emissions in 2025 - Scope 1&2 emissions in base year 2022) / Scope 1&2 emissions in base year 2022

Target achieved (%) = (Scope 1&2 emissions in 2025 - Scope 1&2 emissions in base year 2022) / (Target Scope 1&2 emissions in 2030 - Scope 1&2 emissions in base year 2022)

Reduce absolute Scope 3 GHG emissions from use of sold products approved by the SBTi

2025 Performance (%) = (Scope 3 emissions from use of sold products emissions in 2025 - Scope 3 emissions from use of sold products emissions in base year 2022) / Scope 3 emissions from use of sold products emissions in base year 2022

Target achieved (%) = (Scope 3 emissions from use of sold products emissions in 2025 - Scope 3 emissions from use of sold products emissions in base year 2022) / (Target Scope 3 emissions from use of sold products emissions in 2030 - Scope 3 emissions from use of sold products emissions in base year 2022)

Reduce absolute Scope 3 GHG emissions approved by the SBTi

2025 Performance (%) = (Total Scope 3 emissions in 2025 - Total Scope 3 emissions in base year 2022) / Total Scope 3 emissions in base year 2022

Target achieved (%) = (Total Scope 3 emissions in 2025 - Total Scope 3 emissions in base year 2022) / (Target Total Scope 3 emissions in 2030 - Total Scope 3 emissions in base year 2022)

Green electricity usage ratio in all manufacturing facilities

2025 Performance = (Green Electricity Consumption in 2025 / Total Electricity Consumption in 2025) × 100

Target achieved (%) = (Green Electricity Consumption in 2025 / Total Electricity Consumption in 2025) / (Target Green Electricity Consumption in 2030 / Target Total Electricity Consumption in 2030) × 100

Establish renewable energy systems with a capacity

2025 Performance = Σ (Installed capacity of each renewable energy facility in 2025)

Target achieved (%) = Σ (Installed capacity of each renewable energy facility in 2025) / Σ (Target Installed capacity of each renewable energy facility in 2030)

Reduce energy consumption per product in all manufacturing facilities

2025 Performance = Total Energy Consumption (TOE) 2025/ Total Production 2025

Target achieved (%) = (Total Energy Consumption (TOE) 2025/ Total Production 2025 - Total Energy Consumption (TOE) in base year 2024 / Total Production in base year 2024) / (Target Total Energy Consumption (TOE) in 2030/ Target Total Production in 2030 - Total Energy Consumption (TOE) in base year 2024 / Total Production in base year 2024) × 100

Reduce water withdrawal per product in all manufacturing facilities

2025 Performance = Σ (Total water withdrawal for each plant in 2025 / Total production quantity for each plant in 2025) x (Water withdrawal for each plant in 2025 / Total water withdrawal in 2025)

Target achieved (%) = (water withdrawal per product in all manufacturing facilities in 2025 - water withdrawal per product in all manufacturing facilities in base year 2024) / (water withdrawal per product in all manufacturing facilities in 2030 - water withdrawal per product in all manufacturing facilities in base year 2024)

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Reduce water discharge per product in all manufacturing facilities

2025 Performance = Σ (Total water discharge for each plant in 2025/ Total production quantity for each plant in 2025) x (Water discharge for each plant in 2025 / Total water discharge in 2025)

Target achieved (%) = (water discharge per product in all manufacturing facilities in 2025 - water discharge per product in all manufacturing facilities in base year 2024)/ (water discharge per product in all manufacturing facilities in 2030 - water discharge per product in all manufacturing facilities in base year 2024)

Increase water recycling and reuse ratio in all manufacturing facilities

2025 Performance = Base Year Data= Total recycled and reused water in 2025 / Total water withdrawal in 2025

Target achieved (%) = (Actual water recycling and reuse ratio in 2025) / (Water recycling and reuse ratio target)x 100

Increase waste recycling ratio in all manufacturing facilities

Domestic waste is excluded.

2025 Performance = Total R codes waste in 2025 / Total waste in 2025

Target achieved (%) = (Actual waste recycling ratio in 2025) / (Waste recycling ratio target) x 100

Increase refurbishment ratio in the Refurbishment Centers

2025 Performance = (Number of refurbished products in the three refurbishment centers / Number of products received at the four refurbishment centers) × 100

Target achieved (%) = Target Performance % in 2025 / Target % in 2030

Arçelik Green Chemistry Management System implementation in all manufacturing facilities

2025 Performance= (Score of Facility 1 + Score of Facility 2 + ... + Score of Facility N) in 2025 / Total number of facilities (N) in 2025

Target achieved (%) = Target Performance % in 2025 / Target % in 2030

Increase recycled plastic usage in the manufacturing facilities

2025 Performance= (Amount of Recycled Plastic in 2025 / Amount of Total Plastic in 2025) x 100

The plastic amounts of refrigerator manufacturing facilities are not included.

Target achieved (%) = Target Performance % in 2025 / Target % in 2030

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Average training hours per employee

2025 Performance = Total training hours / Number of FTEs

Target achieved (%) = Target Performance (in average hours) in 2025 / Target % in 2030

Percentage of women in the total workforce

2025 Performance = (Number of women employees in 2025 / Total number of employees in 2025) x100

Target achieved (%) = Target Performance % in 2025 / Target % in 2030

Percentage of women in all management positions

2025 Performance = (Number of women in managerial positions in 2025 / Total number of managerial positions in 2025) x100

Target achieved (%) = Target Performance % in 2025 / Target % in 2030

Percentage of women in junior management positions

2025 Performance = (Number of women in junior managerial positions in 2025/ Total number of junior managerial positions in 2025) x100

Target achieved (%) = Target Performance % in 2025 / Target % in 2030

Percentage of women in top management positions

2025 Performance = (Number of women in top managerial positions in 2025 / Total number of top managerial positions in 2025) x100

Target achieved (%) = Target Performance % in 2025 / Target % in 2030

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Percentage of women in management positions in revenue generating functions

2025 Performance = (Number of women managers in revenue functions / Total number of managers in revenue functions) x100

Target achieved (%) = Target Performance % in 2025 / Target % in 2030

Percentage of women in STEM related positions

2025 Performance = (Number of women in STEM positions in 2025 / Total number of STEM positions in 2025) x 100

Target achieved (%) = Target Performance % in 2025 / Target % in 2030

The suppliers’ use of green electricity

2025 Performance = : For the suppliers’ using green electricity, Renewable Electricity Rate: (Total Renewable Electricity Consumption in 2025 / Total Electricity Consumption in 2025)

Target achieved (%) = ((Renewable Electricity Rate (%) + (Purchasing volume of suppliers using renewable energy (%) / 90%)/ 2

Purchasing volume of the suppliers using renewable energy (%) / 90%: This component measures progress against the target of sourcing 90% of total purchasing volume from suppliers that use renewable energy. Accordingly, the purchasing volume of relevant suppliers is divided by 90%.

Suppliers with their own emission reduction targets

2025 Performance = Purchasing volume of suppliers who have set targets covering both (Scope 1 & 2)(%) = (Purchasing volume of the relevant suppliers / Total purchasing volume) x 100

Target achieved (%) = Total purchasing volume of relevant suppliers (%) / 90%

Purchasing volumes are calculated individually for each supplier and then summed.

Suppliers with their own water targets

2025 Performance = Purchasing volume of suppliers who have set targets for water consumption per product and/or water recycling (%) = (Purchasing volume of relevant suppliers / Total purchasing volume) x 100

Target achieved (%) = Total purchasing volume of relevant suppliers (%) / 90%

Purchasing volumes are calculated individually for each supplier and then summed.

Suppliers exceeding 500 ToE having the ISO 50001 certificate

2025 Performance = The relevant purchasing volume of the relevant suppliers who have exceed 500 TOE and have an certificate (%) = (Purchasing volume of relevant suppliers / Total purchasing volume) x 100

Target achieved (%) = Total purchasing volume of relevant suppliers (%) / 90 (%)

Purchasing volumes are calculated individually for each supplier and then summed.

ANNEX 5. ENVIRONMENTAL PERFORMANCE INDICATORS

Scope 1 Greenhouse Gas Emissions

Scope 1 GHG emissions; It refers to the sum of stationary combustion, process-sourced, flare-sourced, mobile combustion, chemical-induced emissions and equipment loss and leakage emissions. Total Scope 1 GHG emissions are calculated by the sum of all scope 1 emissions sub-break-downs. In the calculation, the following formula is used;

Total Scope 1 Greenhouse Gas Emissions (tCO₂e) = Stationary Combustion Emissions (tCO₂e) + Mobile Combustion Emissions (tCO₂e) + Fugitive Emissions (tCO₂e)

Stationary Combustion Emissions: It refers to the amount of natural gas, fuel oil, diesel, biodiesel, bioethanol, CNG and LPG used by Arçelik and its subsidiaries in the combustion reaction to obtain energy. Constant combustion emissions; It is calculated in terms of CO₂, CH₄, N₂O and CO₂e. These calculations are carried out using the following formulations;

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Emission Amount (tCO₂) = Activity Data × Emission Factor (CO₂) × GWP (CO₂)

Emission Amount (tCH₄ in CO₂e) = Activity Data × Emission Factor (CH₄) × GWP (CH₄)

Emission Amount (tN₂O in CO₂e) = Activity Data × Emission Factor (N₂O) × GWP (N₂O)

Emission Amount (tCO₂e) = Emission Amount (tCO₂) + Emission Amount (tCH₄ in CO₂e) + Emission Amount (tN₂O in CO₂e)

The activity data here must be compatible with the emission factor units. If compliance is not achieved, the unit of fuel is converted to the targeted emission factor unit by using the relevant calorific value. This calculation is made using the following formula.

Activity Data (TJ) = Activity Data (tonnes) x Net Calorific Value (TJ/tonnes)

Mobile Combustion Emissions: Moving combustion emissions represent the emissions of all on-road and off-road Company vehicles, locomotives and maritime transport vehicles of Arçelik and its subsidiaries from diesel, gasoline, LPG and ship fuel consumption. These emissions are calculated in terms of CO₂, CH₄, N₂O and CO₂e.

These calculations are carried out according to the following formulations;

Emission Amount (tCO₂)= Activity Data × Emission Factor (CO₂)× Global Warming Potential (CO₂)

Emission Amount (tCH₄ in CO₂ e)= Activity Data ×Emission Factor(CH₄)× Global Warming Potential (CH₄)

Emission Amount (tN₂O in CO₂ e)= Activity Data × Emission Factor (N₂O)× Global Warming Potential(N₂O)

Total Emission Amount (tCO₂e) = Emission Amount (tCO₂) + Emission Amount (tCH₄ in CO₂ e) + Emission Amount (tN₂O in CO₂ e)

Equipment Loss and Leakage (Fugitive) Emissions: Loss and leakage emissions represent emissions caused by leaks in Arçelik’s refrigeration and fire suppression equipment.

These emissions are calculated using methodologies aligned with industry standards for assessing fugitive emissions in the appliance manufacturing sector. The calculations take into account the specific characteristics and operational parameters of the equipment to ensure accurate estimation of emissions.

Fugitive Emissions (tCO₂e) = Activity Data (kg) x Global Warming Potential (tCO₂e / kg)

WWTP Emissions: Wastewater Treatment Plant emissions refer to the greenhouse gas emissions generated during the treatment of wastewater by Arçelik and its subsidiaries. These emissions primarily arise from biological processes, chemical reactions, and energy consumption associated with the treatment of wastewater. The main components of WWTP emissions include methane (CH₄), nitrous oxide (N₂O), and carbon dioxide (CO₂). These calculations are carried out according to the following formulations;

WWTP Emissions (tCO₂e) = Chemical Oxygen Demand (mg/L) x Activity Data (Wastewater) (L) x Emission Factor (tCO₂e /mg)

Emission Factors:

Emission factors for diesel, fuel oil, natural gas, LPG, Gasoline, LNG, CNG, Biodiesel, Bioethanol, are sourced from the Intergovernmental Panel on Climate Change (IPCC) guidelines. For fugitive emissions, all available factors are also derived from IPCC, while for those not available, the Department for Environment, Food & Rural Affairs (DEFRA) guidelines are used.

SC: Stationary combustion

MC: Mobile combustion

OD: Other direct

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Emission Source	CO ₂ (ton/Unit)	CH ₄ (ton/Unit)	N ₂ O (ton/Unit)	CO ₂ e	REFERENCES
SC - Diesel	74.1	0.003	0.0006		IPCC 2006, Energy- SC- Table 2.3.
SC - Fuel Oil	77.4	0.003	0.0006		IPCC 2006, Energy- SC- Table 2.3.
SC - Natural Gas	56.1	0.001	0.0001		IPCC 2006, Energy- SC- Table 2.3.
SC - LPG	63.1	0.001	0.0001		IPCC 2006, Energy- SC- Table 2.3.
SC - Motor Gasoline	69.3	0.003	0.0006		IPCC 2006, Energy- SC- Table 2.3.
MC-Diesel	74.10	0.0039	0.0039		IPCC 2006, Energy- MC- Table 3.2.1, Table 3.2.2
MC-Gasoline/Petrol	69.3	0.025	0.008		IPCC 2006, Energy- MC-Table 3.2.1, Table 3.2.2 (Gasoline)
MC-LPG	63.10	0.062	0.0002		IPCC 2006,Energy- MC-Table 3.2.1, Table 3.2.2
MC-LNG	56.1	0.092	0.003		IPCC 2006, Energy- MC- Table 3.2.1 (LNG), Table 3.2.2 (NG)
MC-CNG	56.1	0.092	0.003		IPCC 2006, Energy- MC-Table 3.2.1 (CNG), Table 3.2.2 (NG)
MC-Biodiesel	70.80	0.0030	0.0006		IPCC 2006, Energy- SC- Table 2.3.
MC-Bioethanol	70.80	0.0030	0.0006		IPCC 2006, Energy- SC- Table 2.3.
MC-Diesel (comes from Biodiesel content)	74.10	0.0039	0.0039		IPCC 2006, Table 3.2.1, Table 3.2.2
MC-Gasoline/Petrol (comes from Bioethanol content)	69.3	0.025	0.008		IPCC 2006, Table 3.2.1, Table 3.2.2
MC-Lawn mowers Diesel	74.10	0.0039	0.0039		IPCC 2006, Energy- MC-Table 3.2.1 (Gas/Diesel Oil), Table 3.2.2 (Gas/Diesel Oil)
MC-Lawn mowers Gasoline/Petrol	69.30	0.0330	0.0032		IPCC 2006, Energy- MC-Table 3.2.1 (Gas/Diesel Oil), Table 3.2.2 (Motor Gasoline-Uncontrolled)
MC-Bobcat Gasoline/Petrol	74.10	0.0039	0.0039		IPCC 2006, Energy- MC-Table 3.2.1 (Gas/Diesel Oil), Table 3.2.2 (Gas/Diesel Oil)
MC-Bobcat Diesel	69.30	0.0330	0.0032		IPCC 2006, Energy- MC-Table 3.2.1 (Gas/Diesel Oil), Table 3.2.2 (Motor Gasoline-Uncontrolled)
OD - Acetylene (kg)				3.38	Stoiciometric Calculation
OD - Propane (kg)				2.99763233	Fuels, Gaseous Fuels, Propane, DEFRA 2024
OD - CO ₂ (Argoshield) (kg)				1	
OD - CO ₂ -fire extinguisher (kg)				1	
OD - R134a (kg)				1,530	IPCC Climate Change 2014 Synthesis Report (SixthAssessment Report-AR6) Chapter 8 - Anthropogenic and Natural Radiative Forcing

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Emission Source	CO ₂ (ton/Unit)	CH ₄ (ton/Unit)	N ₂ O (ton/Unit)	CO ₂ e	REFERENCES
OD - R407a (kg)				2,262.2	Mixed gas. 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, IPCC Climate Change 2014 Synthesis Report (Sixth Assessment Report-AR6) Chapter 8 - Anthropogenic and Natural Radiative Forcing
OD - R406a (kg)				2,021.12	Mixed gas. 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, IPCC Climate Change 2014 Synthesis Report (Sixth Assessment Report-AR6) Chapter 8 - Anthropogenic and Natural Radiative Forcing
OD - R407c (kg)				1,907.93	Mixed gas. Composite Emission factors are calculated according to 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories Volume 3: Industrial Processes and Product Use Chapter 7: Emissions of Fluorinated Substitutes for Ozone Depleting Substances, Table 7.8 Blends (Many containing HFC and PFCs) IPCC Climate Change 2014 Synthesis Report (Sixth Assessment Report-AR6) Chapter 8 - Anthropogenic and Natural Radiative Forcing
OD - Butane (kg)				3.03338	Fuels, Gaseous Fuels,Butane, DEFRA 2025
OD - R404a (kg)				4,728	Mixed gas. Composite Emission factors are calculated according to 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories Volume 3: Industrial Processes and Product Use Chapter 7: Emissions of Fluorinated Substitutes for Ozone Depleting Substances, Table 7.8 Blends (Many containing HFC and PFCs) IPCC Climate Change 2014 Synthesis Report (Sixth Assessment Report-AR6) Chapter 8 - Anthropogenic and Natural Radiative Forcing
OD - R410a (kg)				2,255.5	Mixed gas.Composite Emission factors are calculated according to 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories Volume 3: Industrial Processes and Product Use Chapter 7: Emissions of Fluorinated Substitutes for Ozone Depleting Substances, Table 7.8 Blends (Many containing HFC and PFCs) IPCC Climate Change 2014 Synthesis Report (Sixth Assessment Report-AR6) Chapter 8 - Anthropogenic and Natural Radiative Forcing
OD - R227ea (kg)				3,600	IPCC Climate Change 2014 Synthesis Report (Sixth Assessment Report-AR6) Chapter 8 - Anthropogenic and Natural Radiative Forcing
OD - R290 (kg)				0.06	Refrigerant&other, Other Products, R290 = propane, DEFRA 2025
OD - R22/HCFC22 (kg)				1,960	IPCC Climate Change 2014 Synthesis Report (Sixth Assessment Report-AR6) Chapter 8 - Anthropogenic and Natural Radiative Forcing
OD - R32/HFC32 (kg)				771	IPCC Climate Change 2014 Synthesis Report (Sixth Assessment Report-AR6) Chapter 8 - Anthropogenic and Natural Radiative Forcing
OD - R600 (kg)				0.006	Refrigerant&other, Other Products, R600A = isobutane, DEFRA 2025
OD - R600a (kg)				3	Refrigerant&other, Other Products, R600A = isobutane, DEFRA 2025
OD - SF6 (kg)				23,500	IPCC Climate Change 2014 Synthesis Report (Sixth Assessment Report-AR6) Chapter 8 - Anthropogenic and Natural Radiative Forcing
OD - R417a (kg)				2,507.95	Mixed gas. 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, IPCC Climate Change 2014 Synthesis Report (Sixth Assessment Report-AR6) Chapter 8 - Anthropogenic and Natural Radiative Forcing
OD - R450a (kg)				570	Annex 4, Table 1, r450a, GENERIC ENVIRONMENTAL MANAGEMENT PLAN (For Refrigeration Manufacturing Sector) MINISTRY OF NATURAL RESOURCES AND ENVIRONMENT - Vietnam
OD - Industrial Oil (kg)	2.94666	0.0001206	0.00002412	2.94	Industrial Oil (Lubricants): IPCC Guidelines for National Greenhouse Gas Inventories Chapter 2: Stationary Combustion- Volume 2: Energy Intergovernmental Panel on Climate Change 2006, Table 2.3. Default Emission Factors for Stationary Combustion in Manufacturing Industries and Construction Industrial Oil

Net Calorific Value:

Net calorific values are obtained from DEFRA 2025 document, ensuring that the values used for calculations are consistent with internationally recognized standards.

	Unit	GJ Coefficient (GJ/Unit)
Electricity	kWh	0.0036000
SC - Diesel	kg	0.000043027
SC - Fuel Oil	kg	0.000040752
SC - Natural Gas	Sm³	0.00003669
SC - LPG	kg	0.000045944
SC - Motor Gasoline	kg	0.00004465
MC-Diesel	kg	0.000043027
MC-Gasoline/Petrol	kg	0.00004465
MC-LPG	kg	0.000045944
MC-LNG	kg	0.000045745
MC-Biodiesel	kg	0.0000372
MC-Bioethanol	kg	0.0000268
MC-Diesel (comes from Biodiesel content)	kg	0.000042839
MC-Gasoline/Petrol (comes from Bioethanol content)	kg	0.000043061
MC-Lawn movers Diesel	kg	0.000043027
MC-Lawn movers Gasoline/Petrol	kg	0.00004465
MC-Bobcat Gasoline/Petrol	kg	0.00004465
MC-Bobcat Diesel	kg	0.000043027

1 TJ = 1000 GJ

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Scope 2 Greenhouse Gas Emissions:

Scope 2 greenhouse gas emissions include all greenhouse gases arising from the consumption of electricity, steam, heat and cooling by Arçelik and its subsidiaries. The calculations are calculated as tonnes of CO₂ conjugates. In these calculations, the following formulation is used.

Emission Amount (tCO₂e) = Activity Data x Emission Factor

Scope 1 and Scope 2 Greenhouse Gas Emissions: The Scope 1 and Scope 2 Greenhouse Gas Emissions value refers to the sum of the emission values verified in the indicators “Scope 1 Greenhouse Gas Emissions (tCO₂e)” and “Scope 2 Greenhouse Gas Emissions (tCO₂e)” and is calculated using the following formula.

Scope 1 and 2 Greenhouse Gas Emissions (tCO₂e) = Scope 1 Greenhouse Gas Emissions (tCO₂e) + Scope 2 Greenhouse Gas Emissions (tCO₂e)

Emission factors for electricity are sourced from the International Energy Agency data sets. For heat and steam emissions, factors are derived from DEFRA 2025 guidelines.

Emission Source	CO ₂ (ton/Unit)	CH ₄ (ton/Unit)	N ₂ O (ton/Unit)	CO ₂ e	REFERENCES
Türkiye Electricity Amount (kWh)	0.4142	0.0003	0.0016	0.4161	IEA, 2025
Romania Electricity Amount (kWh)	0.2253	0.0001	0.0006	0.2260	IEA, 2025
Russia Electricity Amount (kWh)	0.3908	0.0002	0.0008	0.3918	IEA, 2025
South Africa Electricity Amount (kWh)	0.8726	0.0003	0.0036	0.8765	IEA, 2025
Thailand Electricity Amount (kWh)	0.4324	0.0023	0.0034	0.4381	IEA, 2025
Pakistan Electricity Amount (kWh)	0.3461	0.0003	0.0009	0.3473	IEA, 2025
China Electricity Amount (kWh)	0.5892	0.0004	0.0026	0.5922	IEA, 2025
Bangladesh Electricity Amount (kWh)	0.5846	0.0004	0.0009	0.5859	IEA, 2025
India Electricity Amount (kWh)	0.7473	0.0003	0.0032	0.7508	IEA, 2025
Slovakia Electricity Amount (kWh)	0.0972	0.0001	0.0003	0.0976	IEA, 2025
Poland Electricity Amount (kWh)	0.5438	0.0003	0.0022	0.5463	IEA, 2025
UK Electricity Amount (kWh)	0.175	0.0008	0.0011	0.1769	IEA, 2025
Italy Electricity Amount (kWh)	0.2574	0.0004	0.0006	0.2584	IEA, 2025
Egypt Electricity Amount (kWh)	0.4	0.0003	0.0003	0.4006	IEA, 2025
Heat Amount (kWh)	0.17355	0.00122	0.00052	0.17529	Heat and Steam, Onsite&District, DEFRA 2025
Steam Amount (kWh)	0.17355	0.00122	0.00052	0.17529	Heat and Steam, Onsite&District, DEFRA 2025
Renewable Electricity Production at Site, Solar (kWh)	0	0	0	0	Renewable, Emission Factor equals to 0

Total Direct GHG Emissions (Scope 1): Scope 1 emissions are generated from stationary combustion, mobile combustion, fugitive emissions from air conditioners during lifetime and during charge to the products, fire extinguishers, and other chemicals cause GHG emissions, biological wastewater treatment plants in production areas. IPCC Guidelines for National Greenhouse Gas Inventories 2006 (and 2019 amendment), IPCC Sixth Assessment Report (IPCC AR6) and DEFRA 2025 have been used as source for emission factors and methodology for emission calculations. Annual consumptions of Scope 1 sources inventory are used as activity data. The Scope 1 emission calculations have been done by multiplying activity data and emission factors. This metric is calculated using the following formula:

Scope 1 Emissions Generated by Stationary and Mobile Combustion = Annual Fuel Consumption (unit) x Conversion Factor (TJ/unit) x Emission Factor (tCO₂e/TJ) (CO₂, CH₄, N₂O)

Fugitive Emissions = Cooling Agents Gas Capacity (tonnes) x IPCC Leakage Ratio (%) x Emission Factor (tCO₂e/tonnes cooling agents)

Scope 1 Emissions Generated by Biological WWTP = Total COD amount (tonnes) x Emission Factor (tCH₄/tCOD) x CH₄ coefficient (tCO₂e/tCH₄)

Location based Scope 2 emissions: The sources of scope 2 location-based emissions are based on average energy generation emission factors for defined geographic locations, including local, subnational, or national boundaries (Definitions from GHG Protocol Scope 2 Guidance). This metric is calculated using the following formula:

Scope 2 Location based Emissions (tCO₂e) = Annual Purchased Electricity Consumption (MWh) x Electricity emission factor (tCO₂e/MWh)

Market based Scope 2 emissions: Scope 2 market-based emissions are based on GHG emissions emitted by the generators from which the reporter contractually purchases electricity bundled with contractual instruments, or contractual instruments on their own (Definitions from GHG Protocol Scope 2 Guidance). This metric is calculated using the following formula:

Scope 2 Market based Emissions = Location based Scope 2 emissions (tCO₂e) - GHG Emissions from renewable energy sources (tCO₂e)

Total Indirect GHG Emissions (Scope 2): Total Scope 2 GHG emissions are sum of location and market based GHG emissions. This metric is calculated using the following formula:

Total location-based Scope 2 emissions (tCO₂e) + Total market-based Scope 2 emissions (tCO₂e)

Scope 3 GHG Emissions:

Category1: Purchased Goods and Services
The sources of indirect GHG emissions from purchased goods and services are raw materials, materials, and packaging materials used in Company's sold products. GHG emissions caused by used materials such as plastics, metals, dyes, chemicals, and other materials used in the products are calculated by using the weight of each material, product selling numbers, and emission factors of used materials. Material data (material types and weights) are collected from products' BoM lists. Emissions factors are mainly taken from Ecoinvent Database and DEFRA Greenhouse Gas Reporting: Conversion Factors 2025 published by UK Government. This metric is calculated using the following formula:

Material weight (tonnes) x Product selling number x Emission factor (tCO₂e/tonnes)

Category2: Capital Goods
The sources of indirect GHG emissions from capital goods are Company's buildings, machinery, equipment, moulds, motor vehicles, and land improvements. The GHG emissions are calculated by using Company's global spend-based data. This metric is calculated using the following formulas:

Σ (Buildings (EUR) x Emission Factor (tCO₂e/EUR)

+ Machinery (EUR) x Emission Factor (tCO₂e/EUR)

+ Machinery Equipment and Molds (EUR) x Emission Factor (tCO₂e/EUR)

+ Motor vehicles (EUR) x Emission Factor (tCO₂e/EUR))

+ Land improvements (EUR) x Emission Factor (tCO₂e/EUR)

Category3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2
The sources of indirect GHG emissions from fuel-and-energy-related activities (not included in Scope 1 or 2) are well-to-tank GHG emissions of fuel consumption reported in Scope 1 and distribution GHG emissions of electricity consumption reported in Scope 2. This category's emissions have been calculated using the GHG Emission Calculator Tool by the UNFCCC Secretariat.

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This metric is calculated using the following formula:

$$\Sigma (\text{fuel consumed (kWh)} \times \text{upstream fuel emission factor (tCO}_2\text{e)/kWh)}) + \Sigma (\text{electricity consumed (kWh)} \times \text{upstream electricity emission factor (tCO}_2\text{e)/kWh)})$$

Category4: Upstream Transportation and Distribution

The sources of GHG emissions from upstream transportation and distribution are road, air, railways, and water-borne navigation activities during the transportation of raw materials and components from suppliers to the production plants. The calculation methodology is used based on “EPA Center for Corporate Climate Leadership: GHG Emission Factors for Greenhouse Gas Inventories”. This metric is calculated using the following formula:

$$\text{Road} = \text{Total distance travelled (mile)} \times \text{Emission Factors (tCO}_2\text{/vehicle-mile)}$$

$$\text{Seaway\&Railway \&Airway} = \text{Distance (mile)} \times \text{mass of goods transported (tonnes)} \times \text{Emission Factors (tCO}_2\text{/tonnes.mile)}$$

Category5: Waste Generated in Operations

The sources of third-party disposal and treatment of waste generated in the reporting Company’s owned or controlled operations in the reporting year. This category includes emissions from disposal of both solid waste and wastewater (Definitions from GHG Protocol Scope 3 Guidance). Emissions factors are taken from DEFRA Greenhouse Gas Reporting: Conversion Factors 2025 published by UK Government. This metric is calculated using the following formula:

$$\text{Waste amount (tonnes)} \times \text{Emission Factors according to waste treatment method (tCO}_2\text{/tonnes)}$$

Category6: Business Travel

The sources of indirect GHG emissions from business travel include GHG emissions from the transportation of employees for business related activities such as international and domestic travel by road, railway, and airways. This metric is calculated using the following formula:

$$\Sigma (\text{distance travelled by vehicle type (vehicle-km or passenger-km)} \times \text{vehicle specific emission factor (tCO}_2\text{e/vehicle-km or tCO}_2\text{e/passenger-km)})$$

Category7: Employee Commuting

The sources of business travel emissions includes emitted emissions from the transportation of employees between their homes and their worksites. Emissions factors are taken from DEFRA Greenhouse Gas Reporting: Conversion Factors 2024 published by the UK Government. This metric is calculated using the following formula:

$$\text{Emissions from employee commuting} = \Sigma (\text{total number of employees using mode of transport} \times \text{one way commuting distance (vehicle-km or passenger-km)} \times 2 \times \text{working days per year} \times \text{emission factor of transport mode (tCO}_2\text{e/vehicle-km or tCO}_2\text{e/passenger-km)})$$

Category8: Upstream Leased Assets

These GHG emissions are generated in warehouses. The Company uses the same warehouses for both materials from suppliers and finished products. This metric is calculated using the following formula:

$$\Sigma (\text{Warehouse area (m}^2\text{)} \times \text{emission factor (tCO}_2\text{e/m}^2\text{)})$$

Category9: Downstream Transportation and Distribution

The sources of this category includes emissions that occur in the reporting year from transportation and distribution of sold products in vehicles and facilities not owned or controlled by the reporting Company (Definitions from GHG Protocol Scope 3 Guidance). The calculation methodology is from “EPA Center for Corporate 250 Climate Leadership: GHG Emission Factors for Greenhouse Gas Inventories”. This metric is calculated using the following formula:

$$\text{Road} = \text{Total distance travelled (mile)} \times \text{Emission Factors (tonnes CO}_2\text{/vehicle-mile)}$$

$$\text{Seaway\&Railway \& Airway} = \text{Distance (mile)} \times \text{mass of goods transported (tonnes)} \times \text{Emission Factors (tCO}_2\text{/tonnes.mile)}$$

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Category11: Use of Sold Products

The source of this category includes emissions from the use of sold products in the reporting year for 10 years lifetime. The products which are taken into company's GHG inventory are cooling appliances, dishwasher, dryer, frontload washing machine, top load washing machine, twintub washing machine, singletub washing machine, hob, hood, microwave, oven, television, vacuum cleaner, washer dryer, air conditioner, small domestic appliances (such as Turkish coffee machine, hair dryer, toast machine, iron, tea machine, kettle etc.), water dispenser, and water heater product groups produced in company's own production plants and joint ventures. In addition to its own production, GHG emissions from the use of outsourced products which are supplied from different countries and sold to different countries are also included in this category. GHG emissions generated from electricity and gas consumption of the products, and GHG emissions generated from refrigerant leakage from the product for 10 years lifetime are calculated. The energy consumption of the products is taken from energy labels. The gas capacity of refrigerators, freezers, air conditioners, and tumble dryers is used to calculate GHG emissions from refrigerant leakage. Country-specific electricity emission factors from the International Energy Agency (IEA) for 90% of countries where most of the products were sold are chosen according to the customers' countries of the sold products.

For the rest, the average world electricity emission factor is used. This metric is calculated using the following formula:

$$\Sigma (\text{total lifetime expected uses of product} \times \text{number sold in reporting period} \times \text{electricity consumption (kWh)} \times \text{emission factor for electricity (tCO}_2\text{e/kWh)}) +$$

$$\Sigma (\text{number sold in reporting period} \times \text{refrigerant amount (kg)} \times \text{emission factor for refrigerant type (tCO}_2\text{e/kg refrigerant)})$$

Category12: End-of-Life Treatment of Sold Products

GHG emissions in this category are generated by the recycling and/or disposal process of waste electrical and electronics equipment (WEEE) when 10 years lifetime period of the sold products is ended. GHG emissions are calculated by multiplying product weights (as WEEE) and WEEE recycling emission factors. The products which are taken into Company's GHG inventory are cooling appliances, dishwasher, dryer, washing machine, hob, hood, microwave, oven, television, vacuum cleaner, washer dryer, air conditioner, water dispenser, small domestic appliances, and solar panel product groups produced in Company's own production plants and joint ventures. The weights of the products are collected from product BoM lists, R&D, and other related depart-

ments. Emissions factors are taken from DEFRA Greenhouse Gas Reporting: Conversion Factors 2025 published by the UK Government. This metric is calculated using the following formula:

$$\Sigma (\text{total mass of sold products at end of life after consumer use (tonnes)} \times \% \text{ of total waste being treated by waste treatment method} \times \text{emission factor of waste treatment method (tCO}_2\text{e/tonnes)})$$

Category13: Downstream Leased Assets

These GHG emissions are generated in warehouses. The Company uses the same warehouses for both materials from suppliers and finished products.

This category includes emissions from the operation of assets that are owned by the reporting Company (acting as lessor) and leased to other entities in the reporting year that are not already included in scope 1 or scope 2 (Definitions from GHG Protocol Scope 3 Guidance). This metric is calculated using the following formula:

$$\text{Energy need of warehouses (kWh)} \times \text{Emission factor (tCO}_2\text{e/kWh)}$$

GHG Emissions (tCO₂e) in the scope of the SBTi

Total Direct Scope 1 GHG Emissions (tCO₂e)

Total Direct Scope 1 Greenhouse Gas Emissions include emissions from the Company's production facilities and joint ventures located in Türkiye, Romania, Russia, China, South Africa, Pakistan, Bangladesh, Thailand, Egypt and India.

As of 2024, following the merger with Whirlpool's sales, production, and distribution subsidiaries in Europe, the production sites of Beko Europe B.V. in Italy, Poland and Slovakia have been added to the reporting scope. However, these newly integrated plants are not included within the scope of the total direct Scope 1 GHG Emissions used in SBTi target calculation.

$$\text{Scope 1 Emissions Generated by Stationary and Mobile Combustion} = \text{Annual Fuel Consumption (unit)} \times \text{Conversion Factor (TJ/unit)} \times \text{Emission Factor (tCO}_2\text{e/TJ)} (\text{CO}_2, \text{CH}_4, \text{N}_2\text{O})$$

$$\text{Fugitive Emissions} = \text{Cooling Agents Gas Capacity (tonnes)} \times \text{IPCC Leakage Ratio (\%)} \times \text{Emission Factor (tCO}_2\text{e/tonnes cooling agents)}$$

$$\text{Scope 1 Emissions Generated by Biological WWTP} = \text{Total COD amount (tonnes)} \times \text{Emission Factor (tCH}_4\text{/tCOD)} \times \text{CH}_4 \text{ coefficient (tCO}_2\text{e/tCH}_4\text{)}$$

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Location-based Scope 2 emissions (tCO₂e)

Location based Scope 2 emissions include emis- sions from the Company's production facilities and joint ventures located in Türkiye, Romania, Russia, China, South Africa, Pakistan, Bangla- desh, Thailand, Egypt and India.

As of 2024, following the merger with Whirl- pool's sales, production, and distribution sub- sidiaries in Europe, the production sites of Beko Europe B.V. in Italy, Poland and Slovakia have been added to the reporting scope. However, these newly integrated plants are not included within the scope of the location-based Scope 2 emissions used in SBTi target calculation.

Electricity emission factors are taken from IEA 2025.

Scope 2 Location based Emissions (tCO₂e) = An- nual Purchased Electricity Consumption (MWh) x Electricity emission factor (tCO₂e/MWh)

Market-based Scope 2 emissions (tCO₂e)

Market based Scope 2 emissions include emis- sions from the Company's production facilities and joint ventures located in Türkiye, Romania, Russia, China, South Africa, Pakistan, Bangla- desh, Thailand, Egypt and India.

As of 2024, following the merger with Whirl-

pool's sales, production, and distribution sub- sidiaries in Europe, the production sites of Beko Europe B.V. in Italy, Poland andSlovakia, , have been added to the reporting scope. However, these newly integrated plants are not included within the scope of the market-based Scope 2 emissions used in SBTi target calculation.

Also, the countries that have engaged in Power Purchase Agreements (PPAs) and renewable energy procurement are Türkiye, Romania, Thailand, and Russia. The emission factor of the electricity consumed by facilities that are cov- ered by environmental contribution certificates has been considered as zero.

Scope 2 market-based emissions = Location based Scope 2 emissions (tCO₂e) - GHG Emis- sions from renewable energy sources (tCO₂e)

Total Indirect GHG Emissions (Scope 2)

Total location-based Scope 2 emissions (tCO₂e) + Total market-based Scope 2 emissions (tCO₂e)

Category11: Use of Sold Products

Scope 3 use of sold products emissions include emissions from the Company's production facilities and joint ventures located in Türkiye, Romania, Russia, China, South Africa, Pakistan, Bangladesh, Thailand, Egypt and India.

As of 2024, following the merger with Whirl- pool's sales, production, and distribution sub- sidiaries in Europe, the production sites of Beko Europe B.V. in Italy, Poland and Slovakia, , have been added to the reporting scope. However, these newly integrated plants are not included within the scope of the Scope 3 use of sold prod- ucts emissions used in SBTi target calculation.

The products which are taken into Company's GHG inventory are dishwasher, dryer, frontload washing machine, hob, hood, microwave, oven, refrigerator, television, vacuum cleaner, washer dryer, air conditioner product groups produced in Company's own production plants and joint ventures.

Σ (total lifetime expected uses of product × number sold in reporting period × electricity con- sumption (kWh) × emission factor for electricity (tCO₂e/kWh))

Σ (number sold in reporting period × refrigerant amount (kg) × emission factor for refrigerant type (tCO₂e/kWh))

GHG Emission Intensity:

Total Scope 1 GHG emissions intensity (tCO₂e/TRY million)

Total scope 1 GHG emissions intensity represents the ratio of total Scope 1 GHG emission to total revenue.

Total Scope 1 emissions (tCO₂e) / Total revenue (TRY million)

Scope 2 location-based GHG emissions in- tensity (tCO₂e/TRY million)

Scope 2 location-based GHG emissions intensity represents the ratio of total Scope 2 location based GHG emission to total revenue.

Total Scope 2 location-based GHG emissions (tCO₂e) / Total revenue (TRY million)

Scope 2 market-based GHG emissions in- tensity (tCO₂e/TRY million)

Scope 2 market-based GHG emissions intensi- ty represents the ratio of total Scope 2 market based GHG emission to total revenue.

Total Scope 2 market-based GHG emissions (tCO₂e) / Total revenue (TRY million)

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Total Scope 2 GHG emissions intensity (tCO₂e/TRY million)

Total scope 2 GHG emissions intensity represents the ratio of total Scope 2 GHG emission to total revenue.

Total Scope 2 emissions (tCO₂e) / Total revenue (TRY million)

Total Scope 1&2 GHG emissions intensity (tCO₂e/TRY million)

Total Scope 1&2 GHG emissions intensity represents the ratio of total Scope 1&2 GHG emission to total revenue.

Total Scope 1&2 emissions (tCO₂e) / Total revenue (TRY million)

Scope 3 GHG emissions intensity (tCO₂e/TRY million)

Scope 3 GHG emissions intensity represents the ratio of total scope 3 emissions to total revenue.

Total Scope 3 emissions (tCO₂e) / Total revenue (TRY million)

Total Scope 1, 2 & 3 GHG emissions intensity (tCO₂e/TRY million)

Total Scope 1, 2 & 3 GHG emissions intensity represents the ratio of total Scope 1, 2 & 3 emissions to total revenue.

Total Scope 1,2,3 emissions (tCO₂e) / Total revenue (TRY million)

GHG emission intensity from use of sold products (tCO₂e/Product quantity)

GHG emission intensity from use of sold products represents the ratio of total Scope 3 - use of sold products GHG emissions to total revenue.

Total Scope 3 - use of sold products GHG emissions (tCO₂e) / Total revenue (TRY million)

Energy consumption by fuel type (GJ) Electricity (Non-renewable)

This indicator represents electricity purchased by the Company from the national or regional electricity grid that does not have associated certified renewable energy attributes, such as Renewable Energy Certificates (RECs), Guarantees of Origin (GoOs), or International RECs (I-RECs).

Total electricity consumption is calculated monthly in kWh based on the invoices issued by the service provider Company in each country.

Since the electricity supply unit is billed in kWh, the conversion factor of 1 kWh = 0.0036 GJ is used for conversion to GJ.

Reference: Conversions Sheet, DEFRA 2024

Electricity (Purchased renewable)

This indicator represents electricity procured by the Company from fully renewable sources (e.g., through direct Power Purchase Agreements [PPAs]) and possessing certified renewable energy attributes such as Renewable Energy Certificates (RECs), Guarantees of Origin (GoOs), or International RECs (I-RECs).

Total purchased renewable electricity consumption is calculated based on the procured green electricity which is supported by EACs and PPA. Since the amount of green electricity certificates is shown in MWh, the conversion factor of 1 MWh = 3.6 GJ is used for conversion to GJ.

Reference: Conversions Sheet, DEFRA 2024

Electricity (Onsite renewable generation)

This indicator represents the electricity generated and consumed on-site by the Company from renewable energy sources within the Company's operations.

On-site renewable generation is calculated as the total of the meter readings from the renewable energy plants which is self-consumed. Since the amount shown on the meters is in kWh, the conversion factor of 1 kWh = 0.0036 GJ is used for conversion to GJ.

Reference: Conversions Sheet, DEFRA 2024

Natural gas

This indicator represents the total amount of natural gas consumed by the Company across all operations as heating and industrial processes.

Total natural gas consumption is calculated monthly in m³ based on the invoices issued by the service provider Company in each country. Since the natural gas supply unit is billed in m³, the conversion factor used is [1m³ x (Net Calorific Value) GJ/tonne x (density) kg/m³]/1000

Reference: Fuel Properties Sheet, Natural Gas, DEFRA 2025

LPG

This indicator represents the total amount of liquefied petroleum gas (LPG) consumed by the Company across all operations. This includes both mobile combustion (e.g., vehicles) and stationary combustion (e.g., equipment, generators).

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Total LPG consumption is tracked in kilograms (kg) based on invoices issued by the service provider companies. Since the LPG supply unit is billed in kg, the conversion factor used is [1kg x (Net Calorific Value) GJ/tonne]/1000.

Reference: Fuel Properties Sheet, LPG, DEFRA 2025

Fuel-Oil

This indicator represents the total amount of fuel oil consumed by the Company across all operations.

Total fuel oil consumption is tracked in kilograms (kg) based on invoices issued by the service provider companies. Since the fuel oil supply unit is billed in kg, the conversion factor used is [1kg x (Net Calorific Value) GJ/tonne]/1000.

Reference: Fuel Properties Sheet, Fuel Oil, DEFRA 2025

Diesel

This indicator represents the total amount of diesel fuel consumed by the Company across all operations. This includes both mobile combustion (e.g., vehicles) and stationary combustion (e.g. generators).

Total diesel consumption is tracked in liter (lt) based on invoices issued by the service provider companies. Since the diesel supply unit is billed in lt, the conversion factor used is [1lt * (Net Calorific Value) GJ/tonne x (density) kg/m³]/1000/1000.

Reference: Fuel Properties Sheet, 100% mineral diesel, DEFRA 2025

Biodiesel

This indicator represents the total amount of biodiesel (bio-component only) consumed by the Company, used exclusively as vehicle fuel.

Total biodiesel consumption is tracked in liter (lt) based on invoices issued by the service provider companies. Since the biodiesel supply unit is billed in lt, the conversion factor used is [1lt x (Net Calorific Value) GJ/tonne x (density) kg/m³ x (biodiesel content ratio)]/1000/1000.

Reference: Fuel Properties Sheet, Biodiesel ME, DEFRA 2025

Gasoline

This indicator represents the total amount of gasoline consumed by the Company across all operations. This includes only mobile combustion (e.g., vehicles).

Total gasoline consumption is tracked in liter (lt) based on invoices issued by the service provider companies. Since the gasoline supply unit is billed in lt, the conversion factor used is [1lt x (Net Calorific Value) GJ/tonne x (density) kg/m³]/1000/1000.

Reference: Fuel Properties Sheet, 100% mineral petrol, DEFRA 2025

Bioethanol

This indicator represents the total amount of bioethanol (bio-component only) consumed by the Company, used exclusively as vehicle fuel.

Total bioethanol consumption is tracked in liter (lt) based on invoices issued by the service provider companies. Since the bioethanol supply unit is billed in lt, the conversion factor used is [1lt x (Net Calorific Value) GJ/tonne x (density) kg/m³ x (bioethanol content ratio)]/1000/1000.

Reference: Fuel Properties Sheet, Bioethanol, DEFRA 2025

CNG

This indicator represents the total amount of compressed natural gas (CNG) consumed by the Company.

Since CNG (Compressed Natural Gas) is chemically identical to conventional natural gas and differs primarily in its physical state due to compression, the conversion of CNG from m³ to GJ is performed using the same methodology and net calorific value applied to natural gas. Accordingly, the conversion factor used is [1m³ x (Net Calorific Value) GJ/tonne x (density) kg/m³]/1000, Reference: Fuel Properties Sheet, Natural Gas, DEFRA 2025

Hot Water

This indicator represents the total amount of hot water purchased from external suppliers and consumed by the Company for use in operations, including heating and processing.

Total hot water consumption is calculated monthly in kWh based on the invoices issued by the service provider Company. Since the hot water supply unit is billed in kWh, the conversion factor of 1 kWh = 0.0036 GJ is used for conversion to GJ.

Reference: Conversions Sheet, DEFRA 2025

Steam

This indicator represents the total amount of steam purchased from external suppliers and consumed by the Company for use in operations, including heating and processing.

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Total steam consumption is calculated monthly in kWh based on the invoices issued by the service provider Company. Since the steam supply unit is billed in kWh, the conversion factor of 1 kWh = 0.0036 GJ is used for conversion to GJ.

Reference: Conversions Sheet, DEFRA 2025

LNG

This indicator represents the total amount of Liquefied Natural Gas (LNG) consumed by the Company.

Total LNG consumption is tracked in kilograms (kg) based on invoices issued by the service provider companies. Since the LNG supply unit is billed in kg, the conversion factor used is [1kg x (Net Calorific Value) GJ/tonne]/1000

Reference: Fuel Properties Sheet, LNG, DEFRA 2025

Energy consumption by category (GJ)

Total energy consumption from fossil sources

This indicator represents the total amount of energy consumed by the Company from fossil sources.

This is the total of energy consumption from fossil sources, including natural gas, electricity from non-renewable sources, diesel, gasoline, compressed natural gas (CNG), liquefied natural gas (LNG), liquefied petroleum gas (LPG), and fuel oil.

Total energy consumption from nuclear sources

Not relevant.

Total energy consumption from renewable sources

This indicator represents the total amount of energy consumed by the Company that is derived from renewable sources.

This is the total of energy consumption from renewable sources, including electricity purchased from renewable sources, on-site renewable electricity generation, biodiesel, and bioethanol.

Fuel consumption from renewable sources

This indicator represents the total amount of fuel consumed by the Company that is derived from renewable sources.

This is the total of fuel consumption from renewable sources, including biodiesel and bioethanol.

Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources

This indicator represents the Company's total energy consumption in the form of electricity, heating, steam, and cooling that is purchased or sourced from renewable energy sources.

This is the total of consumption of electricity purchased from renewable sources.

Consumption of self-generated non-fuel renewable energy

This indicator represents the total amount of renewable energy that by Company generates and consumes on-site through non-fuel-based sources.

This is the total of consumption of self-generated non-fuel renewable energy, including electricity from on-site renewable generation.

Fuel consumption from coal and coal products

Not relevant.

Fuel consumption from crude oil and petroleum products

This indicator represents the total amount of energy consumed by Company that is derived from crude oil and its refined products. This is the total of fuel consumption from crude oil and petroleum products, including gasoline, diesel, LPG, and fuel oil.

Fuel consumption from natural gas

This indicator represents the total amount of natural gas consumed by the Company. This is the total of fuel consumption from natural gas.

Fuel consumption from other fossil sources

This indicator represents the total amount of LNG (Liquefied Natural Gas) and CNG (Compressed Natural Gas) consumed by the Company.

This is the total of fuel consumption from other fossil sources, including LNG (Liquefied Natural Gas) and CNG (Compressed Natural Gas).

Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources

This indicator represents the amount of energy purchased or acquired in the form of electricity, heat, steam, or cooling sourced from fossil fuels and used in the Company's operations. This energy includes that which is purchased from external providers and used in the Company's operations.

This is the total of consumption of electricity from non-renewable sources, steam, and hot water.

Percentage of energy consumption from nuclear sources in total energy consumption

Not relevant.

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Percentage of renewable sources in total energy consumption

This indicator represents the percentage of total energy consumption that is sourced from renewable energy sources. This is the percentage of renewable sources in total energy consumption, including electricity purchased from renewable sources, electricity from on-site renewable generation, biodiesel, and bioethanol, divided by total energy consumption.

Percentage of fossil sources in total energy consumption

This indicator represents the proportion of total energy consumed by the Company that is derived from fossil fuels.

This is the percentage of fossil sources in total energy consumption, including natural gas, LPG, diesel, electricity from non-renewable sources, gasoline, CNG, hot water, steam, and LNG, divided by total energy consumption.

Total annual energy saving:

This indicator represents the total amount of energy saved from applied energy efficiency projects by the Company across all operations in the relevant reporting period, measured in GJ (Gigajoules). Within the scope of energy efficiency projects, only the savings attributable to the relevant reporting year are considered.

The annual efficiency (savings) potential of each project is prorated based on the duration of its actual impact within the year, taking into account that if the project is an electricity, steam, or hot water project, the savings amount is converted into GJ using the conversion factor of 1 kWh = 0.0036 GJ after the calculation of the savings.

If the project is a natural gas project, the savings amount is converted into GJ using the conversion factor of [1 m³ x (Net Calorific Value) GJ/tonnes x (density) kg/m³] / 1000.

If the project is an LPG project, the savings amount is converted into GJ using the conversion factor of [1 kg x (Net Calorific Value) GJ/tonnes] / 1000.

Financial Energy Saving (TRY)
Financial saving from energy efficiency projects

Represents the financial savings in Turkish Lira (TRY) obtained from energy efficiency projects.

Within the scope of energy efficiency projects, only the savings attributable to the relevant reporting year are considered. The annual efficiency (savings) potential of each project is prorated based on the duration of its actual impact within the year, taking into account the project's commissioning date and current operational status.

The resulting efficiency amount is multiplied by the unit cost of the corresponding energy source at the facility where the project is implemented, in order to calculate the monetary value of the savings. This monetary value is then converted into Turkish Lira (TRY) using the average monthly selling exchange rate of the country in which the project is carried out, as applicable for the relevant

Financial saving from renewable energy projects

Represents the financial savings in Turkish Lira (TRY) obtained from renewable energy projects. The financial savings from renewable energy are calculated by multiplying the electricity production (in kWh) collected from the solar power generation facility meters by the electricity unit price of the corresponding month. The calculation follows this formula:

Renewable Energy Financial Savings = Electricity Production (kWh) × Monthly Electricity Unit Price (TRY/kWh)

Additionally, the calculated savings are converted into Turkish Lira (TRY) using the average monthly exchange rate of the relevant countries.

Financial saving from green building projects

Represents the financial savings in Turkish Lira (TRY) obtained from green building projects. N/A

Total annual financial energy saving

Represents the total annual energy savings achieved during the relevant reporting period, expressed in Turkish Lira (TRY).

It represents the total value of energy efficiency projects, green building projects, and renewable energy projects, expressed in Turkish Lira (TRY).

Energy production (GJ)
Renewable energy production:

This indicator represents the amount of electricity generated by the Company from its on-site solar power plants, as well as the electricity production from the ground-mounted solar power plants located in Aksaray, Kayseri and Nevşehir. The total amount of renewable energy produced refers to the electricity measured in kilowatt-hours (kWh) from the Company's solar power generation facility meters. Since the measurement is in kWh, the conversion factor of 1 kWh = 0.0036 GJ is used to convert the data into gigajoules (GJ).

Renewable energy production:

This indicator refers to the amount of renewable electricity generated from on-site solar power plants that exceeds the organization’s internal consumption and is supplied to the national grid in accordance with applicable regulations. Renewable electricity is primarily used for self-consumption, while surplus electricity is exported to the grid. Data is collected from inverter production records and grid meter readings. Since the measurement is in kWh, the conversion factor of 1 kWh = 0.0036 GJ is used to convert the data into gigajoules (GJ).

Energy Attributes for Scope 2 GHG Emissions:

Ratio of contractual instruments used for sale and purchase of energy bundled with attributes about energy generation in relation to Scope 2 GHG emissions (%)

This indicator represents the ratio of the Company’s total purchase of energy bundled with attributes to the total of energy consumption in relation to Scope 2 GHG emissions Company’s total purchase of energy bundled with attributes / Total indirect energy consumption

Percentage of contractual instruments used for sale and purchase of unbundled energy attribute claims in relation to Scope 2 GHG emissions (%)

This indicator represents the ratio of the Company’s total purchase of energy unbundled with attributes to the total of energy consumption in relation to Scope 2 GHG emissions Company’s total purchase of energy unbundled with attributes / Total indirect energy consumption

Energy consumption

Total non-renewable energy consumption (MWh) (A)

This indicator represents the total amount of energy consumed by the Company that is derived from non-renewable sources. It includes energy from fossil fuels such as natural gas, fuel oil, CNG, LPG, LNG diesel, gasoline and non-renewable electricity.

Reporting is conducted based on energy units, and all fuels are reported in both GJ and MWh. The conversion from GJ to MWh is performed using the conversion factor of 1 GJ = 0.277778 MWh.

Total renewable energy consumption (MWh) (B)

This indicator represents the total amount of energy consumed by the Company that is derived from renewable sources. It includes energy from renewable sources as solar, wind, hydropower, geothermal, bioethanol, biodiesel, biomass.

Reporting is conducted based on energy units, and all fuels are reported in both GJ and MWh. The conversion from GJ to MWh is performed using the conversion factor of 1 GJ = 0.277778 MWh.

Total energy consumption (MWh) (A+B)

The Sum of Total non-renewable energy consumption and Total renewable energy consumption Total non-renewable energy consumption + Total renewable energy consumption [MWH]

Energy intensity

Energy intensity (Total energy consumption/Revenue) (MWh/TRY million)

It represents the total amount of energy consumed for every one million Turkish Lira (TRY) of revenue.

Total energy consumption (MWh)/Revenue (TRY million)

Energy intensity of direct energy (GJ/TRY million)

Direct energy intensity (GJ / million TRY) refers to the amount of direct energy consumed for every one million Turkish Lira (TRY) of revenue.

The total consumption of direct energy sources – including natural gas, LPG, fuel oil, diesel, biodiesel, gasoline, bioethanol, propane, CNG, LNG, and onsite renewable electricity generation – was calculated in gigajoules (GJ) and divided by the revenue in million Turkish Lira (TRY) to determine the energy intensity.

Energy intensity of indirect energy (GJ/TRY million)

Indirect energy intensity (GJ / million TRY) refers to the amount of direct energy consumed for every one million Turkish Lira (TRY) of revenue.

The total consumption of indirect energy sources – including electricity (non-renewable and purchased renewable), hot water, and steam – expressed in gigajoules (GJ), was divided by the revenue in million Turkish Lira (TRY) to calculate the energy intensity.

Waste to Recovery (tonnes):

Waste to recovery (tonnes) = Total Hazardous waste (tonnes)-waste to incineration (with energy recovery)(tonnes)-waste to incineration (without energy recovery)(tonnes)-waste to landfill (tonnes) -Waste to other disposal operations (tonnes)

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TARGETS, COMMITMENTS,
PROGRESS &
CONTRIBUTION TO UN
SDGs

IN TOUCH WITH
OUR PLANET

IN TOUCH WITH
HUMAN NEEDS

IN TOUCH WITH
BUSINESS

ANNEXES

Total hazardous waste disposed offsite (tonnes) / Total non-hazardous waste disposed offsite (tonnes):

Total Hazardous waste disposed offsite / Total non-hazardous waste disposed offsite (tonnes) = Waste to recovery (tonnes)+waste to incineration (with energy recovery)(tonnes)+Waste to without incineration (with energy recovery) (tonnes)+Waste to landfill (tonnes) + Waste to other disposal operations (tonnes)

Hazardous waste diverted from disposal due to other recovery operations (tonnes):

Waste to recovery (tonnes) = Total Hazardous waste (tonnes)-waste to incineration (without energy recovery)(tonnes)-waste to landfill (tonnes) -Waste to other disposal operations (tonnes)

Non-hazardous waste diverted from disposal due to other recovery operations (tonnes):

Waste to recovery (tonnes) = Total Non-Hazardous waste (tonnes)-waste to incineration (without energy recovery)(tonnes)-waste to landfill (tonnes) -Waste to other disposal operations (tonnes)

Total waste intensity (ton/ TRY million):

Total Waste (tonnes)/Total Revenue (TRY)

Ratio of non-recycled waste (%):

(Waste to incineration without energy recovery (tonnes)+ Waste to landfill (tonnes)+ Waste to other disposal operations (tonnes))/Total waste amount that does not includes domestic waste (tonnes)

Total Water Withdrawal (million m³):

Total Water Withdrawal = municipal water (m³) + water tanker (m³) + groundwater(m³) + rainwater (m³) + surface water (m³) + other water (m³)

Total Water Consumption (million m³):

Wastewater Discharge (million m³):

Wastewater Discharge = fresh surface water (m³) + groundwater (m³) + total water discharge (m³)

Water Intensity (m³/TRY million)

Water Intensity = Total Water Withdrawal (m³) / Total revenue (TRY million)

Water Pollutant Intensity (tonnes/ TRY million):

Water Pollutant Intensity = total COD (tonne)/ Total revenue (TRY million)

Recycled and reused water ratio (%):

Recycled and reused water ratio = (Total recycled (m³) + reused water (m³)) /Total water withdrawal (m³)

Rate of water withdrawal from "high" water stress locations compared to total water withdrawal:

Rate of water withdrawal from "high" water stress locations compared to total water withdrawal = Water withdrawal from "high" water stress locations (m³) / Total water withdrawal (m³)

Rate of water discharge at "high" water stress locations compared to total water discharge:

Rate of water discharge at "high" water stress locations compared to total water discharge = Water discharge at "high" water stress locations (m³) / Total water discharge (m³)

Rate of water consumption at "high" water stress locations compared to total water consumption:

Rate of water consumption at "high" water stress locations compared to total water consumption = Water consumption at "high" water stress locations (m³) / Total water consumption (m³)

Rate of water withdrawal from "extremely high" water stress locations compared to total water withdrawal:

Rate of water withdrawal from "extremely high" water stress locations compared to total water withdrawal = Water withdrawal from "extremely high" water stress locations (m³) / Total water withdrawal (m³)

Rate of water discharge at "extremely high" water stress locations compared to total water discharge:

Rate of water discharge at "extremely high" water stress locations compared to total water discharge = Water discharge at "extremely high" water stress locations (m³) / Total water discharge (m³)

Rate of water consumption at "extremely high" water stress locations compared to total water consumption:

Rate of water consumption at "extremely high" water stress locations compared to total water consumption = Water consumption at "extremely high" water stress locations (m³) / Total water consumption (m³)

Total water consumption in areas at water risk (m³):

Total water consumption in areas at water risk (m³) = Water consumption at "high" water stress locations (m³) + Water consumption at "extremely high" water stress locations (m³)

Water Saved (m³):

Total water saved annually = Recycled water (m³) + reused water (m³) + rainwater (m³)

ANNEX 6. PRODUCT INDICATORS

Percentage of total revenue from products that included recycled and/or bio composite plastic materials = ((Total revenue from products that included recycled and/or bio composite plastic materials)/(Total revenue))×100

Percentage of total revenue from reduced raw materials (resource efficiency)in products and packaging = ((Total revenue from reduced raw materials (resource efficiency)in products and packaging)/(Total revenue))×100

Percentage of total revenue from low carbon products = ((Total revenue from low carbon products)/(Total revenue))×100

ANNEX 8. SOCIAL PERFORMANCE INDICATORS

Social Indicators

Full Time Equivalent (FTE):

Full Time Employees + 0.5 x Part Time Employee

Percentage of new employee hires by gender:

- New women hires / Total number of new hires
- New men hires / Total number of new hires

Percentage of open positions filled by internal candidates (internal hires):

The total number of internal hires/ Total number of all hires (excluding acquisitions)

Percentage of open positions filled by internal candidates at different management levels:

- The total number of internal hires at junior/ low level management / The total number of internal hires
- The total number of internal hires at middle level management / The total number of internal hires
- The total number of internal hires at senior/ top level management / The total number of internal hires

Percentage of employees promoted by gender:

- Promoted women employees / Total number of promoted employees
- Promoted men employees / Total number of promoted employees

Employee Turnover Rates (%) (as Head-Count (HC) meaning that full time equals to 1, while part time equals to 1))

Total employee turnover rate (Voluntary+Involuntary):

Sum of total resigned employee / Annual average number of employees

Voluntary /Involuntary employee turnover rate:

- Sum of total resigned employee filtered by Natural column / Annual average number of employees
- Sum of total resigned employee filtered by Managed column / Annual average number of employees

Total Employee Turnover Rates (%) as HC (full time =1; part time=1)

- Sum of total resigned women employee / Annual average number of women employees
- Sum of total resigned men employee / Annual average number of men employees

- Sum of total resigned employee filtered by age group (Under 30 years old / 30-50 years old / Over 50 years old)/ Annual average number of employees by age group (Under 30 years old / 30-50 years old / Over 50 years old)

Sum of total resigned employees by Managerial level (Non-Managerial / junior or low-level management / middle-level management /senior or top-level management)/ Annual average number of employees by Managerial level (Non-Managerial / junior or low-level management / middle-level management /senior or top-level management)

Employees by Working Years

Average seniority years

- Sum of total seniority / Total employees (FTE)
- Sum of total seniority filtered as women / Total women employees (FTE)
- Sum of total seniority filtered as men / Total men employees (FTE)

Diversity and Inclusion

Workforce by Age Groups and Gender

Percentage of employees under 30 years old

- Total women employees under 30 years old (FTE) / Total women employees (FTE)
- Total men employees under 30 years old (FTE) / Total men employees (FTE)

- Percentage of employees 30-50 years old (including 30 and 50 years old)
- Total women employees aged between 30 and 50 (including 30 and 50) (FTE) / Total women employees (FTE)
- Total men employees aged between 30 and 50 (including 30 and 50) (FTE) / Total men employees (FTE)

Percentage of employees over 50 years old

- Total women employees over 50 years old (FTE) / Total women employees (FTE)
- Total men employees over 50 years old (FTE) / Total men employees (FTE)

Gender Equality by Positions

Percentage of employees in the total workforce

- Total women employees (FTE) / Total employees (FTE)
- Total men employees (FTE) / Total Employees (FTE)

Percentage of employees in all management positions including junior, middle and senior management

- Total women employees in all management positions (FTE) / Total employees in all management positions (FTE)
- Total men employees in all management positions (FTE) / Total employees in all management positions (FTE)

Percentage of employees in top management positions ie. Maximum two levels away from the CEO or comparable positions

- Total women employees in top management positions (FTE) / Total employees in top management positions (FTE)
- Total men employees in top management positions (FTE) / Total employees in top management positions (FTE)

Percentage of employees in junior management positions ie. first level of management

- Total women employees in junior management positions (FTE) / Total employees in junior management positions (FTE)
- Total men employees in junior management positions (FTE) / Total employees in junior management positions (FTE)

Percentage of employees in non-managerial positions

- Total women employees in non-management positions (FTE) / Total employees in non-management positions (FTE)
- Total men employees in non-management positions (FTE) / Total employees in non-management positions (FTE)

Percentage of employees in management positions in revenue-generating functions (eg. sales) as % of all such managers (ie excluding support functions such as HR, IT, Legal, etc.)

- Total women employees in managerial positions within revenue-generating functions (FTE) / Total employees in managerial positions within revenue-generating functions (FTE)
- Total men employees in managerial positions within revenue-generating functions (FTE) / Total employees in managerial positions within revenue-generating functions (FTE)

Percentage of employees in revenue generating functions

- Total women employees in revenue-generating functions (FTE, monthly waged) / Total employees in revenue-generating functions (FTE, monthly waged)
- Total men employees in revenue-generating functions (FTE, monthly waged) / Total employees in revenue-generating functions (FTE, monthly waged)

Percentage of employees in STEM related positions

- Total women employees in STEM-related positions (FTE, monthly waged) / Total employees in STEM-related positions (FTE, monthly waged)
- Total men employees in STEM-related positions (FTE, monthly waged) / Total employees in STEM-related positions (FTE, monthly waged)

Percentage of employees in IT positions

- Total women employees in IT positions (FTE, monthly waged) / Total employees in IT positions (FTE, monthly waged)
- Total men employees in IT positions (FTE, monthly waged) / Total employees in IT positions (FTE, monthly waged)

Percentage of employees in engineering positions

- Total women employees in engineering positions (FTE, monthly waged) / Total employees in engineering positions (FTE, monthly waged)
- Total men employees in engineering positions (FTE, monthly waged) / Total employees in engineering positions (FTE, monthly waged)
- Percentage of employees on entry level positions
- Total women employees in entry level positions (FTE, monthly waged) / Total employees in entry level positions (FTE, monthly waged)
- Total men employees in entry level positions (FTE, monthly waged) / Total employees in entry level positions (FTE, monthly waged)

Living Wage Indicators

Percentage of the minimum wage represented by the total income.

- Employees Total Income / Countries Min Wage

Gender Pay Indicators

Base salary at one level

- Average annual salary of women / Average annual salary of men

ANNEX 2. REPORTING PRINCIPLES

INTRODUCTION

PARTNERSHIPS &
RECOGNITION

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CREATION STRATEGY

DOUBLE MATERIALITY &
STAKEHOLDER
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SUSTAINABILITY
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Base salary + Other cash incentives at one level

- Average base salary + other cash incentives of women / Average base salary + other cash incentives of men

Average pay gap (women to men)

- Percentage of compensation for women to men.

Global mean (average) raw gender pay gap

- The mean compensation for women is subtracted from the mean compensation for men and then divided by the mean compensation of the higher compensation.

Average pay gap levels

- Average gross hourly pay level of women is subtracted from average gross hourly pay level of men and then divided by the average gross hourly pay level of men.

Percentage of women compensated in different quartiles

- Female-to-male ratio of employees’ base salaries across each pay quartile (top, upper middle, lower middle and lower)

Training and Development

Total hours of training for employees (employee*hour)

- The total duration (in hours) of all training sessions attended by all employees (i.e. number of participants × duration of each session)

Number of employees received training and development

- The total number of unique employees who participated in at least one training or development activity during the reporting period. Each employee is counted once, regardless of the number of trainings attended.

Percentage of employees received training and development

- (Number of employees who received training and development / Total number of employees) × 100

Number of employees received skill-based training

- The total number of employees who participated in any training categorized as skill-based.

Percentage of employees received skill-based training

- (Number of employees received skill-based training / Total number of employees) × 100

Average hours of training and development per FTE (Full-Time Employee)

- Total training hours / Number of FTEs

Average amount spent per FTE on learning and development (TRY)

- Total training and development spending / Number of FTEs

ANNEX 9. OCCUPATIONAL HEALTH AND SAFETY INDICATORS

Average hours of training and development by gender, age group, and managerial level

- Total training hours for the category / Number of employees in that category

Average hours of training and development by development category & training topic

- Total hours delivered in that training/category / the relevant employee base

Number of employees trained by subject area - Environment, Energy, Health & Safety, Ethics

- Headcount of employees who participated in trainings categorized under each subject area, without duplication across subjects.

Percentage of employees trained by subject area - Environment, Energy, Health & Safety, Ethics

- Number of employees trained in subject / Total number of employees) × 100

Occupational Health and Safety Indicators
Lost Time Injury Frequency Rate-Employees

- (Number of work-related injuries caused the employees to lose at least a working day / Total working hours) x 1,000,000

Lost Time Injury Frequency Rate-Contractors

- (Number of work-related injuries caused the contractors to lose at least a working day / Total working hours) x 1,000,000

Lost Time Injury Frequency Rate- Employees&Contractors

- (Number of work-related injuries caused the employees and contractors to lose at least a working day / Total working hours) x 1,000,000

Reconsideration Statement

The measuring and reporting of sustainability-related data inevitably involves a degree of estimation. Restatements are considered where there is a change in the data of greater than 5 percent at the Company level.

ANNEX 3. ASSURANCE REPORT

INDEPENDENT ASSURANCE REPORT

To The Board of Directors of Arçelik Anonim Şirketi

İstanbul, Türkiye

This report is intended solely for the Board of Directors of Arçelik Anonim Şirketi (hereinafter 'Arçelik') for the purpose of reporting of Selected ESG Information ("Selected Information") listed below in its Integrated Report 2025 (hereinafter 'Integrated Report 2025') that has been prepared by Arçelik Anonim Şirketi for the period running from January 1, 2025, to December 31, 2025.

SUBJECT MATTER INFORMATION AND APPLICABLE CRITERIA

In line with the request of Arçelik, our responsibility is to provide limited assurance in accordance with Selected Information listed below within the scope of the reporting approach of Arçelik specified in "Annex 2. Reporting Principles" ("Reporting Principles") of Integrated Report 2025.

THE SCOPE OF OUR ASSURANCE

The scope of our assurance is limited to the examination of Annex 5. Environmental Performance Indicators, Annex 6. Products Indicators, Annex 8. Social Performance Indicators, Annex 9.

Occupational Health and Safety Indicators, Annex 10. Supplier Performance Indicators, Annex 12. EU Taxonomy, Sustainability Targets-Planets, Sustainability Targets-Business, Sustainable Financing Indicators, Double Materiality Assessment (DMA) of Integrated Report 2025.

ENVIRONMENTAL PERFORMANCE INDICATORS

1. Scope 1-2 GHG Emissions (tCO₂e)

- Total Direct Scope 1 GHG Emissions
- Location-based Scope 2 GHG Emissions
- Market-based Scope 2 GHG Emissions
- Total Scope 1&2 (location-based) GHG Emissions
- Total Scope 1&2 (market-based) GHG Emissions

2. Scope 3 GHG Emissions (tCO₂e)

- Category1: Purchased Goods and Services
- Category2: Capital Goods
- Category3: Fuel and Energy Related Activities Not Included in Scope 1 or Scope 2
- Category4: Upstream Transportation and Distribution
- Category5: Waste Generated in Operations
- Category6: Business Travel
- Category7: Employee Commuting
- Category8: Upstream Leased Assets
- Category9: Downstream Transportation and Distribution

- Category11: Use of Sold Products
- Category12: End-of-Life Treatment of Sold Products
- Category13: Downstream Leased Assets
- Total Indirect Scope 3 GHG emissions
- Total Scope 1&2 (location-based) & 3 GHG emissions
- Total Scope 1&2 (market-based) & 3 GHG emissions

3. GHG Emissions in the scope of Arçelik's science-based targets approved by SBTi (tCO₂e)

- Total Direct Scope 1 GHG Emissions
- Location-based Scope 2 emissions
- Market-based Scope 2 emissions
- Total Scope 1&2 (location-based) GHG Emissions
- Total Scope 1&2 (market-based) GHG Emissions
- Percentage of Scope 1 & 2 GHG emission reduction (%) compared to the 2022 base year
- Total Scope 3 GHG emissions (tCO₂e)
- Percentage of Scope 3 GHG emissions reduction (%) compared to the 2022 base year
- Scope 3 GHG Emissions - Category 11: Use of Sold Products
- Percentage of Scope 3 GHG emissions reduction from the use of sold products (%) compared to the 2022 base year

4. GHG Emission Intensity

- Total Scope 1 GHG emissions intensity (tCO₂e/TRY million)
- Scope 2 location-based GHG emissions intensity (tCO₂e /TRY million)
- Scope 2 market-based GHG emissions intensity (tCO₂e/TRY million)
- Total Scope 2 GHG emissions intensity (tCO₂e /TRY million)
- Total Scope 1&2 GHG emissions intensity (tCO₂e/TRY million)
- Total Scope 3 GHG emissions intensity (tCO₂e/TRY million)
- Total Scope 1, 2 & 3 GHG emissions intensity (tCO₂e/TRY million)
- GHG emission intensity from use of sold products (tCO₂e/Product quantity)

5. Energy consumption by fuel type (GJ)

- Electricity (non-renewable)
- Electricity (purchased renewable)
- Electricity (onsite renewable generation)
- Natural gas,
- LPG,
- Fuel-oil,
- Diesel,
- Biodisel,
- Gas,
- Bioethanol,
- CNG,
- Hot water,
- Steam,
- LNG
- Total energy consumption

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6. Energy consumption by category (Gj)

- Total energy consumption from renewable sources (Gj)
 - Fuel consumption from renewable sources (Gj)
 - Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (Gj)
 - Consumption of self-generated non-fuel renewable energy
- Percentage of renewable sources in total energy consumption
- Total energy consumption from fossil sources (Gj)
 - Fuel consumption from coal and coal products (Gj)
 - Fuel consumption from crude oil and petroleum products (Gj)
 - Fuel consumption from natural gas (Gj)
 - Fuel consumption from other fossil sources (Gj)
 - Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources (Gj)
- Percentage of fossil sources in total energy consumption
- Total energy consumption from nuclear sources (Gj)
- Percentage of energy consumption from nuclear sources in total energy consumption
- Total energy consumption (MWh)
 - Total non-renewable energy consumption
 - Total renewable energy consumption

7. Energy Saving (Gj)

- Total annual energy saving (Gj)

8. Financial Energy Saving (TRY)

- Total annual financial energy saving
 - Financial saving from energy efficiency projects
 - Financial saving from renewable energy projects

9. Energy Production (Gj)

- Total energy production
 - Non-renewable energy production
 - Renewable energy production
 - > On-site energy production
 - > Surplus on-site renewable electricity supplied to the grid
 - > Offsite energy production

10. Energy Attributes for Scope 2 GHG Emissions

- Ratio of contractual instruments used for sale and purchase of energy bundled with attributes about energy generation in relation to Scope 2 GHG emissions (%)
- Percentage of contractual instruments used for sale and purchase of unbundled energy attribute claims in relation to Scope 2 GHG emissions (%)

11. Energy Intensity

- Energy intensity (Total energy consumption/ Revenue) (MWh/TRY million)
- Energy intensity of direct energy (Gj/TRY million)
- Energy intensity of indirect energy (Gj/TRY million)

12. Water Withdrawal by Source (m³)

- Total water withdrawal
 - Groundwater
 - Surface water
 - Rainwater
 - Third party sources - Municipal water
 - Third party sources - Water tanker
 - Third party sources - Steam

13. Total Water Discharge (m³)

- Groundwater
- Fresh surface water
- Third-party destinations (municipal sewage line connected to municipal/industrial wastewater treatment plant)

14. Total Water Consumption (m³)

15. Water Intensity (m³ / TRY million)

- Water Withdrawal Intensity
- Water Consumption Intensity
- Water Pollutant Intensity - Chemical Oxygen Demand

16. Total Water Pollutants (tonnes)

- Total Chemical Oxygen Demand (COD)
- Total Suspended Solid (TSS)
- Total Oil and Grease
- Total Nitrites (NO₂-N)
- Total Chromium
- Total Lead (Pb)
- Total Cadmium (Cd)
- Total Nickel (Ni)

17. Water Recycled or Reused

- Total water recycled and reused (m³)
- Recycled and reused water ratio (%)

18. Areas with Water Stress

- Water withdrawal from "high" water stress locations (m³)
- Rate of water withdrawal from "high" water stress locations compared to total water withdrawal
- Water discharge at "high" water stress locations (m³)
- Rate of water discharge at "high" water stress locations compared to total water discharge
- Water consumption at "high" water stress locations (m³)
- Rate of water consumption at "high" water stress locations compared to total water consumption
- Water withdrawal from "extremely high" water stress locations (m³)

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- Rate of water withdrawal from "extremely high" water stress locations compared to total water withdrawal
- Water discharge at "extremely high" water stress locations (m³)
- Rate of water discharge at "extremely high" water stress locations compared to total water discharge
- Water consumption at "extremely high" water stress locations (m³)
- Rate of water consumption at "extremely high" water stress locations compared to total water consumption
- Total water consumption in areas at water risk (m³)

19. Water saved annually (m³)

- Total water saved annually

20. Financial Saving (TRY)

- Financial saving from water efficiency and rainwater harvesting projects
- Total annual financial water saving

21. Hazardous Waste Directed to Disposal (tonnes)

- Waste to recovery
- Waste to incineration (with energy recovery)
- Waste to incineration (without energy recovery)
- Waste to landfill
- Waste to other disposal operations
- Total hazardous waste disposed offsite

- Hazardous waste diverted from disposal due to preparation for reuse
- Hazardous waste diverted from disposal due to recycling
- Hazardous waste diverted from disposal due to other recovery operations
- Total hazardous waste directed to disposal

22. Non-hazardous Waste Directed to Disposal (tonnes)

- Waste to recovery
- Waste to incineration (with energy recovery)
- Waste to incineration (without energy recovery)
- Waste to landfill
- Waste to other disposal operations
- Total non-hazardous waste disposed offsite
- Non-hazardous waste diverted from disposal due to preparation for reuse
- Non-hazardous waste diverted from disposal due to recycling
- Non-hazardous waste diverted from disposal due to other recovery operations
- Total non-hazardous waste disposal
- Total waste (total waste disposed offsite)

23. Waste intensity (tonnes/ TRY Million)

- Hazardous waste intensity
- Non-hazardous waste intensity
- Total waste intensity

24. Recycled and Non-recycled Waste

- Ratio of non-recycled waste (%)
- Total non-recycled waste (tonnes)
- Ratio of recycled waste (%)
- Total recycled waste (tonnes)

25. Waste Prevented

- Total waste prevented annually (tonnes)

26. Financial Saving (TRY)

- Financial saving from waste projects

PRODUCT INDICATORS

27. Energy-Efficient Products

- Percentage of eligible products certified under the ENERGY STAR® program
- Percentage of eligible products by revenue certified to the ENERGY STAR® program
- Percentage of energy-efficient products (by unit count)
- Percentage of revenue from energy-efficient products
- Percentage of eligible products by revenue certified to an energy efficiency certification
- List of applicable jurisdictional or international certification programmes

28. Resource Efficient Products

- Percentage of revenue from products that included recycled and/or bio composite plastic materials
- Percentage of revenue from reduced raw materials (resource efficiency) in products and packaging

29. Low Carbon Products

- Percentage of revenue from low carbon products

30. Total recycled plastics used for products (tonnes)

31. Distribution of recycled plastic amounts used in products by plastic type

32. Total Refurbished Products (units)

33. Total Material Reduction (tonnes)

34. Environmental Impacts of Products During Their Life Cycle

- Percentage of eligible products by revenue certified to an environmental product lifecycle standard
- Percentage of revenue from products certified with Type I eco-labels (ISO 14024)

ANNEX 3. ASSURANCE REPORT

35. Annual production by Product Categories (units)

36. End of Life Responsibility

- Description of efforts to manage products’ end-of-life impacts

SOCIAL PERFORMANCE INDICATORS

37. Number of Employees (Full Time Equivalent at the end of year) by Employment Type

- Number of employees by gender
- Number of monthly paid employees by gender
- Number of hourly paid employees by gender
- Number of permanent employees by gender
- Number of temporary employees by gender
- Number of non-guaranteed hours employees by gender

38. Number of Employees (Full Time Equivalent by the end of year) by Region/ Country

- Total number of employees by region
- Number of monthly paid employees by region
- Number of hourly paid employees by region
- Number of permanent employees by region
- Number of temporary employees by region

39. Number of Employees (Head Count)

- Number of employees by gender
- Number of employees by country

40. Hiring

- Percentage of new employee hires by gender
- Number of new employee hires by gender
- Number of employees hires at junior/low level management by gender
- Number of employees hires at middle level management by gender
- Number of employees hires at senior/top level management by gender
- Number of new employees hires by region & gender

41. Internal Hires (%)

- Percentage of open positions filled by internal candidates (internal hires)
- Percentage of internal hires by gender
- Percentage of internal hires by management level

42. Promotion (%)

- Percentage of employees promoted by gender

43. Employee Turnover Rates (%)

- Total employee turnover rate (Voluntary+Involuntary)
- Voluntary employee turnover rate
- Involuntary employee turnover rate
- Total employee turnover rate by region/country

44. Number of Employees Who Left

- Number of employees who have left the company (Voluntary+Involuntary)
- Number of employees who have left the company (Voluntary)
- Number of employees who have left the company (Involuntary)

45. Total Employee Turnover Rates (%)

- Turnover rates by gender
- Turnover rates by age
- Turnover rates by management level
- Turnover rates by non- management level

46. Voluntary Employee Turnover Rates (%)

- Turnover rates by gender
- Turnover rates by age
- Turnover rates by management level
- Turnover rates by non-management level

47. Involuntary Employee Turnover Rates (%)

- Turnover rates by gender
- Turnover rates by age
- Turnover rates by management level
- Turnover rates by non-management level

48. Employees by Working Years

- Number of employees working for a period of 0-5 years by gender
- Number of employees working for a period of 5-10 years by gender
- Number of employees working for a period of more than 10 years by gender
- Average seniority years

49. Workforce by Age Groups and Gender

- Number of employees by gender (Full Time Equivalent)
- Percentage of employees by gender
- Number of employees under 30 years old (Full Time Equivalent) by gender
- Percentage of employees under 30 years old by gender
- Number of employees 30-50 years old (including 30 and 50 years old) (Full Time Equivalent) by gender
- Percentage of employees 30-50 years old (including 30 and 50 years old) by gender
- Number of employees over 50 years old (Full Time Equivalent) by gender
- Percentage of employees over 50 years old by gender

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50. Gender Equality by Positions

- Number of employees in the total workforce by gender
- Percentage of employees in the total workforce by gender
- Number of employees in all management positions, including junior, middle and senior management by gender
- Percentage of employees in all management positions, including junior, middle and senior management by gender
- Number of employees in all management positions, including junior, middle, and senior management, by gender
- Percentage of employees in all management positions, including junior, middle, and senior management, by gender
- Number of employees in executive management positions (C-suite)
- Percentage of employees in executive management positions (C-suite)
- Number of employees in top management positions ie. Maximum two levels away from the CEO or comparable positions by gender
- Percentage of employees in top management positions ie. Maximum two levels away from the CEO or comparable positions by gender
- Number of employees in junior management positions, ie. First level of management by gender
- Percentage of employees in junior management positions, ie. First level of management by gender

- Number of non-managerial positions by gender
- Percentage of non-managerial positions by gender
- Number of employees in management positions in revenue-generating functions (eg. sales) as % of all such managers (ie excluding support functions such as HR, IT, Legal, etc.) by gender
- Percentage of employees in management positions in revenue-generating functions (eg. sales) as % of all such managers (ie excluding support functions such as HR, IT, Legal, etc.) by gender
- Number of employees in revenue generating functions by gender
- Percentage of employees in revenue generating functions by gender
- Number of employees in STEM-related positions by gender
- Percentage of employees in STEM-related positions by gender
- Number of the employees in IT positions by gender
- Percentage of the employees in IT positions by gender
- Number of the employees in engineering positions by gender
- Percentage of the employees in engineering positions by gender
- Number of the employees on entry level positions by gender
- Percentage of the employees on entry level positions by gender

51. Workforce by Nationality

52. All Management Workforce by Nationality

53. Living Wage Indicators

- Percentage of employees covered by a living wage benchmark analysis

54. Salaries by Level

- Executive level (base salary only)
 - Average Women Salary (TRY)
 - Average Men Salary (TRY)
 - Average (Women/Men Salary)
- Executive level (base salary + other cash incentives)
 - Average Women Salary (TRY)
 - Average Men Salary (TRY)
 - Average (Women/Men Salary)
- Management level (base salary only)
 - Average Women Salary (TRY)
 - Average Men Salary (TRY)
 - Average (Women/Men Salary)
- Management level (base salary + other cash incentives)
 - Average Women Salary (TRY)
 - Average Men Salary (TRY)
 - Average (Women/Men Salary)
- Non-management level
 - Average Women Salary (TRY)
 - Average Men Salary (TRY)
 - Average (Women/Men Salary)

55. Gender Pay Gap Metrics

- Average pay gap (women to men)
- Global mean raw gender pay gap
- Average pay gap levels

56. Other Gender Pay Gap Metrics

- Percentage of women in top 10% compensated
- Percentage of women in the top pay quartile
- Percentage of women in the upper middle pay quartile
- Percentage of women in the lower middle pay quartile
- Percentage of women in the lower pay quartile

57. Overall Training and Development Indicators

- Total hours of training for employees (Full Time Equivalent * hour)
- Number of employees received training and development
- Percentage of employees received training and development
- Number of employees received skill-based training
- Percentage of employees received skill-based training
- Average hours of training and development per hour/FTE

ANNEX 3. ASSURANCE REPORT

58. Average Hours of Training and Development Indicators

- Average hours by gender
- Average hours by age
- Average hours by management level

59. Average Hours of Training and Developments by Development Category

- Orientation
- Purpose-Driven Programs
- Competency Development
- Leadership Development
- Capability Development (Technical & Functional)

60. Trainings by Subjects - Employees (Average Hours)

- Sustainability
- Environment
- Energy
- Health & Safety
- Chemicals
- Regulations
- Ethics
- Diversity, Equity & Inclusion

61. Trainings by Subjects - Employees (Total Training Hours)

- Environment
- Energy
- Health & Safety
- Ethics

62. Trainings by Subjects - Employees (Number of unique employees)

- Environment
- Energy
- Health & Safety
- Ethics

63. Trainings by Subjects - Employees (Percentage of employees)

- Environment
- Energy
- Health & Safety
- Ethics

64. Performance Evaluation

- Number of employees subjected to regular performance and career development evaluation by gender
- Number of employees covered by multidimensional performance appraisal by gender

OCCUPATIONAL HEALTH AND SAFETY INDICATORS

65. OHS Indicators of Employees

- Total working hours
- Number of days lost to work -related injuries
- Number of work-related fatalities
- Number of recordable work-related accidents
- Number of work-related injuries caused the employees to lose at least a working day

66. Rates of OHS Indicators for Employees

- Lost Time Injury Frequency Rate

67. OHS Indicators of Contractors

- Total working hours
- Number of days lost to work-related injuries
- Number of work-related fatalities
- Number of recordable work-related accidents
- Number of work-related injuries caused the employees to lose at least a working day

68. Rates of OHS Indicators for Contractors

- Lost Time Injury Frequency Rate

69. OHS Indicators of Employees and Contractors

- Total working hours
- The number of days lost to work-related injuries
- The number of work-related fatalities
- The number of recordable work-related accidents
- The number of work-related injuries caused the employees to lose at least a working day

70. Rates of OHS Indicators for Employees and Contractors

- Lost Time Injury Frequency Rate
- Supplier Performance Indicators

71. Overview of Suppliers

- Number of unique suppliers in Tier-1 and Tier-2
- Number of unique direct suppliers in Tier-1
- Number of unique suppliers in Tier-2

72. Supplier Screening

- Number of unique significant suppliers in Tier-1 and Tier-2
- The number of unique significant suppliers in Tier-1
- The number of unique significant suppliers in Tier-2

73. Supplier ESG Assessment

- Number of unique significant Tier-1 and Tier-2 suppliers assessed via ESG survey and/or business ethics audits
 - Number of unique significant suppliers in Tier-1 assessed via ESG survey and/or business ethics audits
 - Number of unique significant suppliers in Tier-1 assessed via ESG survey
 - Number of unique significant suppliers in Tier-1 assessed via business ethics audits
 - Number of unique significant Tier-2 suppliers assessed via ESG survey and/or business ethics audits

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74. Supplier Assessment Findings

- Number of unique significant suppliers in Tier-1 and Tier-2 with substantial potential/actual negative impacts
 - Number of unique significant suppliers in Tier-1 with substantial potential/actual negative impacts
 - Number of unique significant suppliers in Tier-2 with substantial potential/actual negative impacts
- Number of unique significant suppliers in Tier-1 and Tier-2 with substantial potential/actual negative impacts that agreed to work on corrective action plan
 - Number of unique significant suppliers in Tier-1 with substantial potential/actual negative impacts that agreed to work on corrective action plan
 - Number of unique significant suppliers in Tier-2 with substantial potential/actual negative impacts that agreed to work on corrective action plan
- Number of unique significant suppliers whose contracts were terminated due to substantial potential/actual negative impacts

75. Supplier Development Programs

- Number of unique significant suppliers in Tier-1 and Tier-2 supported with development measures

- The number of unique significant suppliers in Tier-1 supported with development measures
 - The number of unique significant suppliers in Tier-1 supported with capacity building programs
 - The number of unique significant suppliers in Tier-1 with substantial potential/actual negative impacts supported in corrective action plan implementation
- Number of unique significant suppliers in Tier-2 supported with development measures
 - Number of unique significant suppliers in Tier-2 supported with capacity building programs
 - Number of unique significant suppliers in Tier-2 with substantial potential/actual negative impacts supported in corrective action plan implementation

SUSTAINABILITY TARGETS INDICATORS

76. Sustainability Targets - Planet

- 2025 Performance on reduce absolute Scope 1-2 GHG emissions approved by the SBTi
- 2025 Performance on reduce absolute Scope 3 GHG emissions from use of sold products approved by the SBTi
- 2025 Performance on reduce absolute Scope 3 GHG emissions approved by the SBTi
- 2025 Performance on green electricity usage ratio in all manufacturing facilities
- 2025 Performance on established renewable energy systems with a capacity

- 2025 Performance on reduce energy consumption per product in all manufacturing facilities
- 2025 Performance on reduce water withdrawal per product in all manufacturing facilities
- 2025 Performance on reduce water discharge per product in all manufacturing facilities
- 2025 Performance on increase water recycling and reuse ratio in all manufacturing facilities
- 2025 Performance on increase waste recycling ratio in all manufacturing facilities
- 2025 Performance on ,increase refurbishment ratio in refurbishment centers
- 2025 Performance on Arçelik Green Chemistry Management System implementation in all manufacturing facilities
- Increase recycled plastic usage in our manufacturing facilities

77. Sustainability Targets - Business

- 2025 Performance on increase the average training hours per employee
- 2025 Performance on increase the percentage of women
 - in the total workforce
 - in all management positions
 - in junior management positions
 - in top management positions
 - in management positions in revenue generating functions
 - in STEM related positions
- 2025 Performance on ensure the suppliers use green electricity

- 2025 Performance on emission reduction targets set by our suppliers
- 2025 Performance on ensure the suppliers set their own targets on water
- 2025 Performance on ensure the suppliers exceeding 500 ToE obtain the ISO 50001 certificate
- Target 2025 Performance - Increasing the Percentage of Female Employees in the Total Workforce (Excluding Beko Europe)

SUSTAINABLE FINANCING INDICATORS

78. Investments and expenditures for environmental resource efficiency in production and product

- Capital Investments
- Operating Expenses
- Total Expenses

79. Investments and expenditures for environmental resource efficiency in Research and Development (R&D)

- Capital Investments
- Operating Expenses
- Total Expenses

80. Total Environmental Expenditure and Investments

ANNEX 3. ASSURANCE REPORT

OPERATIONAL INDICATORS

81. EU Taxonomy

- EU Taxonomy-eligible CapEx in 2025 financial year (TRY amount & % proportion of total)
- Among the EU Taxonomy-eligible CapEx in 2025 financial year, aligned TRY amount & proportion
- EU Taxonomy-eligible OpEx in 2025 financial year (TRY amount & % proportion of total)
- Among the EU Taxonomy-eligible OpEx in 2025 financial year, aligned TRY amount & proportion
- EU Taxonomy-eligible Turnover in 2025 financial year (TRY amount & % proportion of total)
- Among the EU Taxonomy-eligible Turnover in 2025 financial year, aligned TRY amount & proportion

82. Double Materiality Assessment (DMA)

- Phase 1 - Identification of Material Topics
- Phase 2 - Stakeholder Engagement
- Phase 3 - Impact Materiality Assessment
- Phase 4 - Financial Materiality Assessment
- Phase 5 - Double Materiality Consolidation
- Phase 6 - Dynamic Materiality
- Phase 7 - Management Validation

ARÇELİK’S RESPONSIBILITIES

Arçelik’s management is responsible for the preparation, collection, and presentation of the information for the Selected Information. In addition, Arçelik’s management is responsible for ensuring that the documentation provided to the practitioner (EY) is complete and accurate. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates that are relevant to the preparation of the Integrated Report 2025, such that it is free from material misstatement, whether due to fraud or error.

OUR RESPONSIBILITIES

We conducted our assurance engagement in accordance with the Assurance Engagement Standard (AES) 3000 and 3410 which is a part of the Turkish Auditing Standards as issued by the Public Oversight Accounting and Auditing Standards Authority of Turkey (POA). These regulations require that we comply with the ethical standards and plan and perform our assurance engagement to obtain limited assurance about the Selected Information.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA), which is founded

on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

Our firm applies the International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

The procedures selected depend on the practitioner’s judgment. The procedures include inquiry of the personnel responsible for collecting and reporting on the Selected Information and additional procedures aimed at obtaining evidence about the Selected Information.

PROCEDURES APPLIED

In respect of the Selected Information mentioned above the procedures performed include the following procedures:

1. Interviewed select key senior personnel of Arçelik to understand the current processes in place for capturing the Selected Information pertaining to the reporting period;
2. Reviewed Selected Information through online and face to face interviews with personnel at Arçelik’s domestic and international locations, as well as through other available documentation for Arçelik’s other locations in Türkiye, against evidence, on a sample basis;
3. Undertook substantive testing, on a sample basis, of the Selected Information;
4. Used Arçelik’s internal documentation to evaluate and measure the Selected Information;
5. Evaluated the design and implementation of key processes and controls over the Selected Information;
6. Re-performed, on a sample basis, calculations used to prepare the Selected Information for the reporting period.
7. Evaluated the disclosure and presentation of the Selected Information in the Integrated Report 2025.

ANNEX 3. ASSURANCE REPORT

OUR CONCLUSION

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that Selected Information for the year ended in December 31, 2025, has not been prepared, in all material respects in line with the relevant requirements of the criteria as defined in Reporting Principles.

LIMITATIONS

We permit this report to be disclosed in addition to Arçelik Anonim Şirketi's Integrated Report 2025 for the year ended on December 31, 2025; to enable the management of Arçelik Anonim Şirketi to show they have addressed their governance responsibilities by obtaining an independent assurance report in connection with the Selected Information. To the fullest

extent permitted by law, we accept or assume no responsibility and deny any liability to any party other than Arçelik Anonim Şirketi for our work, for this independent limited assurance report, or for the conclusions we have reached.

Güney Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik
Anonim Şirketi
A member firm of Ernst & Young Global Limited



Didem Tuşel Özdoğan, SMMM
Partner

24 July 2026
İstanbul, Türkiye

INTRODUCTION

PARTNERSHIPS &
RECOGNITION

GOVERNANCE

SUSTAINABLE VALUE
CREATION STRATEGYDOUBLE MATERIALITY &
STAKEHOLDER
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TARGETS, COMMITMENTS,
PROGRESS &
CONTRIBUTION TO UN
SDGsIN TOUCH WITH
OUR PLANETIN TOUCH WITH
HUMAN NEEDSIN TOUCH WITH
BUSINESS

ANNEXES

Corporate Governance Metrics

Members of Board of Directors by Age and Gender	2024		2025	
	Men	Women	Men	Women
Number of members at Board of Directors	9	3	8	4
Percentage of members at Board of Directors	75%	25%	67%	33%
Number of members under 30 years old	0	0	0	0
Percentage of members under 30 years old	0	0	0	0
Number of members 30-50 years old (including 30 and 50 years old)	0	0	0	0
Percentage of members 30-50 years old (including 30 and 50 years old)	0	0	0	0
Number of members over 50 years old	9	3	8	4
Percentage of members over 50 years old	75%	25%	67%	33%

Board Independence	2024	2025
Independent Members	33,33%	33,33%
Non-Independent Members	66,67%	66,67%

Work Experience (years)	2024	2025
<35	2	4
35-50	8	6
>50	2	2

Term of Office on the Company's BoD (years)	2024	2025
<10	5	6
10-30	5	5
>30	2	1

Citizenship / Residency	2024	2025
Türkiye	11	11
Other	1	1

Gender Diversity	2024	2025
Women	25%	33,33%
Men	75%	66,67%

Board Meeting Attendance (Number of Board Members)	2024	2025
Attended all meetings	6	11
Could not attend 1 meeting	5	1
Could not attend more than 1 meeting	1	0
Board Meeting Attendance (%)	94%	97%

Executive & Non-Executive Board Members	2024	2025
Executive Members	1	1
Non-executive Members	11	11

Sustainability-linked Executive Compensation		
Sustainability and Climate-Related OKRs of C-level Executives as a % of Total OKRs*	2024	2025**
Climate-related targets/all targets	17%	14%
Other Sustainability-related targets/all targets	11%	59%

* Indirectly linked to executive compensation and bonuses for C-level Executives

** Compared to 2024, the calculation methodology for the “Sustainability and Climate-Related OKRs of Clevel Executives as a % of Total OKRs” indicator has been revised. In 2025, climate-related OKRs are calculated based on the total number of individual targets relating to greenhouse gas emissions, water and waste, and energy, whereas in 2024 these targets were assessed as a single OKR per executive. In addition, sustainability-related targets in 2024 were defined as non-climate sustainability targets and therefore excluded climate-related targets. In 2025, climate-related targets were incorporated into the broader category of sustainability-related targets, reflecting a more comprehensive interpretation of sustainability performance. As a result, the reported increase in both climate-related and sustainability-related OKR indicators is primarily attributable to this methodological revision, which provides a more comprehensive and representative assessment of executive performance objectives.

The “Sustainability-linked Executive Compensation” table disclosed in this Report has been prepared in accordance with the Turkish Sustainability Reporting Standards (TSRS), reflected in the same manner in the Company’s TSRS Compliant Sustainability Report, and independently verified by a third party auditor.

ANNEX 4. CORPORATE GOVERNANCE INDICATORS

Corporate Governance Table

	Corporate Governance Body	Members	Mandate	Activity in 2025
PARTNERSHIPS & RECOGNITION	GOVERNANCE	Board of Directors (BoD) Rahmi M. Koç* Ömer M. Koç Semahat S. Arsel Ali Y. Koç Levent Çakıroğlu Robert Sonman Fatih K. Ebiçlioğlu Hakan Bulgurlu Ayşe Canan Ediboğlu Galya F. Molinas Filiz Börtücen*** Tuğrul Fadıllıoğlu	- Executive Committee, Corporate Governance Committee, Risk Management Committee, Audit Committee and Sustainability Council report to BoD - The BoD determines the ESG material issues, risks and opportunities and develops ESG policies accordingly. For effective implementation of the policies, internal directives, business procedures, etc. may be prepared. The BoD takes decisions regarding these policies and discloses those new policies to the public.	3 meetings held. 14 decisions were made. Differing opinions and dissenting votes, along with their grounds, if any, voiced in Board meetings are recorded in the decision minutes, in which case detailed grounds of Members casting dissenting votes are publicly disclosed. - Each Board Member is entitled to one vote. However, since no such opposition or different opinion was expressed in the meetings in 2025, no such public disclosures were made, or the statutory auditors were informed. - Reports including topics such as the approval of new sustainability-related policies and procedures, scores and ratings received from sustainability indices, updates on energy efficiency projects and solar power, supplier engagement efforts, double materiality analysis, and received grants for environmental projects were presented in the BoD meetings.
SUSTAINABLE VALUE CREATION STRATEGY				
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT				
SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs				
IN TOUCH WITH OUR PLANET				
IN TOUCH WITH HUMAN NEEDS	GOVERNANCE	Executive Committee** Rahmi M. Koç* Ömer M. Koç Semahat S. Arsel Ali Y. Koç Caroline N. Koç Aykut Ümit Taftalı	- Makes recommendations to the BoD in order to increase the effectiveness of the Board activities - Monitors the developments in Arçelik and the company's sector more closely to inform the BoD when necessary - Ensures the successful transfer and dissemination of the issues related to the General Assembly or BoD resolution to the Company management within the framework of the determined directives and policies - Evaluates the impacts in the economic, social and political environment in the sector in which the company operates to increase Arçelik's competitiveness with determined strategies - Responsible to search for internal and external growth opportunities that can make the company achieve strategic goals including sustainability at the top of the agenda	12 meetings were held. - The committee did not need to benefit from the opinions of independent experts in 2025 in relation to their activities.
IN TOUCH WITH BUSINESS				
ANNEXES	GOVERNANCE	Corporate Governance Committee** Ayşe Canan Ediboğlu* CFO Levent Çakıroğlu	- Investor Relations Department reports to this Committee - Evaluates the implementation of Corporate Governance Principles and makes improvement recommendations - Determining the conflicts of interest arising from any non-compliance with these principles fully, if any - Follows global corporate governance best practices for points of possible improvements - Builds a transparent system for determining, assessing and training suitable candidates for the membership of BoD, evaluates the proposals for candidate independent members and submits its evaluation to the approval of the BoD - Present its proposals to the BoD regarding the remuneration to be paid to the members of the BoD and senior executives, taking into account the degree of attainment of the criteria	6 meetings were held.

* Chair of the Committee
** Committees Directly Reporting to the BoD
*** As of 25 December 2025, Ms. Filiz Börtücen has been appointed as an independent member of the Board of Directors, replacing Mr. Ahmet Kirman, who resigned from his position as an independent board member.

ANNEX 4. CORPORATE GOVERNANCE INDICATORS

Corporate Governance Table

Corporate Governance Body	Members	Mandate	Activity in 2025
Audit Committee**	Filiz Börtücen*/*** Ayşe Canan Ediboğlu	- Leads Internal Audit Department - Informed by the CFO - Selects the independent auditor - Carries out its activities regularly as stipulated in the "Capital Markets Legislation and CMB Corporate Governance Principles" - Oversees the functioning of the accounting and reporting systems within the framework of the relevant laws and regulations, public disclosure of financial information and independent audit	6 meetings were held.
Early Detection of Risk Committee**	Galya F. Molinas* Fatih K. Ebiçlioğlu	- Finance & Enterprise Risk Directorate, Global Ethics Committee and Sustainability Council report to this Committee. - Advises the BoD for early detection and evaluation of risks that may affect the Company, ensures early detection of technical bankruptcy and warns the BoD - Calculates the effects and possibilities of risks, manages and reports these risks in accordance with the Company's enterprise risk appetite - Takes necessary measures to reduce the effects and possibilities of the identified risks, and, in this direction, the establishment of effective internal control systems - Supervises respective departments that are responsible for reviewing risk management systems at least once a year and for risk management to be in compliance with committee decisions	6 meetings were held.
Information Security Committee	Chief Purchasing, Supply Chain, and Digital Officer* Fatih K. Ebiçlioğlu CFO General Counsel, Legal & Compliance	- Responsible to help building an effective information security management structure - The Senior Management participates in the Information Security Committee as representative of the BoD which periodically reviews the information security system - Senior Management performs the necessary resources and authority / responsibility allocations for the establishment and operation of the Information Security Management System - The Senior Management reports to the board member in charge of Information Security and Cybersecurity Management	4 meetings were held.
Global Ethics Committee	CEO* CFO Human Resources Executive Director	Ensures the functioning and sound implementation of the Global Code of Conduct and Related Policies	4 meetings were held.

* Chair of the Committee
** Committees Directly Reporting to the BoD
*** As of 25 December 2025, Ms. Filiz Börtücen has been appointed as an independent member of the Board of Directors, replacing Mr. Ahmet Kirman, who resigned from his position as an independent board member.

ANNEX 4. CORPORATE GOVERNANCE INDICATORS

Corporate Governance Table

Corporate Governance Body	Members	Mandate	Activity in 2025
Sustainability Council	CFO* CEO Chief Sustainability, Quality, and Customer Care Officer Chief Marketing & Strategy Officer Chief Purchasing, Supply Chain, and Digital Officer Chief Commercial Officer-Europe Chief Commercial Officer-Türkiye & MENA Chief Production and Technology Officer Human Resources Executive Director Global Communications Director Sustainability Director	• Sustainability Working Groups, Global Communications and Sustainability Communication report to this Council • Sets corporate sustainability and climate change policies and strategies, ensures they are integrated into business processes • Tracks sustainability performance • Monitors and evaluates ESG risks, strategies and impact on business objectives • Meets quarterly • The CFO reports critical issues arising from the work of this Committee to the BoD	• 4 meetings were held. • Main topics discussed at these meetings were the Company's new 2050 SBT and related roadmap, suppliers' sustainability development and possible initiatives, updates on voluntary carbon market, emerging sustainable packaging regulations, implications of CBAM, sustainability reporting and disclosure requirements and updates, analysis of performance on sustainability indices.
Human Rights Committee	Human Resources Executive Director* CFO CEO Chief Sustainability, Quality, and Customer Care Officer Chief Marketing & Strategy Officer Chief Purchasing, Supply Chain, and Digital Officer Chief Commercial Officer-Europe Chief Commercial Officer-Türkiye & MENA Chief Production and Technology Officer Global Communications Director General Counsel, Legal & Compliance Industrial Relations, Human Rights, AA, OS Director Sustainability Director Environment Director Government and Sectoral Affairs Director Quality Systems Head Occupational Safety Head People Experience and Human Rights Head	• Functions under Human Resources in accordance with the company's Human Rights Policy and Human Rights Due Diligence Procedure • Performs regular audits within the company • Creates risk maps, ensures improvements in due diligence activities • Meets four times a year	• 4 meetings were held.

* Chair of the Committee
** Committees Directly Reporting to the BoD
*** As of 25 December 2025, Ms. Filiz Börtücen has been appointed as an independent member of the Board of Directors, replacing Mr. Ahmet Kirman, who resigned from his position as an independent board member.

ANNEX 4. CORPORATE GOVERNANCE INDICATORS

Selected Memberships and Contributions

MAIN INSTITUTIONS

Institution / Organization	Gain or Contribution	2025 Membership Fee (TRY)	Share in total payments (%)
Home Appliance Europe (APPLiA)*	APPLiA is a Brussels-based trade association that provides a single, unanimous voice for the home appliance industry in Europe, promoting the industry's mission of improving their customers' lifestyles. APPLiA's main interest areas are sustainability, energy efficiency, green and digital transition, packaging, competitiveness etc. There are several working groups where specific topics are discussed, and a general view of the sector is formulated. Arçelik's CEO is currently the president of APPLiA and technical teams of Arçelik actively attend to working group meetings. This allows Arçelik to adapt to legislative changes swiftly as well as to comply with relevant changes in the market. APPLiA has national associations throughout the Europe, and Arçelik and its subsidiaries are members to these associations as well. (Some national associations are as follows: TÜRKESD-Türkiye, APPLiA Romania, APPLiA Spain, APPLiA Italy, APPLiA Polska, APPLiA Ireland, APPLiA Sweden, APPLiA Slovakia, Elektronika Tukkukauppiat (ETK)-Finland) APPLiA Czechia, APPLiA Hungary, APPLiA Denmark, APPLiA Norway, ASSOCLIMA, APPLiA Portugal (AGEFE)	39,208,875	36.58%
Turkish Employers Association of Metal Industries (MESS)	MESS works in tandem with the employers of metal and electronics industries to develop well-balanced, reliable, and stable industrial relations, while increasing competitiveness and productivity. Moreover, MESS also aims to foster a sustainable, cordial and peaceful working environment, based on mutual trust and dialogue, in harmony and accordance with common interests. Within the scope of its membership, Arçelik engages in activities that ensure compliance with occupational health and safety standards, and protection of employee and company rights. In addition, the membership allows us to benefit from MESS's knowledge and support regarding the practices that regulate business life. MESS claims to be the world's first employer's union to be a member of WEF, and has an initiative called MEXT, which is Türkiye's first digital production factory that is end-to-end integrated from sales forecasting, supply chain to production systems and quality management. MEXT claims to be the world's biggest digital transformation and capability building center and it provides "Digital maturity assessment" service, which is the world's largest "digital transformation initiative in industry" in terms of scale. We also contribute to the research of MEXT.	20,804,400	19.41%
The Association of Manufacturers of Domestic Appliances (AMDEA)	Beko PLC, a subsidiary of Arçelik has been a member of AMDEA for more than 15 years, with the Managing Director of Beko PLC serving as the Chair of the Association. AMDEA represents 80% of the appliance industry in the UK, covering manufacturers of small and large domestic appliances. AMDEA has two main committees, namely technical and consumer group that are supported by issue specific panels. Main areas of focus are as follows: circular economy, environment, sustainability targets, WEEE, cybersecurity.	7,715,199	7.20%
ZVEI e.V. (Zentralverband Elektrotechnik- und Elektronikindustrie)	ZVEI, the Electro and Digital Industry Association, promotes the industry's collective economic, technological and environmental policy interests on a national, European and global level. The industry has round about 890,000 employees in Germany plus 766,000 employees all over the world. Main topics of interest are sustainability & environment, circular economy, energy efficiency, Cybersecurity and mobility. Beko Grundig Deutschland GmbH (Arçelik's Subsidiary) is currently at the Board of ZVEI's Consumer Electronics Section.	8,959,805	8.36%
France White Goods Manufacturers Association (Groupement des Marques d'Appareils Pour la Maison - Gifam)	Beko France is a member of GIFAM, representing France's white goods industry. Beko France's Country Director is also the chair of GIFAM, and employees in related fields actively attend working group meetings. Through this association, we follow laws and regulations in France, contribute to forming association opinions on these laws and regulations, and closely follow the rules regarding the circular economy and carbon-neutral targets.	8,353,482	7.79%
DIGITALEUROPE	It is an organization which consists of the world's largest IT, telecommunications and consumer electronics companies that heavily invest in Europe and prominent trade associations from 30 different European countries. DigitalEurope acts in the belief that digitalization is a key enabler for a resilient and sustainable ecosystem. Thus, it aims to convey the views of the industry to related public bodies and support the development of a regulatory framework that nurtures innovation, advances digitalization, and enhance growth. We actively attend to several working groups and contributes to the positive impact of digitalization.	2,419,039	2.26%
Association of Home Appliance Manufacturers (AHAM)	AHAM is a unanimous voice providing the industry with leadership, advocacy and a forum for action in public policy, standards and business decisions. AHAM helps manufacturers bring efficient, high-performing home appliances into the homes of consumers in the United States, Canada and around the world. It also promotes the industry's mission to increase appliance performance while reducing its impact on the environment. It plays an active role in the fields of energy efficiency, e-waste, resources, safety, and standardization. Beko US (Arçelik's subsidiary) contributes and provides responses to current and draft regulations and policies through AHAM.	2,169,076	2.02%
Turkish Industry and Business Association (TÜSİAD)	With strong representative power in terms of the added value created by member organizations in Türkiye's economy, TÜSİAD is also a member of Business Europe, which is considered to represent the European private sector. As an umbrella NGO representing Türkiye's business world, TÜSİAD is an institution that actively participates in forming opinions as a public authority on a wide range of topics from sectoral developments to other related areas. In addition, TÜSİAD can closely monitor legislative works in the EU which concern our sector, and form opinions at the level of EU institutions by means of the Business Europe channel of which it is a member. We actively participate in and contribute to many TÜSİAD working groups and task forces. In particular, Arçelik leads the Working Group for the Environment and Climate Change and the EU Green Deal Task Force to actively work on the formation of country policies in these areas.	1,320,000	1.23%

* Memberships to National Associations (NACs) are included.
The total amount paid in 2025 was TRY 107,186,734. The main institutions explained above represents a total payment of TRY 90,949,877 and 84.9% of total spending on annual fees to institutions to which we are a member.

➤ For further information, please refer to [Global Sectoral Relations Management & NGO Membership Policy](#) and [Civil Society Cooperation Policy](#).

ANNEX 4. CORPORATE GOVERNANCE INDICATORS

Selected Memberships and Contributions

OTHER INSTITUTIONS

Institution / Organization	Gain or Contribution
Chamber of Commerce and Industry of Serbia	It is a national association of all Serbian businesspeople, which serves the best interests of its members and the Serbian economy. It consists of companies and entrepreneurs. Beko Balkans (Arçelik's subsidiary) contributes especially in compliance working group of the association.
Turkish White Goods Manufacturers' Association (TÜRKBESD)	TÜRKBESD aims to develop the white goods industry in Türkiye, increase exports, work on technical issues, energy efficiency, and environmental compliance regarding products and manufacturing processes, ensure the technological development of the sector, and share views that will benefit the country, sector, and consumers regarding drafts of future domestic legislation. Arçelik has taken an active role in TÜRKBESD for many years and currently Arçelik is the deputy chair of the BoD. TÜRKBESD has several technical working groups in which Arçelik actively contributes
Empowering the digitalization of Energy transition (EEBUS)	EEBUS is an organization that tries to empower the digitalization of energy transition by ensuring compliance with physical and grid-initiated constraints at the grid connection and thus supports a stable grid operation. Hence, the purpose of EEBUS is the development and standardization of a cross-domain and manufacturerindependent communication from grid to device level and required interfaces to allow for the interconnection between energy management relevant devices as well as corresponding control systems. Arçelik actively participates in the technical development of the EEBUS standard. This membership provides an opportunity for Arçelik in the fast-growing market of environment related energy transition. Thus, this helps Arçelik's efforts towards decarbonization and climate protection.
Electronic Devices Manufacturers' Association (ECİD)	Its goals are to create an electronic sector that can compete globally and contributes to production, exports,employment, economic development and welfare in Türkiye. It is aimed to create an electronics industry that is sensitive to climate change and environmental problems by attaching importance to R&D and innovation. And supports digital transformation and can compete globally. Arçelik is the deputy chair of the BoD and contributes to the works of ECİD that supports digital transformation in the sector.
Domestic Appliances Association of South Africa (SADA)	SADA is a local trade association that provides a single, consensual voice for the home appliance industry, promoting industry` s mission to advance the lifestyles of South Africans. Defy (Arçelik's subsidiary) holds a BoD position at SADA and actively contributes to issues related with the industry in general and also specific issues like circular economy, e-waste and energy labeling.
Pakistan Business Council	It consists of country's leading Corporates and Business Groups as an advocacy forum to improve the general business environment of the country. The Council has several committees on issues like taxation, foreign trade and environment. Dawlance (Arçelik's subsidiary) actively attends to meetings of environment committee and contributes to positive agenda of energy labelling and sustainability.
Spanish association of Consumer Electronics and IT producers (AMETIC)	AMETIC is an association representing the digital industry sector in Spain focusing on the areas of electronics, information and communications technology, telecommunications, and digital content. Members include organizations of varied sizes and fields, from SMEs to large global companies. The Association works to promote the development of a robust and innovative digital industry. Beko Spain (Arçelik's subsidiary) actively contributes to policy monitoring and advocacy activities.
Recycling of Used Plastics Limited (RECOUP)	RECOUP is a charity organization which gathers a network of over 180 members, committing to a more sustainable use of plastics. To achieve this goal, RECOUP undertakes activities which stimulate the development of plastics waste and effective resource management, research, and analysis on future plastics recycling systems. Beko Plc (Arçelik's subsidiary) has been a member of RECOUP since 2021 and has participated in promoting more sustainability in the use of plastics throughout our sector.
Durban Chamber of Commerce (DCC)	The Durban Chamber of Commerce was founded in 1856 and is Africa's oldest and largest metropolitan Chamber. Defy (Arçelik's subsidiary) has been a member to the DCC since 1928 and currently serves as chair on the Environmental Affairs Forum and the Safety and Justice Forum. As a member, we are showcasing good business practices in terms of sustainability and contribute to increasing partnerships on sustainability development and knowledge sharing.
TechUK	TechUK is a technology trade association with white goods, consumer electronics and IT members. A network for innovation and collaboration across business, government and stakeholders to provide a better future for people, society, the economy and the planet is formed by the association. Beko (Arçelik's subsidiary) by being a member of TechUK contributes to the positive potential of technology.

ANNEX 5. ENVIRONMENTAL PERFORMANCE INDICATORS

GHG EMISSIONS

GHG Emissions (tCO ₂ e)				
Scope 1-2 GHG Emissions (tCO ₂ e)	2022	2023	2024	2025
Total Direct Scope 1 GHG Emissions	82,947	78,559	90,249	82,277
Location-based Scope 2 emissions*	194,089	188,015	244,557	218,031
Market-based Scope 2 emissions*	92,501	89,762	123,321	95,446
Total Scope 1&2 (location-based) GHG Emissions	277,036	266,574	334,806	300,308
Total Scope 1&2 (market-based) GHG Emissions	175,448	168,321	213,570	177,723
Scope 3 GHG Emissions (tCO ₂ e)	2022	2023	2024	2025
Category1: Purchased Goods and Services	5,151,064	4,726,308	5,714,946	5,386,917
Category2: Capital Goods	186,235	263,682	113,590	128,442
Category3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	19,116	18,474	12,852	20,013
Category4: Upstream Transportation and Distribution	85,622	101,539	340,280	640,675
Category5: Waste Generated in Operations	6,491	5,200	3,797	3,073
Category6: Business Travel	3,540	3,758	2,492	4,056
Category7: Employee Commuting	78,021	87,018	103,912	88,408
Category8: Upstream Leased Assets	35,236	30,299	25,892	22,760
Category9: Downstream Transportation and Distribution	162,190	163,945	293,896	335,796
Category10: Processing of Sold Products	-	-	-	-
Category11: Use of Sold Products**	25,821,408	26,673,327	32,165,367	34,784,350
Category12: End-of-Life Treatment of Sold Products	27,698	23,938	12,851	9,662
Category13: Downstream Leased Assets	518	-	218	925
Category14: Franchises	-	-	-	-
Category15: Investments	-	2,361	-	-
Total Indirect Scope 3 GHG Emissions	31,577,139	32,099,849	38,790,093	41,425,077
Total Scope 1&2 (location-based)&3 GHG emissions (tCO ₂ e)	31,854,175	32,366,423	39,124,899	41,725,385
Total Scope 1&2 (market-based)&3 GHG emissions (tCO₂e)	31,752,587	32,268,170	39,003,663	41,602,800
GHG Emissions in the scope of Company's science-based targets approved by SBTi (tCO ₂ e)				
Scope 1-2 GHG Emissions (tCO ₂ e)	2022	2023	2024****	2025
Total Direct Scope 1 GHG Emissions	82,947	78,559	74,881	67,567
Location-based Scope 2 emissions	194,089	188,015	195,553	177,731
Market-based Scope 2 emissions	92,501	89,762	96,541	73,977
Total Scope 1&2 (location-based) GHG Emissions (tCO₂e)	277,036	266,574	270,434	245,298
Total Scope 1&2 (market-based) GHG Emissions (tCO₂e)	175,448	168,321	171,422	141,544
Percentage of Scope 1&2 GHG emissions reduction (%) compared to the 2022 base year	base year	-4%	-2%	-19%
Scope 3 GHG Emissions (tCO ₂ e)	2022	2023	2024	2025
Total Scope 3 GHG Emissions (tCO₂e)	31,577,139	32,099,849	34,547,932	36,782,952
Percentage of Scope 3 GHG emissions reduction (%) compared to the 2022 base year	base year	2%	9%	16%
Scope 3 GHG Emissions - Category 11: Use of Sold Products (tCO₂e)¹	23,259,032	24,659,977	26,875,071	28,028,884
Percentage of Scope 3 GHG emissions reduction from use of sold products (%) compared to the 2022 base year	base year	6%	16%	21%

GHG Emission Intensity	2022	2023	2024	2025
Net revenue used to calculate GHG intensity (TRY million)	257,172	370,792	428,548	523,933
Total Scope 1 GHG emissions intensity (tCO ₂ e/TRY million)	0.32	0.21	0.21	0.16
Scope 2 location-based GHG emissions intensity (tCO ₂ e/TRY million)	0.8	0.5	0.6	0.42
Scope 2 market-based GHG emissions intensity (tCO ₂ e/TRY million)	0.36	0.24	0.29	0.18
Total Scope 2 GHG emissions intensity (tCO ₂ e/TRY million)	0.36	0.24	0.29	0.18
Total Scope 1&2 GHG emissions intensity (tCO₂e/TRY million)	0.68	0.45	0.50	0.34
Total Scope 3 GHG emissions intensity (tCO₂e/TRY million)	123	87	91	79
GHG emission intensity from use of sold products (tCO ₂ e/Product quantity)	0.63	0.65	0.66	0.69
Total Scope 1, 2 & 3 GHG emissions intensity(tCO₂e/TRY million)	123.68	87.45	91.5	79.4
GHG Removals and Storage	2022	2023	2024	2025
Total GHG removals and storage (tCO ₂ e)	0	0	0	0
Biogenic Emissions	2022	2023	2024	2025
Biogenic emissions of CO ₂ from the combustion or biodegradation of biomass not included in Scope 1 GHG emissions (tCO ₂ e)	0	0	0	0
Biogenic emissions of CO ₂ from combustion or biodegradation of biomass not included in Scope 2 GHG emissions (tCO ₂ e)	0	0	0	0
Biogenic emissions of CO ₂ from combustion or biodegradation of biomass that occur in value chain not included in Scope 3 GHG emissions (tCO ₂ e)	0	0	0	0
Air Emissions	2022	2023	2024	2025
NOx	407.8	202.1	167.8	106.2
VOC	6.1	1.1	7.6	28.5
SOx	1.9	3	3	3
TOC	35.5	37.6	40.9	14.4
Total Air Emissions	451.3	243.8	219.3	152.0
Yearly Targets				2025
Total Direct Scope 1 GHG Emissions (tCO ₂ e)				86,459
Total Indirect Scope 2 location-based GHG Emissions (tCO ₂ e)				234,286
Total Indirect Scope 2 market-based GHG Emissions (tCO ₂ e)				118,142
Total Indirect Scope 2 GHG Emissions (tCO ₂ e)				118,142
Total Indirect Scope 3 GHG Emissions (tCO ₂ e)				47,494,707

Please note that the increase in 2024 values is due to the expansion of our operational scope.

* Methodological updates were introduced in 2022 and 2023 to ensure more accurate accounting and reporting of Scope 2 emissions, As a result, our location-based and market-based Scope 2 emissions data have been changed accordingly.

** The coverage includes MDAs, SDAs, TVs and A/Cs. Additionally, the figures for 2022, 2023, and 2024 have been revised in accordance with our near-term SBT.

*** As of 2024, consolidated revenue has started to be used; therefore, 2022 and 2023 intensity calculations were recalculated using consolidated revenue values.

**** Beko Egypt operations, which were not part of the organizational boundary in the base year, have been included in the current reporting period as organic growth. Accordingly, their impact is reflected in the target progress.

1 The value has been revised compared to the previous year's report to reflect the correct scope for the baseline year of the 2030 SBTi target. This revision also affected the reported 2023 and 2024 values.

ENERGY

Energy consumption by fuel type (GJ)	2023	2024	2025
Electricity (Non-renewable)	572,011	771,608	709,726
Electricity (Purchased renewable)	957,694	1,083,909	1,091,379
Electricity (Onsite renewable generation)	44,200	94,606	140,916
Natural gas	790,814	1,030,408	979,311
LPG	69,561	52,838	40,434
Fuel-Oil	110	-	-
Diesel	65,799	65,783	61,768
Biodiesel	117	128	119
Gas	42,886	55,172	55,011
Bioethanol	143	135	185
CNG	321	15	-
Hot Water	55,028	85,686	164,008
Steam	91,541	132,635	80,305
LNG	-	99	562
Total Energy Consumption	2,690,225	3,373,022	3,323,725
Energy consumption by category	2023	2024	2025
Fuel consumption from renewable sources (GJ)	260	263	305
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (GJ)	957,694	1,083,909	1,091,379
Consumption of self-generated non-fuel renewable energy (GJ)	44,200	94,606	140,916
Total energy consumption from renewable sources (GJ)	1,002,154	1,178,778	1,232,600
Percentage of renewable sources in total energy consumption	37.25%	34.95%	37.08%
Fuel consumption from coal and coal products (GJ)	0	0	0
Fuel consumption from crude oil and petroleum products (GJ)	178,356	173,793	157,213
Fuel consumption from natural gas (GJ)	790,814	1,030,408	979,311
Fuel consumption from other fossil sources (GJ)	321	114	562
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources (GJ)	718,580	989,929	954,039
Total energy consumption from fossil sources (GJ)	1,688,071	2,194,244	2,091,125
Percentage of fossil sources in total energy consumption	62.75%	65.05%	62.92%
Total energy consumption from nuclear sources (GJ)	0	0	0
Percentage of energy consumption from nuclear sources in total energy consumption	0%	0%	0%
Total non-renewable energy consumption (MWh)	468,909	609,512	580,868
Total renewable energy consumption (MWh)	278,376	327,438	342,389
Total energy consumption (MWh)	747,285	936,950	923,257
Energy saving	2023	2024	2025
Total annual energy saving (GJ)	95,680	59,901	69,562

Financial Energy Saving (TRY)	2023	2024	2025
Financial saving from energy efficiency projects (TRY)	40,833,009	48,725,533	59,038,639
Financial saving from renewable energy projects (TRY)	36,621,093	107,209,851	430,491,107
Total annual financial energy saving (TRY)	77,454,102	155,935,384	489,529,746
Energy production (GJ)	2023	2024	2025
Non-renewable energy production	0	0	0
Renewable energy production	44,200	114,260	525,416
On-Site Energy Production and Self-Consumed	43,751	82,350	140,916
Surplus on-site renewable electricity supplied to the grid	449	12,255	15,700
Off-Site Energy Production	-	19,655	368,800
Total energy production	44,200	114,260	525,416
Energy Attributes for Scope 2 GHG Emissions	2023	2024	2025
Ratio of contractual instruments used for sale and purchase of energy bundled with attributes about energy generation in relation to Scope 2 GHG emissions (%)	10.45%	4.81%	7.15%
Percentage of contractual instruments used for sale and purchase of unbundled energy attribute claims in relation to Scope 2 GHG emissions (%)	46.70%	47.27%	46.27%
Energy intensity*	2023	2024	2025
Net revenue used to calculate GHG intensity (TRY million)	312,470	428,548	523,933
Energy intensity (Total energy consumption/Revenue) (MWh/TRY million)	2.39	2.19	1.76
Energy intensity of direct energy (GJ/TRY million)	3.24	3.03	2.44
Energy intensity of indirect energy (GJ/TRY million)	5.36	4.84	3.90
Yearly Targets			2025
Total Non-renewable energy consumption (MWh)			592,219
Total Renewable energy consumption (MWh)			340,542

Please note that the increase in 2024 values is due to the expansion of our operational scope.

* In 2023, the energy intensity values were calculated based on the revenues of the operations included in the energy data scope for each respective year. In 2024, the scope was expanded to cover all operations; therefore, global revenue was used in the calculation. Methodological updates were introduced in 2023 to ensure consistency in the classification of on-site renewable energy. Accordingly, limited variations have been observed in the energy intensity indicators across the relevant reporting years.

As of 2023, revenue figures have been presented in accordance with inflation accounting standards. This adjustment should be taken into account when evaluating year-over-year trends and revenue-based energy intensity indicators.

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PROGRESS &
CONTRIBUTION TO UN
SDGs

IN TOUCH WITH
OUR PLANET

IN TOUCH WITH
HUMAN NEEDS

IN TOUCH WITH
BUSINESS

ANNEXES

WATER

Water Withdrawal by Source (m³)	2023	2024	2025
Groundwater	794,781	886,728	747,805
Surface Water	0	41,998	54,576
Rainwater	54,089	40,934	46,657
Third party sources - Municipal water	923,058	1,441,956	1,576,690
Third party sources - Water tanker	0	1,027	313
Third party sources - Steam	55,879	55,334	43,969
Total water withdrawal	1,827,807	2,467,977	2,470,010
Water Discharge by Destination (m³)	2023	2024	2025
Groundwater	0	0	0
Fresh surface water	0	0	0
Third-party destinations (municipal sewage line connected to municipal/industrial wastewater treatment plant)	1,579,893	2,000,535	2,040,847
Total water discharge	1,579,893	2,000,535	2,040,847
Water Consumption (m³)	2023	2024	2025
Total water consumption**	247,914	467,442	429,162
Water Intensity	2023	2024	2025
Water Withdrawal Intensity* (m³ /TRY million)	4.93	5.76	4.7
Water Consumption Intensity (m³ /TRY million)	>0.67	>1.09	0.8
Water Pollutant Intensity (tonnes/ TRY million) (Chemical Oxygen Demand)	0.00095	0.00059	0.00040
Water Pollutants (tonnes)	2023	2024	2025
Total Chemical Oxygen Demand (COD)	352	253	168
Total Suspended Solid (TSS)	101	56	37
Total Oil and Grease	21.9	5.3	2.6
Total Nitrites (NO2-N)	3.7	0.11	0.2
Total Chromium	0.11	0.52	0.009
Total Lead (Pb)	0.15	0.05	0.005
Total Cadmium (Cd)	0.05	0.009	0.004
Total Nickel (Ni)	0.1	0.889	0.006
Total Water Pollutants	479	316	208
Water Recycled or Reused	2023	2024	2025
Total Water recycled and reused (m³)	124,378	182,716	172,456
Recycled and reused water ratio (%)	7%	8%	8%

Areas with Water Stress	2023	2024	2025
Water withdrawal from "high" water stress locations (m³)	488,668	493,539	468,661
Rate of water withdrawal from "high" water stress locations compared to total water withdrawal	27%	20%	20%
Water discharge at "high" water stress locations (m³)	424,696	424,569	385,822
Rate of water discharge at "high" water stress locations compared to total water discharge	27%	21%	21%
Water consumption at "high" water stress locations (m³)	63,972	68,970	82,839
Rate of water consumption at "high" water stress locations compared to total water consumption	25%	15%	19%
Water withdrawal from "extremely high" water stress locations (m³)	727,156	907,764	929,288
Rate of water withdrawal from "extremely high" water stress locations compared to total water withdrawal	40%	37%	41%
Water discharge at "extremely high" water stress locations (m³)	544,805	678,815	689,078
Rate of water discharge at "extremely high" water stress locations compared to total water discharge	35%	34%	37%
Water consumption at "extremely high" water stress locations (m³)	182,351	228,950	240,209
Rate of water consumption at "extremely high" water stress locations compared to total water consumption	73%	49%	56%
Total water consumption in areas at water risk (m³)	246,323	297,920	323,048
Water Saved (m³)	2023	2024	2025
Total water saved annually	288,973	223,650	219,114
Financial Saving (TRY)	2023	2024	2025
Financial saving from water efficiency and rainwater harvesting projects	3,530,335	1,201,482	786,843
Total annual financial water saving	3,530,335	1,201,482	786,843
Water Stored (m³)	2023	2024	2025
Total water stored	0	0	0
Changes in storage	0	0	0
Yearly Targets			2025
Net freshwater consumption (m³)			467,442

Please note that the increase in 2024 values is due to the expansion of our operational scope.

* As of 2024, consolidated revenue has been started to be used. Therefore, 2022 and 2023 intensity calculations were recalculated using consolidated revenue values.

** Total water consumption= Total water withdrawal- Total water discharge

ANNEX 5. ENVIRONMENTAL PERFORMANCE INDICATORS

WASTE

Waste by type (tonnes)				
Hazardous waste directed to disposal (tonnes)	2022	2023	2024	2025
Waste to recovery	1,838	3,122	3,961	4,252
Waste to incineration (with energy recovery)	301	722	528	454
Waste to incineration (without energy recovery)	12	190	200	157
Waste to landfill	513	470	325	346
Waste to other disposal operations	36	61	456	423
Hazardous waste disposed onsite	0	0	0	0
Hazardous waste disposed offsite (Total Hazardous Waste)	2,700	4,565	5,470	5,633
Hazardous waste diverted from disposal due to preparation for reuse	0	0	0	0
Hazardous waste diverted from disposal due to recycling	0	0	0	0
Hazardous waste diverted from disposal due to other recovery operations	1,838	3,122	4,489	4,706
Total hazardous waste directed to disposal	2,700	4,565	5,470	5,633
Non-hazardous waste directed to disposal (tonnes)	2022	2023	2024	2025
Waste to recovery	105,953	121,457	144,855	153,033
Waste to incineration (with energy recovery)	502	448	538	767
Waste to incineration (without energy recovery)	75	53	94	100
Waste to landfill	4,246	4,840	5,677	3,747
Waste to other disposal operations	586	1,004	367	333
Non-hazardous waste disposed onsite	0	0	0	-
Non-hazardous waste disposed offsite (Total Non-Hazardous Waste)	111,362	127,802	151,531	157,980
Non-hazardous waste diverted from disposal due to preparation for reuse	0	0	0	0
Non-hazardous waste diverted from disposal due to recycling	0	0	129	0
Non-hazardous waste diverted from disposal due to other recovery operations	106,455	121,905	145,393	153,800
Total non-hazardous waste disposal (tonnes)	111,362	127,802	151,531	157,980
Total Waste (Total waste disposed offsite)	114,062	132,367	157,001	163,613

Waste intensity	2022	2023	2024	2025
Net revenue used to calculate Waste intensity (TRY million)	257,172	370,792	428,548	523,933
Hazardous waste intensity (tonnes/ TRY million)	0.01	0.01	0.01	0.01
Non-hazardous waste intensity (tonnes/ TRY million)*	0.42	0.345	0.35	0.30
Total waste intensity (tonnes/ TRY million)*	0.44	0.36	0.37	0.31
Recycled & Non-Recycled Waste	2022	2023	2024	2025
Total Recycled waste (tonnes)	109,488	125,742	147,430	152,754
Ratio of recycled waste (%)	96%	95%	98.50%	98.62%
Total non-recycled waste (tonnes)	4,562	6,618	2,244	2,139
Ratio of non-recycled waste (%)	4%	5%	1.50%	1.38%
Waste Prevented (tonnes)	2022	2023	2024	2025
Total waste prevented annually	3,097	307	374	655
Financial Saving (TRY)	2022	2023	2024	2025
Financial saving from waste projects	1,551,791	1,691,878	842,704	13,084,516
Total annual financial waste saving	1,551,791	1,691,878	842,704	13,084,516
Yearly Targets				2025
Total Waste disposed (tonnes)				6,232

Please note that the increase in 2024 values is due to the expansion of our operational scope.
* As of 2024, consolidated revenue has been started to be used. Therefore, 2022 and 2023 intensity calculations were recalculated using consolidated revenue values.

ANNEX 6. PRODUCT INDICATORS

Material Used (tonnes)	2023	2024	2025
Product Materials (including plastic, metal and components)	1,125,605	1,526,591	1,215,894
Chemicals	840	680	348
Packaging Materials	87,090	111,011	96,236
Total Material Used	1,213,535	1,638,282	1,312,478
Material Reduction (tonnes)	2023	2024	2025
Total material reduction	2,049	17,163	28,997
Recycled Material (tonnes)	2023	2024	2025
Total recycled plastics used for products	16,543	27,835	31,665
Refurbished Products (number)	2023	2024	2025
Total refurbished products	66,370	114,468	148,862
Energy-Efficient Products	2023	2024	2025
Percentage of eligible products certified under the ENERGY STAR® program	0.56%	0.37%	0.21%
Percentage of eligible products by revenue certified to the ENERGY STAR® program	0.65%	0.55%	0.27%
Percentage of energy-efficient products (by unit count)*	74.4%	76.3%	63.8%
Percentage of revenue from energy-efficient products**	50.2%	61.9%	48.3%
Percentage of eligible products by revenue certified to an energy efficiency certification***	N/A	68.8%	70.3%
Resource Efficient Products	2023	2024	2025
Percentage of revenue from products that included recycled and/or bio composite plastic materials	51.3%	43.9%	48.3%
Percentage of revenue from reduced raw materials (resource efficiency) in products and packaging	38.3%	28.3%	44.3%
Low Carbon Products	2023	2024	2025
Percentage of revenue from low carbon products	62.4%	71.5%	72.6%
Total avoided emissions from reduced raw materials (resource efficiency) and recycled content in products (tCO ₂ e)	46,796	68,272	115,762
Total avoided emissions for third parties (energy-efficient products) (tCO ₂ e)	316,294	581,044	431,175
Total avoided emissions by low carbon products (tCO ₂ e)	363,090	649,316	546,937

*Calculations are based on the following formula: (Total energy-efficient product categories’ sales quantity/ Total related product categories’ sales quantity) x 100.
Related product categories: Dryer, Dishwasher, Freezer & Refrigerator, Freezer, Air Conditioner, Hood, Oven, Television, Washer Dryer, Washing Machine, Household Heaters, Heat pump.

Definitions:

****Energy-efficient products:** It refers to the reduced environmental impact that results from the use phase of products. The coverage is products which consume less energy than the lowest “allowable” energy efficiency classes based on the available regulations in the specific countries. “Allowable” refers to the lowest energy class allowed in the market. It was calculated by considering products which have higher energy efficiency than the allowable class on the market. The scope of this definition is limited to products sold under the Company’s own brands, excluding third-party or non-branded products. The relevant product groups include: Dishwasher, Washing Machine, Refrigerator, Freezer, Tumble Dryer, Washer Dryer, Television, Oven, Hood, Air Conditioner, Household Heaters, and Heat Pump. For household heaters and heat pumps, EU regulations have been taken into account regardless of the country in which they are sold. For all other product categories, specific countries refer to the labels and product groups in the countries listed below.

*****Eligible products certified to an energy efficiency certification:** It refers to products that meet the energy efficiency requirements set by recognized certification programs, as outlined below. This definition applies only to products sold under the Company’s own brands, excluding third-party or non-branded products. Eligible products include: Dishwasher, Washing Machine, Refrigerator, Freezer, Tumble Dryer, Washer Dryer, Television, Oven, Hood, Air Conditioner, Household Heaters, and Heat Pump. For household heaters and heat pumps, EU regulations have been taken into account regardless of the country in which they are sold. For other product categories, the applicable jurisdictional or international certification programs recognized in each country are listed below.

Applicable jurisdictional or international certification programs	Products	Applicable jurisdictional or international certification programs	Products	Applicable jurisdictional or international certification programs	Products
Australia – Energy Rating Label	Dishwasher Washing Machine Refrigerator Freezer Tumble Dryer	Singapore – NEA Energy Label	Washing Machine Refrigerator Freezer	Saudi Arabia – SASO Energy Efficiency Label	Washing Machine Refrigerator Freezer
EAEU Energy Efficiency Label (where applicable)	Dishwasher Washing Machine Refrigerator Freezer Air conditioner	Malaysia – Energy Efficiency Label (ST / KeTSA)	Washing Machine Refrigerator Freezer Tumble Dryer Air conditioner	Indonesia, Philippines and Maldives – National Energy Labeling Schemes (country specific)	Washing Machine Refrigerator Freezer Air conditioner
EU Energy Label (where applicable)	Dishwasher Washing Machine Refrigerator Freezer Tumble Dryer Washer Dryer Television Oven Air conditioner	Thailand – EGAT No.5 Energy Label	Washing Machine Refrigerator Freezer Air conditioner	Oman – Energy Efficiency Label (DGSM / EER Program)	Refrigerator
ENERGY STAR® Program	Dishwasher Washing Machine Refrigerator Freezer Tumble Dryer	Egypt – Energy Efficiency Label (EOS)	Dishwasher Washing Machine Refrigerator Freezer	Taiwan – Energy Efficiency Label	Washing Machine Refrigerator
China Energy Label (CEL)	Dishwasher Washing Machine Refrigerator Freezer	Iraq - National conformity marking requirements (COSQC)	Washing Machine Refrigerator Freezer	India – BEE Star Label	Washing Machine Refrigerator Freezer Air conditioner
Hong Kong – Voluntary Energy Efficiency Labelling Scheme (VEELS)	Washing Machine Refrigerator Freezer Washer Dryer	UAE – ECAS Energy Label	Washing Machine Refrigerator Freezer	Ukraine (Old EU Label and Current EU Label)	Dishwasher Washing Machine Refrigerator Freezer Tumble Dryer Washer Dryer Television Oven Air conditioner
Vietnam – Energy Label Program	Refrigerator Freezer Air conditioner	South Africa – Energy Efficiency Label	Dishwasher Washing Machine Refrigerator Freezer Tumble Dryer	Other Markets: Since energy labels are not available for other markets, only products sold with the EU Label, Old EU Label, and Energy Star program have been taken into consideration	Dishwasher Washing Machine Refrigerator Freezer Tumble Dryer Washer Dryer Television Oven Air conditioner

ANNEX 6. PRODUCT INDICATORS

Recycled or bio composite plastic materials used in products: This refers to recycled plastics and/or bio-composite materials used in certain parts of products. Applicable products are those containing these materials.

Products and packaging reduced usage of raw materials: This refers to products and packaging designed to reduce raw material usage compared with the previous model. Applicable materials include all materials used in the product or packaging, such as plastics, metals, hazardous chemicals, and packaging materials.

Low carbon products: Products that use less raw materials, incorporate recycled materials, and meet the criteria for “energy-efficient products” as defined in this Annex. These three criteria together are used to calculate the low carbon product.

➤ For further information please refer to the [Product Stewardship](#) section of the Report.

Avoided Emissions Calculation Methodology:

Avoided Emissions from reduced raw materials and recycled content in products was calculated by amount of total recycled plastic and bio composite plastic consumption and amount of reduced raw material weights and multiplied these amounts with material emission factors from DEFRA database published by UK Government.

Avoided Emissions from third parties (energy-efficient products) were calculated by multiplying energy saving amount from energy-efficient sold products in reporting year with electricity emission factor.

Annual Production (units)****			2024	2025
White Goods			32,494,752	33,453,949
Consumer Electronics			1,183,811	1,184,483
Other			1,546,239	1,811,661
Total			35,224,802	36,450,093
End of Life Responsibility	2022	2023	2024	2025
Percentage of takeback WEEE reused/resold/recycled in Türkiye	96%	99%	97%	98%
Environmental Impacts of Products During Their Life Cycle	2022	2023	2024	2025
Percentage of eligible products by revenue certified to an environmental product lifecycle standard	0%	0%	0%	0%
Percentage of revenue from products certified with Type I eco-labels (ISO 14024)	0%	0%	0%	0%
Product Safety	2022	2023	2024	2025
Percentage of significant product and service categories for which health and safety impacts are assessed	100%	100%	100%	100%
Number of recalls issued	0	0	1	1
Total units recalled	0	0	3,566	2,583

**** White goods reportable segment comprises washing machines, dryers, dishwashers, refrigerators, ovens, cooking appliances and the services provided for these products. The consumer goods reportable segment comprises televisions primarily with flat screens, computers, cash registers, other electronic devices and the services provided to consumers for these products. Other segment comprises the revenues from air conditioners, small domestic appliances except products included in white goods and consumer electronics.

ANNEX 6. PRODUCT INDICATORS

Distribution of recycled plastic amounts used in products by plastic type in 2025												
	Washing Machine	Washer Dryer	Tumble Dryer	Dishwasher	Oven	Refrigerator	Consumer electronics	Vacuum cleaner	Toast & Grill	Personal care products	Air Conditioner	Total amount in 2025
Recycled plastic usage in 2025	4,559		15,988.6	7,683.1	386.3	1,987.8	67.3	384	142.1	0.8	465.4	31,664.5
Recycled waste PET bottles	481.1		9.4	15	-	-	-	-	-	-	97.6	603.1
Recycled waste fishnets	5.3		-	2.7	3.7	-	-	-	-	-	-	11.7
Recycled waste industrial thread	98.9		-	35.2	382.6	-	-	-	-	-	-	516.7
Recycled plastic produced by the recycling of Arçelik's packaging waste	-		-	75	-	-	-	-	-	-	-	75
Post-consumer recycled (PCR) ABS plastic with Paint (Dye) Elimination	-		-	55	-	-	-	-	-	-	-	55
Post-consumer recycled (PCR) ABS plastic	12.1		245.9	-	-	-	67.3	-	-	-	-	325.3
Other recycled plastic usage in MDAs	3,961.7		15,733.3	7,500.3	-	1,987.8	-	-	-	-	367.8	29,550.9
Recycled plastics in SDAs only	-		-	-	-	-	-	384	142.1	0.8	-	527

Note: Due to rounding, row totals may differ slightly from column totals.

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FTSE Russell Green Revenues Calculation

This calculation is based on the FTSE Russell Green Revenues Classification System.

2025 Financial Year, TRY	Segments***			Total	% of Green Revenue
	White Goods	Consumer Electronics	Other		
Total revenue from energy-efficient products	16.0% 84,063,749,506	0.4% 2,286,840,612	4.7% 24,818,836,477	21.2% 111,169,426,596	53.1% 278,428,908,889
Total revenue from products that included recycled and/or bio composite plastic materials	29.8% 156,103,288,805	1.4% 7,159,630,330	0.8% 3,996,563,158	31.9% 167,259,482,293	
Total revenue from nongreen products	30.7% 160,863,899,688	3.0% 15,777,640,058	13.1% 68,862,872,365	46.9% 245,504,412,111	
Total revenue	401,030,938,000	25,224,111,000	97,678,272,000	100% 523,933,321,000	

Definition:

Please note that if a product is both energy-efficient and contains recycled plastic, the revenue from the energy-efficient product category has been considered to avoid any duplication.

Energy-efficient products: It refers to household appliances, space heating and domestic hot water systems, and cooling and ventilation systems that fall within the top two populated energy efficiency classes in accordance with Regulation (EU) 2017/1369. This includes tumble dryers, dishwashers, freezers and refrigerators, ovens, hoods, televisions, washer dryers and washing machines, as well as heat pumps that meet the technical screening criteria set out in Section 4.16 of the EU Taxonomy Annex. It covers sales made in countries where Regulation (EU) 2017/1369 is applicable, including EU member states, Great Britain, Norway, Switzerland, Albania, Bosnia and Herzegovina, Iceland, Kosovo, Montenegro, North Macedonia, Serbia, Ukraine and Türkiye. Only products sold under the Company's own brands are included within this scope.

➤ For further information, please refer to the [Annex 12. EU Taxonomy](#).

Recycled or bio composite plastic materials used in products: It refers to improving the circularity of materials from the use of recycled materials. The coverage is products which include recycled plastics and/or bio composite materials.

ANNEX 7. CORPORATE CITIZENSHIP INDICATORS

Total Monetary Value & Distribution of Corporate Citizenship/Philanthropic Contributions

Contribution by Type	2023	2024	2025
Cash contributions (TRY)	68,211,377	19,927,475	11,630,940
Cash contributions in Total Contributions(%)	16.3%	6.57%	6.92%
Time: employee volunteering during paid working hours (TRY)	4,948,095	458,154	680,760
Time: employee volunteering during paid working hours in Total Contributions(%)	1.2%	0.15%	0.41%
In-kind giving: product or services donations, projects/partnerships or similar (TRY)	344,234,384	281,875,412	155,791,324
In-kind giving: product or services donations, projects/partnerships or similar in Total Contributions(%)	82.5%	92.9%	92.67%
Management costs (overheads) (TRY)	0	1,157,564	0
Management costs (overheads) in Total Contributions(%)	0%	0.38%	0%
Total Corporate Citizenship Spending	417,393,856	303,418,605	168,103,024

Type Of Philanthropic Activities

Total Cost by Category (%)	2023	2024	2025
Charitable Donations	88%	13.39%	13.94%
Community Investments	4%	85.24%	85.02%
Commercial Initiatives	8%	1.36%	1.05%

ANNEX 8. SOCIAL PERFORMANCE INDICATORS

Workforce, Talent Attraction and Retention

Number of Employees (FTE ¹ at the end of year) by Employment Type	2023			2024			2025		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Number of employees	11,135	29,392	40,527	15,440	37,579	53,019	13,077	31,462	44,539
Number of monthly paid employees	3,433	7,011	10,444	4,831	9,099	13,930	4,243	7,909	12,152
Number of hourly paid employees	7,702	22,381	30,083	10,609	28,480	39,089	8,834	23,553	32,387
Number of permanent employees	NA			13,780	32,400	46,180	11,829	27,698	39,527
Number of temporary employees				1,660	5,179	6,839	1,248	3,764	5,012
Number of non-guaranteed hours employees				2	0	2	5	2	7
	2023			2024			2025		
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total
Number of employees by work hours classification	40,468	59	40,527	52,862	157	53,019	44,416	123	44,539

Number of Non-employees (FTE ¹ at the end of year) by Employment Type/Form	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total
Number of subcontracted employees (non-employees) by employment type/form	7,095	319	7,414	7,762	1,634	9,396	8,944	986	9,930

¹ Full Time Equivalent (FTE): Full Time Employees + 0.5 x Part Time Employees
² The 2024 figures for non-guaranteed hours employees have been revised to align with the global definition and ensure consistent comparability across reporting periods.

Number of Employees (FTE ¹ by the end of year) by Region/ Country and Employment Type	2024						2025					
Region/Country	Total number of employees	Number of monthly paid employees	Number of hourly paid employees	Number of permanent employees	Number of temporary employees	Number of non-guaranteed hours employees	Total number of employees	Number of monthly paid employees	Number of hourly paid employees	Number of permanent employees	Number of temporary employees	Number of non-guaranteed hours employees
Türkiye	18,268	4,107	14,161	16,470	1,798	0	15,473	3,853	11,620	14,148	1,325	0
APAC	4,126	1,806	2,320	3,940	186	0	3,586	1,601	1,985	3,555	31	0
South Asia	6,160	1,303	4,857	2,784	3,376	0	5,616	1,305	4,311	2,929	2,687	0
Europe	17,830	5,549	12,281	16,904	926	2	13,680	4,336	9,344	13,123	557	7
Middle East & Gulf	46	46	0	45	1	0	32	32	0	32	0	0
Sub-Saharan Africa	2,075	343	1,732	2,074	1	0	2,057	328	1,729	2,057	0	0
North Africa	868	193	675	868	0	0	878	184	694	878	0	0
North America	75	54	21	75	0	0	15	15	0	15	0	0
Russia & Central Asia	3,571	529	3,042	3,020	551	0	3,202	498	2,704	2,790	412	0
Total	53,019	13,930	39,089	46,180	6,839	2	44,539	12,152	32,387	39,527	5,012	7

¹ Full Time Equivalent (FTE): Full Time Employees + 0.5 x Part Time Employees
² The 2024 figures for non-guaranteed hours employees have been revised to align with the global definition and ensure consistent comparability across reporting periods.

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Number of Employees (head count)						
Number of employees by gender	2024			2025		Total
	Women	Men	Total	Women	Men	
	15,572	37,603	53,175	13,183	31,478	44,661
Number of employees by country	Countries		2024		2025	
	Türkiye		18,268		15,474	
	Italy		4,359		3,103	
	Romania		4,256		3,863	
	Poland		4,202		2,407	
	Pakistan		3,650		3,404	
	Russia		3,527		3,157	
	Thailand		2,869		2,431	
	United Kingdom		2,433		2,178	
	Bangladesh		2,327		2,012	
	South Africa		2,075		2,056	
	Slovakia		980		822	
	Egypt		818		832	
	China		772		699	
	Germany		417		308	
	France		319		244	
	India		183		201	
	Taiwan		126		125	
	Belgium		113		96	
	Netherlands		110		105	
	Spain		106		86	
	Indonesia		102		103	
	Austria		88		99	
	Switzerland		75		55	
	Czech		75		32	
	Serbia		70		69	
	US		68		8	
	Malaysia		67		44	
	Ireland		61		58	
	Ukraine		60		55	
	Norway		50		25	

Hiring ¹	2023		2024		2025	
	Women	Men	Women	Men	Women	Men
Percentage of new employee hires (%)	40	60	39	61	42	58
Number of new employee hires	443	668	2,097	3,289	456	637
Number of employee hires at junior/low level management	12	39	267	579	12	25
Number of employee hires at middle level management	11	43	103	217	2	14
Number of employee hires at senior/top level management	0	3	3	11	1	1

¹ The scope is for monthly waged FTEs globally

Number of New Employee Hires by Region/Country and Gender	2023		2024		2025	
	Women	Men	Women	Men	Women	Men
Türkiye	186	250	121	204	227	326
APAC	109	135	81	88	75	76
South Asia	36	134	26	103	20	87
Europe	71	76	1,790	2,771	107	94
Middle East & Gulf	4	3	13	20	2	5
Sub-Saharan Africa	11	10	13	14	6	13
North Africa	4	40	21	62	9	30
North America	3	5	14	14	1	1
Russia & Central Asia	20	15	18	13	9	5

¹ Scope is for monthly waged FTEs globally

Internal Hires (%)	2023	2024	2025
Percentage of open positions filled by internal candidates (internal hires)	56	63	18
Women	32	37	37
Men	68	63	63
Junior/low level management	15	8	3
Middle level management	15	18	2
Senior/top level management	1	2	0

¹ Scope is for monthly waged FTEs globally

Hiring Cost (TRY/FTE)	2023	2024	2025
Average hiring cost per employee	45,733	63,685	101,759

¹ Scope is for monthly waged FTEs globally

ANNEX 8. SOCIAL PERFORMANCE INDICATORS

Promotion (%)	2023		2024		2025	
	Women	Men	Women	Men	Women	Men
Percentage of employees promoted	35	65	33	67	37	63
Employee Turnover Rates (%)			2023	2024	2025	
Total employee turnover rate (Voluntary+Involuntary)			13.4	16.9	23.6	
Voluntary employee turnover rate			9.4	11.8	6.6	
Involuntary employee turnover rate			4	5.1	17	
Employee Turnover Rates by Region/Country (%)			2023 ¹	2024	2025	
Türkiye			15	24	22	
APAC			13	12	19	
South Asia			6	11	8	
Europe			13	11	32	
Middle East & Gulf			17	25	57	
Sub-Saharan Africa			13	9	5	
North Africa			4	11	30	
North America			37	46	130	
Russia & Central Asia			20	17	19	

- 1

To ensure more accurate turnover rates, we have revised our data for 2023 to exclude hourly-paid fixed-term employees, as their contracts are temporary by nature and including them would impact the results by automatically factoring in individuals who are expected to leave at the end of their term.
- 2

In 2025, our company faced significant challenges due to global market conditions, resulting in an increase in both involuntary and voluntary turnover rates.

Number of Employees Who Left	2024	2025
Employees who have left the company (Voluntary+Involuntary)	7,654	10,100
Employees who have left the company (Voluntary)	5,361	2,822
Employees who have left the company (Involuntary)	2,293	7,278

Total Employee Turnover Rates (%)	2023	2024	2025
Women	11.6	14.6	23
Men	13.9	17.9	24
Under 30 years old	15.7	31.3	31
30-50 years old (including 30 and 50 years old)	10.1	14.4	20
Over 50 years old	19.3	13.5	28
Non-management level	NA	17.2	24
Junior/low level management	12.3	11.1	22
Middle level management	10	14.2	13
Senior/top level management	5.2	11.9	18
Voluntary Employee Turnover Rates (%)	2023	2024	2025
Women	8	10.5	7
Men	10	12.4	6
Under 30 years old	11	24.9	13
30-50 years old (including 30 and 50 years old)	8	10.1	6
Over 50 years old	13	7.3	3
Non-management level	NA	12.3	7
Junior/low level management	6.5	7.8	7
Middle level management	5.1	4.6	5
Senior/top level management	1.8	3.2	11
Involuntary Employee Turnover Rates (%)	2023	2024	2025
Women	4	4.1	15
Men	3.9	5.5	18
Under 30 years old	4.5	6	17
30-50 years old (including 30 and 50 years old)	3	4.4	14
Over 50 years old	8.6	6.2	24
Non-management level	NA	5	17
Junior/low level management	5.9	3.3	15
Middle level management	4.9	9.6	8
Senior/top level management	3.5	8.8	7

ANNEX 8. SOCIAL PERFORMANCE INDICATORS

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SUSTAINABLE VALUE
CREATION STRATEGY

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SUSTAINABILITY
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Employees by Working Years	2023		2024		2025	
	Women	Men	Women	Men	Women	Men
Number of employees working for a period of 0-5 years	4,371	10,298	5,429	14,328	4,235	11,394
Number of employees working for a period of 5-10 years	2,445	5,986	3,303	6,363	2,863	5,266
Number of employees working for a period of more than 10 years	4,320	13,109	6,709	16,887	5,979	14,802
Average seniority years	10.1	11	11	11	12	11
	10.4		11		11.5	
Trend of Employee Engagement (%)		2023	2024	2025		
Employee engagement		66	61	62		
Employee engagement participation		80	71	76		
Women		69	62	64		
Men		64	60	61		
Under 30 years old		61	57	60		
30-50 years old (including 30 and 50 years old)		62	61	62		
Over 50 years old		77	66	66		
Junior/low level management		67	60	60		
Middle level management		80	70	73		
Senior/top level management		89	87	86		
Employees with top level of engagement		24	24	37		
Collective Bargaining and Social Dialogue (%)		2023	2024	2025		
Percentage of employees covered by collective bargaining agreements in countries where we have manufacturing plants		68	78	75		

Diversity and Inclusion

Workforce by Age Groups and Gender	2023		2024		2025	
	Women	Men	Women	Men	Women	Men
Number of employees by gender (FTE)	11,135	29,392	15,440	37,579	13,077	31,462
Percentage of employees by gender (%)	27	73	29	71	29	71
Number of employees under 30 years old (FTE)	2,294	6,310	2,789	7,854	2,271	5,803
Percentage of employees under 30 years old (%)	21	21	18	21	17	18
Number of employees 30-50 years old (including 30 and 50 years old) (FTE)	7,131	19,625	9,162	22,798	7,813	19,871
Percentage of employees 30-50 years old (including 30 and 50 years old) (%)	64	67	59	61	60	63
Number of employees over 50 years old (FTE)	1,711	3,456	3,489	6,927	2,993	5,788
Percentage of employees over 50 years old (%)	15	12	23	18	23	18
Number of subcontracted employees by gender (FTE)	2,385	5,029	3,099	6,297	3,133	6,797

ANNEX 8. SOCIAL PERFORMANCE INDICATORS

Diversity and Inclusion

Gender Equality by Positions	2023		2024		2025	
	Women	Men	Women	Men	Women	Men
Number of employees in the total workforce	11,136	29,392	15,440	37,579	13,077	31,462
Percentage of employees in the total workforce	27	73	29	71	29	71
Number of employees in all management positions, including junior, middle and senior management	521	1,740	789	2,297	685	1,943
Percentage of employees in all management positions, including junior, middle and senior management	23	77	26	74	26	74
Number of employees in executive management positions (C-suite)	2	12	2	13	1	13
Percentage of employees in executive management positions (C-suite)	14	86	13	87	7	93%
Number of employees in top management positions ie. Maximum two levels away from the CEO or comparable positions	31	84	35	95	28	92
Percentage of employees in top management positions ie. Maximum two levels away from the CEO or comparable positions	27	73	27	73	23	77
Number of employees in junior management positions, ie. First level of management	228	687	426	1,175	350	905
Percentage of employees in junior management positions, ie. First level of management	25	75	27	73	28	72
Number of non-managerial positions	2,912	5,271	4,042	6,802	3,558	5,966
Percentage of non-managerial positions	36	64	37	63	37	63
Number of employees in management positions in revenue-generating functions (eg. sales) as % of all such managers (ie excluding support functions such as HR, IT, Legal, etc.)	192	857	257	1,009	217	868
Percentage of employees in management positions in revenue-generating functions (eg. sales) as % of all such managers (ie excluding support functions such as HR, IT, Legal, etc.)	18	82	20	80	20	80
Number of employees in revenue generating functions	1,121	3,061	1,375	3,641	1,187	3,210
Percentage of employees in revenue generating functions	27	73	27	73	27	73
Number of employees in STEM-related positions	837	3,086	1,063	3,872	917	3,281
Percentage of employees in STEM-related positions	21	79	27	73	22	78
Number of employees in IT positions	128	316	152	385	155	382
Percentage of the employees in IT positions	29	71	28	72	29	71
Number of employees in engineering positions	484	1,969	536	2,070	440	1,818
Percentage of employees in engineering positions	20	80	21	79	19	81
Number of employees on entry level positions	692	1,080	599	879	484	693
Percentage of employees on entry level positions	39	61	41	59	41	59
Number of subcontracted employees	2,385	5,029	3,099	6,297	3,133	6,797
Percentage of subcontracted employees	32	68	33	67	32	68

Workforce by Nationality (%)	2023		2024		2025	
	Turkish	49	Turkish	35	Turkish	35
	Romanian	11	Romanian	8	Romanian	9
	Russian	8	Italian	8	Pakistani	8
	Thai	7	Polish	8	Russian	7
	Pakistani	7	Pakistani	7	Italian	7
	South African	5	Russian	6	Thai	5
	Other	12	Other	28	Other	30
All Management Workforce by Nationality (%)	2023		2024		2025	
	Turkish	42	Turkish	29	Turkish	32
	Bangladeshi	7	Italian	13	Italian	11
	Thai	6	Polish	9	Polish	7
	Pakistani	6	British	6	British	6
	Russian	6	Pakistani	4	Pakistani	5
	Chinese	6	Thai	4	Thai	4
	Other	27	Other	35	Other	34

ANNEX 8. SOCIAL PERFORMANCE INDICATORS

Employees with Disabilities	2023		2024		2025	
	Women	Men	Women	Men	Women	Men
Number of employees with disabilities	137	608	630	402	305	638
Percentage of employees with disabilities (%)	1.8		1.9		2.1	
Number of employees with disabilities in top management ¹	NA		0	0	0	0
Percentage of employees with disabilities in top management (%)			0		0	

¹ The 2024 figures have been revised to align with the global definition and ensure consistent comparability across reporting periods.

Family Leave	2023			2024			2025		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Number of employees that were entitled to parental leave	11,135	29,392	40,527	15,440	35,468	50,908	13,130	29,465	42,595
Percentage of employees that were entitled to parental leave (%) ¹	27	73	100	29	67	96	29	66	96
	2023			2024			2025		
Return to work rates of women employees that took parental leave (%)	48			55			59		
Percentage of employees that were entitled to carer leave (%) ¹	NA			15	23	38	16	22	38
Number of employees that were entitled to carer leave	NA			7,967	12,266	20,233	6,917	9,984	16,901
Retention rate of women employees employed by the company 12 months after their return from parental leave (%)	70			84			82		
Percentage of employees that have access to lactation rooms, private spaces, and paid time off for breastfeeding (%)	64			80			76		
Percentage of employees that have access to adoption leave and assistance (%)	55			50			52		
Percentage of employees that have access to paid time off in cases of bereavement or need for family support (%)	99			99			99		

¹ Corrected for 2024 due to a minor error

Living Wage Indicators

Living Wage Indicators	2024	2025
Percentage of employees covered by a living wage benchmark analysis (%)	83.4	95

Gender Pay Indicators

Salaries By Level	2023			2024			2025		
	Average Women Salary (TRY)	Average Men Salary (TRY)	Average (Women/ Men Salary)	Average Women Salary (TRY)	Average Men Salary (TRY)	Average (Women/ Men Salary)	Average Women Salary (TRY)	Average Men Salary (TRY)	Average (Women/ Men Salary)
Executive level (base salary only)	4,550,668	4,556,786	99.9%	7,185,592	7,159,875	100.4%	9,165,245	9,230,521	99.3%
Executive level (base salary + other cash incentives)	7,507,101	7,618,704	98.5%	12,615,062	12,691,328	99.4%	15,612,126	15,924,496	98%
Management level (base salary only)	1,726,782	1,717,335	100.6%	2,895,386	2,875,732	100.7%	3,686,300	3,656,610	100.8%
Management level (base salary + other cash incentives)	2,251,515	2,244,507	100.3%	3,661,022	3,664,290	99.9%	4,698,280	4,671,238	100.6%
Non-management level	683,570	699,805	97.7%	1,115,792	1,145,782	97.4%	1,502,124	1,549,811	96.9%

Gender Pay Gap Metrics	2022	2023	2024	2025
Average pay gap (women to men) ¹	99.5%	99.4%	99.5%	99%
Global mean (average) raw gender pay gap ²	17%	19,0%	11.1%	13%
Average pay gap levels ³	NA	NA	11.1%	13%

¹ Percentage of compensation for women to men.
² The mean compensation for women is subtracted from the mean compensation for men, and then divided by the mean compensation of the higher compensation.
³ Average gross hourly pay level of women is subtracted from average gross hourly pay level of men, and then divided by the average gross hourly pay level of men.

Other Gender Pay Gap Metrics (%)	2023	2024	2025
Percentage of women in top 10% compensated	22	28	28
Percentage of women in the top pay quartile	28	31	31
Percentage of women in the upper middle pay quartile	35	36	37
Percentage of women in the lower middle pay quartile	38	40	42
Percentage of women in the lower pay quartile	40	38	39

Training and Development

Overall Training and Development Indicators	2023	2024	2025
Total hours of training for employees (FTE ¹ *hour)	1,304,926	1,166,146	679,571
Number of employees received training and development	37,149	47,495	27,484
Percentage of employees received training and development (%)	92	90	62
Number of employees received skill-based training	25,032	25,449	21,752
Percentage of employees received skill-based training (%)	62	48	49
Average hours of training and development per employee (hour/FTE ¹)	32.2	22	15.3
Average amount spent per employee on learning and development (TRY/FTE ¹)	3,388	4,006	5,486

¹ Full Time Equivalent (FTE): Full Time Employees + 0.5 x Part Time Employees

Training and Development Indicators by Gender and Age Groups	Average hours		
	2023	2024	2025
Women	39.5	24.4	17.7
Men	29.4	21	14.3
Under 30 years old	55	40.3	29
30-50 years old (including 30 and 50 years old)	27	19.4	13.3
Over 50 years old	21.4	11.1	8.9
Junior/low level management	49.1	26.2	18.1
Middle level management	32.7	29.6	21.2
Senior/top level management	41.2	51.6	18.9
Training and Developments by Development Category	Average hours		
	2023	2024	2025
Orientation	5.4	4.2	2.5
Purpose-Driven Programs	12.7	9	6.1
Competency Development	1.2	0.8	0.8
Leadership Development	0.8	0.6	0.7
Capability Development (Technical & Functional)	12.2	7.4	5.1

Trainings by Subjects ¹ · Employees	Average hours		
	2023	2024	2025
Sustainability	0.2	0.3	0.3
Environment	0.8	0.4	0.3
Energy	0.3	0.3	0.2
Health & Safety	8.9	6	4.5
Chemicals	0.2	0.1	0.04
Regulations	0.7	0.9	0.2
Ethics	0.1	0.1	0.3
Diversity and Inclusion	1.6	1	0.3

¹ Total training hours in training subject / Total number of employees in the workforce

Trainings by Subject · Subcontractors	Total Training Hours (person x hour)		
	2023	2024	2025
Health & Safety	26,978	40,593	79,232
Ethics ¹	568	3,429	13,219

¹ The scope of data is limited to Türkiye only before 2025

ANNEX 8. SOCIAL PERFORMANCE INDICATORS

Trainings by Subjects - Employees	2023			2024				2025			
	Average hours ¹	Number of unique employees attended	Percentage of employees (%)	Average hours ¹	Total Training Hours	Number of unique employees attended	Percentage of employees (%)	Average hours ¹	Total Training Hours	Number of unique employees attended	Percentage of employees (%)
Environment	0.8	11,537	28	0.4	19,505	9,074	17	0.3	12,190	7,054	16
Energy	0.3	7,643	19	0.3	13,547	6,291	12	0.2	7,879	5,252	12
Health & Safety	8.9	28,701	71	6	318,607	23,064	44	4.5	199,961	16,747	38
Ethics	0.1	2,543	6	0.1	4,144	3,411	6	0.3	14,052	3,184	7

¹ Total training hours in training subject / Total number of employees in the workforce

Performance Evaluation	2023			2024			2025		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Number of employees subjected to regular performance and career development evaluation	3,448	7,030	10,478	4,885	9,905	13,980	4,198	7,905	12,103
Number of employees covered by multidimensional performance appraisal	7,669	22,349	30,018	10,468	28,280	38,748	8,769	23,532	32,301

ANNEX 9. OCCUPATIONAL HEALTH AND SAFETY INDICATORS

OHS Indicators of Employees	2023	2024	2025
Total working hours	84,920,583	98,463,067	92,254,242.7
Number of days lost to work-related injuries	2,486	2,080	2,610
Number of work-related fatalities	0	0	0
Number of recordable work-related accidents	240	185	402
Number of work-related injuries caused the employees to lose at least a working day	128	88	158
Number of recordable work-related injuries (including no-lost-time injuries and fatalities)	240	185	387
Occupational diseases often observed	Occupational diseases with physical factors, stress, anxiety, cardiovascular disease	Occupational diseases with physical factors	Intervertebral Disc Problems
Number of cases with occupational diseases	9	7	21
Rates of OHS Indicators for Employees	2023	2024	2025
Lost Time Injury Frequency Rate ¹	1.51	0.89	1.71
Injury Severity Rate ²	0.03	0.02	0.03
Safety Factor ³	0.05	0.019	0.048
Total Recordable Injury Rate ⁴	2.83	1.88	4.19
Total Recordable Accident Rate ⁵	0.57	0.38	0.87
Occupational Disease Rate ⁶	0.10	0.07	0.23

¹ Lost Time Injury Frequency Rate = (Number of work-related injuries caused the employees to lose at least a working day / Total working hours) * 1,000,000
² Injury Severity Rate = (Number of lost days due to work-related injuries excluding fatalities / Total working hours) * 1,000
³ Safety Factor= Lost Time Injury Frequency Rate * Injury Severity Rate
⁴ Total Recordable Injury Rate= (Number of work-related injuries including no-lost-time injuries and fatalities / Total working hours) *1,000,000
⁵ Total Recordable Accident Rate= (Number of work-related recordable accidents / Total hours worked) * 200,000
⁶ Occupational Disease Rate = (Number of cases occupational diseases / Total working hours) * 1,000,000

OHS Indicators of Contractors	2023	2024	2025
Total working hours	11,814,842	14,119,984	14,492,552.7
Number of days lost to work-related injuries	248	176	78
Number of work-related fatalities	0	1	0
Number of recordable work-related accidents	-	-	47
Number work-related injuries caused the employees to lose at least a working day	38	17	17
Number of recordable work-related injuries (including no-lost-time injuries and fatalities)	64	43	45
Occupational diseases often observed	Not observed	Not observed	Not Observed
Number of cases with occupational diseases	0	0	0
Rates of OHS Indicators for Contractors	2023	2024	2025
Lost Time Injury Frequency Rate ¹	3.21	1.20	1.17
Injury Severity Rate ²	0.021	0.01	0.01
Safety Factor ³	0.067	0.015	0.0063
Total Recordable Injury Rate ⁴	5.41	3.05	3.11
Total Recordable Accident Rate ⁵	Not available	Not available	0.65
Occupational Disease Rate ⁶	0	0,00	0

OHS Indicators of Employees and Contractors	2023	2024	2025
Total working hours	96,735,425	112,583,053	106,746,795.4
Number of days lost to work-related injuries	Not available	Not available	2,688
Number of work-related fatalities	0	1	0
Number of recordable work-related accidents	-	-	449
Number of work-related injuries caused the employees to lose at least a working day	166	105	175
Number of recordable work-related injuries (including no-lost-time injuries and fatalities)	304	228	432
Number of cases with occupational diseases	9	7	21
Rates of OHS Indicators for Employees and Contractors	2023	2024	2025
Lost Time Injury Frequency Rate ¹	1.72	0.93	1.64
Total Recordable Injury Rate ⁴	3.14	2.02	4.05
Total Recordable Accident Rate ⁵	Not available	Not available	4.21

ANNEX 10. SUPPLIER PERFORMANCE INDICATORS

Overall Supplier Information

Overview of our Suppliers	2023	2024	2025
Number of unique suppliers in Tier-1 and Tier-2	-	-	3,006
Number of unique direct (material) suppliers in Tier-1	2,056	2,654	2,681
·Overall purchasing volume of material suppliers in Tier-1 (EUR)	Over 4.5 billion	Over 7 billion	Over 5 billion
·Number of countries of the material suppliers in Tier-1	60+ countries	60+ countries	45+ countries
Percentage of geographical spread of the material suppliers in Tier-1 in terms of purchasing volume (%)	Türkiye: 36.7 Asia: 37.5 Europe: 18.9 South Africa: 5.7 United States of America: 0.6 Middle East: 0.6	Türkiye: 38.7 Asia: 19.8 Europe: 38.3 South Africa: 1.3 United States of America: 0.9 Middle East: 0.8	Türkiye: 28.6 Asia: 40.2 Europe: 21.6 South Africa: 4.4 United States of America: 2.4 Middle East: 2.8
Number of unique suppliers in Tier-2			325
Local Suppliers	2023	2024	2025
Number of local Tier-1 direct (material) and indirect suppliers	4,311	7,046	8,505
Percentage of payments made to local suppliers in Tier-1 within total supplier payments (direct and indirect) (%)	59	58	55
Contracts with Suppliers	2023	2024	2025
Percentage of targeted suppliers in Tier 1 that have signed our Responsible Purchasing Policy (supplier code of conduct) (%)	-	100	100
Percentage of targeted suppliers in Tier 1 that have signed contracts with environmental, labor and human rights requirements (%)	-	-	100

Supplier ESG Program Indicators

Supplier Screening	2023	2024	2025
Number of unique significant suppliers in Tier-1 and Tier-2	-	-	1,013
·Number of unique significant suppliers in Tier-1	593	723	717
·Percentage of our purchasing volume on significant suppliers in Tier-1 (%)	93.4	87.9	89
·Number of unique significant suppliers in Tier-2	1,901	398	298

Supplier ESG Assessment	2023	2024	2025
Number of unique significant Tier-1 and Tier-2 suppliers assessed via ESG survey and/or business ethics audits	-	-	596
Number of unique significant suppliers in Tier-1 assessed via ESG survey and/or business ethics audits	334	400	354
Number of unique significant suppliers in Tier-1 assessed via ESG survey	253	283	289
Number of unique significant suppliers in Tier-1 assessed via business ethics audits	197	151	264
Percentage of our purchasing volume of the assessed significant suppliers in Tier-1 (%)	58.6	56.9	54.7
Percentage of geographical spread of the significant suppliers in Tier-1 assessed (%)	66% from Türkiye, 23% from Asia and 11% from Europe	Türkiye: 53.92% Asia: 27.21% Europe: 17.89% South Africa: 0.98%	Türkiye: 50.5% Asia: 35.1% Europe: 12.8% South Africa: 1.1% America: 0.5%
Unique significant Tier-2 suppliers assessed via ESG survey and/or business ethics audits (number)	298	7	242
Supplier Assessment Findings	2023	2024	2025
Number of unique significant suppliers in Tier-1 and Tier-2 with substantial potential/actual negative impacts	-	-	78
·Number of unique significant suppliers in Tier-1 with substantial potential/actual negative impacts	104	146	77
·Number of unique significant suppliers in Tier-2 with substantial potential/actual negative impacts	-	-	1
Number of unique significant suppliers in Tier-1 and Tier-2 with substantial potential/actual negative impacts that agreed to work on corrective action plan	-	-	78
·Number of unique significant suppliers in Tier-1 with substantial potential/actual negative impacts that agreed to work on corrective action plan	104	146	77
·Number of unique significant suppliers in Tier-2 with substantial potential/actual negative impacts that agreed to work on corrective action plan	-	-	1
Number of unique significant suppliers whose contracts were terminated due to substantial potential/actual negative impacts	0	0	0
Number of terminated or not renewed supplier contract due to violations related to corruption	0	0	0

ANNEX 10. SUPPLIER PERFORMANCE INDICATORS

Supplier Development Programs	2023	2024	2025
Number of unique significant suppliers in Tier-1 and Tier-2 supported with development measures*	-	-	122
Number of unique significant suppliers in Tier-1 supported with development measures*	-	-	122
·Number of unique significant suppliers in Tier-1 supported with capacity building programs	206	254	103
·Number of unique significant suppliers in Tier-1 with substantial potential/actual negative impacts supported in corrective action plan implementation	17	20	24
Number of unique significant suppliers in Tier-2 supported with development measures*	-	-	0
·Number of unique significant suppliers in Tier-2 supported with capacity building programs	-	-	0
·Number of unique significant suppliers in Tier-2 with substantial potential/actual negative impacts supported in corrective action plan implementation	-	-	0
Unique significant suppliers in Tier-1 supported with online trainings (person x hour)	482	1,055	496
Findings from ESG Assessment	2023	2024	2025
Number of findings from the ESG assessment of unique significant suppliers in Tier-1	2,465	2,355	2,301
Number of improved findings from the ESG assessment of unique significant suppliers in Tier-1	650	1,210	969
On-Site Activities	2023	2024	2025
Number of on-site audits and/or visits on quality, cycle time improvement, energy efficiency	752 visits, 60 audits	38 visits, 242 audits	150 visits, 123 audits
Sustainability Training to Buyers	2023	2024	2025
Sustainability training for our employees at purchasing team (person x hour)	55	59	56
Percentage of buyers across all locations who have received training on sustainable purchasing (%)	-	27	28

* Covers online training and support in corrective action plan implementation

CONFLICT MINERALS MANAGEMENT INDICATORS

➤ For further details, please refer to [Arçelik Conflict Minerals Report](#)

Supplier Conflict Minerals Assessment	2023	2024	2025
Suppliers in Tier-1 that we shared a conflict mineral survey (number)	462	483	623
Response rate to the survey (%)	483	623	406
Smelters or refiners (SORs) that are reported through the survey by the suppliers in Tier-1 (number)	67	86	88
350	397	498	
Responsible Minerals Initiative (RMI) Status of Smelters or Refiners (SORs)	2023	2024	2025
SORs which are conformant and certified as conflict free (number)	215	235	217
SORs which are committed to undergo responsible minerals assurance process (RMAP) (number)	11	3	7
SORs which are not conformant but under process (number)	89	94	87
SORs which are not conformant and not certified as conflict free (number)	23	35	41

ANNEX 11. ECONOMIC PERFORMANCE INDICATORS

Financial Indicators (in TRY Million)	2025
Net Sales	523,933
Increase in Net Sales (%)	-7%
Net Sales by Regional Distribution	
Türkiye	169,832
Europe	256,630
Asia Pacific	51,286
Africa	26,067
Other	20,119
Net Sales by Product Group	
White goods	401,031
Consumer electronics	25,224
Other	97,678
EBITDA	30,247
EBITDA Margin (%)	5.77%
Adjusted EBITDA*	30,685
Adjusted EBITDA Margin (%)*	5.86%
Total Assets	543,532
Increase in Assets (%)	4%
Net Financial Debt (excl. lease liabilities)	127,578
Total Equity	75,905
Net Income**	-9,799
Total capital expenditures (CapEx)	18,280
Total operating expenditures (OpEx)	143,798
Total research and development expenses	6,491

* The adjusted EBITDA amount has been calculated by excluding expenses incurred in business combinations.
** Net Income indicates parent share of the profit for the period.

Direct Economic Value Generated and Distributed (in TRY Million)	2025
Economic value generated (A)	523,933
Revenue	523,933
Economic value distributed (B)	517,107
Operating costs (excl. payments to employees)	436,918
Employee wages and benefits	80,020
Payments to providers of capital (Dividends)	-
Payments to government	1
Payments to community	168
Economic value retained (A-B)	6,826
Defined Benefit Plan Obligations and Others Retirement Plans (in TRY Million)	2025
Estimated amount	7,315
Percentage of employees covered by pension or/and benefit plan	98%
Human Capital Return on Investment Metric (in TRY Million)	2025
Revenue (A)	523,933
Total Operating Expenses (B)	436,918
Employee wages and benefits (C)	80,020
Human Capital Return on Investment (A - (B-C)) / C)	2.1

Please note that inflation accounting has been applied to data of this Annex according to IAS 29 Financial Reporting in Hyperinflationary Economies. For further information about “inflation account- ing”, “financial assistance received from government” and “tax strategy, governance, control, and risk management”, please refer to 2025 Annual Report.

ANNEX 12. EU TAXONOMY REPORTING

INTRODUCTION

PARTNERSHIPS &
RECOGNITION

GOVERNANCE

SUSTAINABLE VALUE
CREATION STRATEGY

DOUBLE MATERIALITY &
STAKEHOLDER
ENGAGEMENT

SUSTAINABILITY
TARGETS, COMMITMENTS,
PROGRESS &
CONTRIBUTION TO UN
SDGs

IN TOUCH WITH
OUR PLANET

IN TOUCH WITH
HUMAN NEEDS

IN TOUCH WITH
BUSINESS

ANNEXES

The Company is committed to reporting on implementing the requirements and criteria in regulation and all delegated acts by the time of publication of the Report. In this context, the following disclosures and tables are based on the EU Taxonomy Regulation (EU 2020/852) and Delegated Acts (Climate Delegated Act - EU 2021/2139, Disclosures Delegated Act - EU 2021/2178, Complementary Climate Delegated Act - EU 2022/1214, amending the Climate Delegated Act - EU 2023/2485 and Environmental Delegated Act - EU 2023/2486), and the simplifications introduced through Delegated Regulation EU 2026/73, published on 8 January 2026, amending the Taxonomy Disclosures, Climate, and Environmental Delegated Regulations, as well as Commission Notices addressing EU Taxonomy reporting. The Company classifies its economic activities in accordance with the regulation as taxonomy-eligible, either aligned or not aligned, or taxonomy-not eligible. The definitions are as follows:

- **Eligible Aligned** refers to economic activities that simultaneously meet three conditions: they are explicitly recognized in the EU Taxonomy Regulation for their substantial contribution to one or more relevant environmental objectives; they satisfy the specific technical criteria established for the corresponding objective(s); and they comply with all Do No Significant Harm (DNSH) requirements and minimum social safeguards.

- **Eligible Non-Aligned** refers to activities that are included in the EU Taxonomy Regulation for their contribution to one or more relevant environmental objectives but do not fully meet the technical criteria for the corresponding objective(s) or fail to satisfy all DNSH requirements and/or minimum social safeguards.
- **Non-Eligible** refers to activities that are not identified in the EU Taxonomy Regulation as substantially contributing to any relevant environmental objective, for which no criteria exist; such activities may either have an insignificant impact on the environmental objectives, could be considered for inclusion at a later stage, or, in cases of very significant impact, are categorically ineligible. This category also includes production carried out for brands that are not owned by the Company, such as OEM activities.

Eligible economic activities:

In line with the applicable reporting obligations and timelines, the Company is currently outside the scope of the EU Taxonomy Regulation. Nevertheless, Arçelik has voluntarily reported on the EU Taxonomy, evaluating the eligibility and alignment of its economic activities as of 2022, demonstrating its commitment to transparency and sustainable business practices.

- The Company's primary economic activities, based on the Nomenclature of Economic Activities (NACE), are 3.5 Manufacturer of energy

efficiency equipment for buildings in connection with the Climate Change Mitigation (CCM) objective and 1.2 Manufacture of electrical and electronic equipment in connection with the Transition to Circular Economy (CE) objective. In the context of alignment, CCM 3.5 is the only activity that complies with all applicable technical screening criteria. As CE 1.2 does not meet the relevant requirements, it is therefore not reported as taxonomy-aligned.

- The activities of "4.1 Electricity generation using solar photovoltaic technology", "4.16 Installation, maintenance and repair of energy efficiency equipment" under the CCM objective, and "5.1 Repair, refurbishment and re-manufacturing", "5.2 Sale of spare parts", and "5.4 Sale of second-hand goods" under the CE objective are relevant economic activities for the Company. However, these activities have not been included in the EU Taxonomy reporting, as the cumulative turnover, capital expenditures (CapEx), and operating expenditures (OpEx) associated with these activities remain below the applicable materiality threshold and do not exceed 10% of the respective key performance indicator denominators.

Substantial contribution:

- The Company's taxonomy-eligible economic activities related to the CCM objective as 3.5 Manufacturer of energy efficiency equipment for buildings are as follows:

- o household appliances (including tumble dryer, dishwasher, refrigerator, freezer, oven, hood, televisions, washer dryer, washing machine), space heating and domestic hot water systems, cooling and ventilation systems rated the highest two classes of energy efficiency in accordance with Regulation (EU) 2017/1369,
- o heat pumps compliant with the technical screening criteria set out in Section 4.16 of Taxonomy Annex.
- o The above-mentioned product groups are placed on the market in jurisdictions where Regulation (EU) 2017/1369 is applicable. The Regulation applies not only to the Member States of the European Union but also to countries that have adopted it as a reference framework. Accordingly, jurisdictions such as Great Britain, Norway, and Türkiye are considered within scope.
- o Only products marketed under the Company's own brands are included in the assessment.
- o Products, brands, and markets not mentioned above are classified as taxonomy non-eligible activities.
- As part of the evaluation conducted under the transition to CE objective, the Company does not have any taxonomy-aligned turnover/ CapEx/OpEx as it does not meet some of the key criteria in the EU Taxonomy Regulation. The product ranges, brands, and markets of the eligible economic activities are the same as those specified under the CCM objective.

ANNEX 12. EU TAXONOMY REPORTING

Summary of Taxonomy-aligned and eligible activities for CCM3.5 Manufacture of energy efficiency equipment for buildings & CE1.2 Manufacture of electrical and electronic equipment

Financial year 2025															
KPI	Total	Proportion of Taxonomy eligible activities	Taxonomy aligned activities	Proportion of Taxonomy aligned activities	Breakdown by environmental objectives of Taxonomy-aligned activities						Proportion of enabling activities	Proportion of transitional activities	Not assessed activities considered non-material	Taxonomy aligned activities in previous financial year (2024)	Proportion of Taxonomy aligned activities in previous financial year (2024)
					Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity					
	TRY in millions	%	TRY in millions	%	%	%	%	%	%	%	%	%	%	TRY in millions	%
Turnover	523,933	57	111,186	21	21	0	0	0	0	0	21	0	0	95,680	22
CapEx	18,280	22	1,744	10	10	0	0	0	0	0	10	0	0	4,257	18
OpEx	6,491	29	830	13	13	0	0	0	0	0	13	0	0	800	16

Do no significant harm (DNSH):
The Company's climate mitigation economic activities meet with the do no significant harm to the other environmental objectives including climate change adaptation, water and marine resources, circular economy, pollution, and biodiversity and ecosystems. The analysis of existing environmental procedures was conducted to verify compliance with the DNSH criteria for each manufacturing facility ensuring alignment with the specific requirements set for each of the following environmental objectives.

Climate change adaptation: We identify our sustainability-related risks and opportunities by following global, regional, and sectoral trends and analyses, climate scenarios, and stakeholder feedback. It is essential for the company to integrate the risks arising from the climate crisis and other ESG-related risks into the Enterprise Risk Management System to execute the relevant action plans in line with the company's Net Zero 2050 and corporate sustainability strategy. We identify, evaluate, measure, and prioritize qualitative-quantitative of climate related and other ESG risks based on scenario analysis in terms of both physical and transition risks. Sustainability risks, including climate-related physical and transition risks are considered in the evaluation criteria of business decisions.

➤ For further information, please refer to the [Climate-Related Risks and Opportunities and Climate Action](#) sections of the Report.

Water and marine resources: We work to identify water risks not only in the regions where we have manufacturing operations, but also in all regions where our suppliers are located, to increase water recycling and reuse, and reduce water withdrawal. WRI Aqueduct and WWF Water Risk Filter are used to assess water risks at our worldwide locations, and analysis results are evaluated annually.

➤ For further information, please refer to the [Corporate Governance and Water Management](#) sections of the Report

Circular economy: We innovate products and services to reach a closed-loop circular economy by increasing products' recyclability rates, the usage of recycled content in products and their packaging, reusing products and parts, eliminating potentially harmful substances, and properly managing the end-of life processes including take-back and recycling.

➤ For further information, please refer to the [Product Stewardship](#) sections of the Report.

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Pollution: We comply with the EU directives, regulations, and other requirements in the scope of its activities, products, and services. We apply certain procedures to our products in accordance with the “the Company’s Chemical Conformity Specification”. We run business processes in conformity with legal requirements and international management standards.

➤ For further information, please refer to the [Waste Management, Chemicals Management and Product Stewardship](#) sections of the Report.

Biodiversity: We have assessed our biodiversity risk within the scope of our own operations to address our nature-related impacts and dependencies. Based on the outputs of the assessment, we apply a mitigation mechanism through preventing, minimizing, and mitigating factors that threaten biodiversity periodically. The pressure on biodiversity, stemming from climate change, resource usage, and pollution, is aimed to be reduced through the Company’s long-term targets based on water, energy, and GHG emissions targets.

➤ For further information, please refer to the [Biodiversity](#) section of the Report.

Minimum safeguards

The Company has processes and procedures in place to comply with the requirements of the four core areas of the Minimum Safeguards, which are Human Rights, Corruption, Taxation, and Fair Competition, as defined in the EU Taxonomy Regulation. Additionally, our systematic due diligence approach, combined with strong governance practices and policies, ensures that these safeguards are effectively implemented and continuously monitored organization-wide, including all subsidiaries and joint ventures, aiming to prevent verified violations or misconduct, take necessary corrective actions, and improve processes to minimize the likelihood of recurrence.

Human rights: The Company fully respects human rights and is committed to complying with the rules of the International Labour Organization, the UN Global Compact, and the UN Guiding Principles on Business and Human Rights, as indicated in its Global Human Rights Policy and Human Rights Due Diligence Process.

➤ For further information, please refer to the [Business Ethics and Transparency and Sustainable Supply Chain Management](#) sections of the Report.

Corruption: The Company, in line with its Global Code of Conduct and Related Policies, rejects all forms of direct and indirect corruption and works to raise employee awareness to minimize the risk of corruption.

➤ For further information, please refer to the [Business Ethics and Transparency and Sustainable Supply Chain Management](#) sections of the Report.

Taxation: The Company, within the framework of its Global Tax Policy, considers tax governance and compliance a key priority wherever it operates and implements effective tax risk management strategies.

For further information, please refer to 2025 Annual Report.

Fair competition: The Company, in line with its Global Code of Conduct and Related Policies, actively promotes fair competition and strictly avoids anti-competitive practices as well as any abuse of a dominant market position.

➤ For further information, please refer to the [Business Ethics and Transparency and Sustainable Supply Chain Management](#) sections of the Report.

Financial Reporting Methodology and Key Outcomes

The calculation of turnover, CapEx, and OpEx proportions from products aligned with economic activities is presented below, with the corresponding tables provided on the following pages.

Turnover: Total turnover corresponds to net sales reported in the consolidated income statement of the Company’s 2025 Annual Report. This figure represents the Company’s total net sales across all business segments, including both taxonomy-eligible and non-eligible products. In the 2025 financial year, total revenue amounted to TRY 523,933 million. Turnover alignment with the substantial contribution criteria was assessed using SKU-level sales data. Taxonomy-eligible turnover in the 2025 financial year amounted to TRY 297,659 million, representing 57% of total turnover. Taxonomy-eligible turnover refers to revenue generated from the sale of products within the scope of CCM 3.5 and CE 1.2, as described in the Substantial Contribution section. The share of taxonomy-aligned turnover, as a share of total turnover, amounts to 21%.

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It represents the portion of turnover generated from products under CCM 3.5 that meet all applicable technical screening criteria and comply with all DNSH requirements and minimum social safeguards. The share of taxonomy-aligned turnover decreased by 1 percentage point compared to the previous year. This decline is attributable to the energy label transition for tumble dryers that took place in July 2025, which redefined the top two efficiency classes in the market. As a result, the number of our products meeting these top two classes temporarily decreased, but it is expected to recover in the coming period.

CapEx: Total CapEx represents cash outflows from purchases of property, plant and equipment and intangible assets, as reported in the consolidated statement of cash flows of the Company's 2025 Annual Report. CapEx comprises all additions to the Group's tangible and intangible asset base across its operations – including investments in production facilities and manufacturing lines, machinery, tooling and equipment, IT systems, and other operational infrastructure – that are capitalised in the consolidated financial statements. These investments are essential to maintaining and expanding the Company's operations and, taken together, constitute the total CapEx denominator against which taxonomy-eligible and taxonomy-aligned CapEx are assessed. In the 2025 financial year, total CapEx amounted to TRY 18,280 million. The CapEx alignment was determined using an allocation key derived from

the sales revenue of aligned and non-aligned products across all operations. The taxonomy-eligible CapEx in 2025 financial year amounted to TRY 4,082 million, or 22% of total CapEx. Taxonomy-eligible CapEx refers to capital expenditures related to asset and process investments that contribute to the production or improvement of products within the scope of CCM 3.5 and CE 1.2, as described in the Substantial Contribution section. The share of taxonomy-aligned CapEx, again in relation to the total CapEx, amounts to 10%. It represents the portion of CapEx generated from products under CCM 3.5 that meet all applicable technical screening criteria and comply with all DNSH requirements and minimum social safeguards. Taxonomy-aligned CapEx decreased by 8 percentage points compared to 2024. The decrease was primarily driven by changes in the calculation methodology, including a more granular allocation of investments and a revised distribution of central expenditures. Additionally, our investment management strategy also had an impact on this decline.

OpEx: Total OpEx represents Research and Development (R&D) expenses, as reported in the consolidated income statement of the Company's 2025 Annual Report. The reason for applying this methodology is that the other categories, including general administrative and marketing expenses, that make up operating expenditures are not material within the EU Taxonomy Reporting Framework. In the 2025 financial year, total OpEx

amounted to TRY 6,491 million. The OpEx alignment was determined using an allocation key derived from the sales revenue of aligned and non-aligned products across all operations. The taxonomy-eligible OpEx in 2025 financial year amounted to TRY 1,852 million, or 29% of total OpEx. Taxonomy-eligible OpEx refers to operating expenses generated from R&D activities that contribute to the development or improvement of products aimed at reducing their environmental impact within the scope of CCM 3.5 and CE 1.2, as described in the Substantial Contribution section. The share of taxonomy-aligned OpEx, again in relation to the OpEx, amounts to 13%. It represents the portion of OpEx generated from products under CCM 3.5 that meet all applicable technical screening criteria and comply with all DNSH requirements and minimum social safeguards. Taxonomy aligned OpEx decreased by 3 percentage points compared to 2024. The main reason for this is the revenue-based allocation key used in the calculation; as the share of aligned products in total sales revenue declined in 2025, the corresponding share of taxonomy-aligned OpEx decreased accordingly, even though R&D expenditure itself was maintained.

Double counting is applied at the economic activity level, allowing activities to be reported under multiple environmental objectives; however, it is not reflected in the total KPI row, and the tables below should be read in light of this note.

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Turnover													
Financial year 2025													
Economic Activities	Code	Taxonomy eligible KPI (Proportion of Taxonomy eligible turnover)	Taxonomy aligned KPI (monetary value of turnover)	Taxonomy aligned KPI (Proportion of Taxonomy aligned turnover)	Environmental objective of Taxonomy-aligned activities						Enabling activity	Transitional activity	Proportion of Taxonomy aligned in Taxonomy eligible
					Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity			
		%	TRY in millions	%	%	%	%	%	%	%	(E where applicable)	(T where applicable)	%
Manufacture of energy efficiency equipment for buildings / Manufacture of electrical and electronic equipment	CCM 3.5 / CE 1.2	57	111,186	21	21	0	0	0	0	0	E	-	37
Sum of alignment per objective					21	0	0	0	0	0			
Total KPI (Turnover)		57	111,186	21	21	0	0	0	0	0	E	-	37

CapEx													
Financial year 2025													
Economic Activities	Code	Taxonomy eligible KPI (Proportion of Taxonomy eligible CapEx)	Taxonomy aligned KPI (monetary value of CapEx)	Taxonomy aligned KPI (Proportion of Taxonomy aligned CapEx)	Environmental objective of Taxonomy-aligned activities						Enabling activity	Transitional activity	Proportion of Taxonomy aligned in Taxonomy eligible
					Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity			
		%	TRY in millions	%	%	%	%	%	%	%	(E where applicable)	(T where applicable)	%
Manufacture of energy efficiency equipment for buildings / Manufacture of electrical and electronic equipment	CCM 3.5 / CE 1.2	22	1,744	10	10	0	0	0	0	0	E	-	45
Sum of alignment per objective					10	0	0	0	0	0			
Total KPI (CapEx)		22	1,744	10	10	0	0	0	0	0	E	-	45

OpEx													
Financial year 2025													
Economic Activities	Code	Taxonomy eligible KPI (Proportion of Taxonomy eligible OpEx)	Taxonomy aligned KPI (monetary value of OpEx)	Taxonomy aligned KPI (Proportion of Taxonomy aligned OpEx)	Environmental objective of Taxonomy-aligned activities						Enabling activity	Transitional activity	Proportion of Taxonomy aligned in Taxonomy eligible
					Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity			
		%	TRY in millions	%	%	%	%	%	%	%	(E where applicable)	(T where applicable)	%
Manufacture of energy efficiency equipment for buildings / Manufacture of electrical and electronic equipment	CCM 3.5 / CE 1.2	29	830	13	13	0	0	0	0	0	E	-	45
Sum of alignment per objective					13	0	0	0	0	0			
Total KPI (OpEx)		29	830	13	13	0	0	0	0	0	E	-	45

ANNEX 13. MANAGEMENT SYSTEMS

Management Systems	Certification Year	Percent of Manufacturing Facilities	Coverage
ISO 9001	1992	100	Arçelik A.Ş. (Headquarters & Manufacturing Facilities), Arçelik Pazarlama A.Ş., Arctic, Beko LLC, Defy, Dawlance, Singer Bangladesh, IHP Appliances, Arçelik Hitachi, Arçelik-LG, Voltbek, Beko Egypt, Beko Europe
ISO 14001	1996	73	Arçelik A.Ş. (Headquarters & Manufacturing Facilities), Arctic, Beko LLC, Defy, Dawlance, IHP Appliances, Arçelik Hitachi, Arçelik-LG, Voltbek, Singer Bangladesh
ISO 17025	2008	9	Arçelik A.Ş. Central Calibration & EMC Laboratories (Accredited Laboratories)
ISO 10002	2013	32	Arçelik Pazarlama A.Ş.
ISO 50001	2012	65	Arcelik A.Ş. (Headquarters & Manufacturing Facilities)., Arctic, Beko LLC, Defy, Dawlance, IHP Appliances, Arcelik Hitachi, Arcelik-LG
ISO 45001	2019	73	Arçelik A.Ş. (Headquarters & Manufacturing Facilities), Arctic, Beko LLC, Defy, Dawlance, Singer Bangladesh, IHP Appliances, Arçelik Hitachi, Arçelik-LG, Voltbek
ISO 27001	2013	33	Arçelik A.Ş. (Headquarters-Related Units)
BSCI (Business Social Compliance Initiative)	2010	45	Arçelik A.Ş. (Headquarter & Production Plants), Arctic, Defy, Arçelik Hitachi, Arçelik LG

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RELATED SUB-TARGETS	OUR CONTRIBUTIONS	REFERENCES
GOAL 3: GOOD HEALTH AND WELL-BEING		
3 Ensure healthy lives and promote well-being for all at all ages	We are committed to encouraging healthy eating habits, developing products that enable people to live healthier and more sustainable lives, and supporting the health and safety of all our employees.	Sustainability Targets Product Stewardship Corporate Citizenship Future Fit Culture, Talent & Organizational Management Employee Health and Safety Product Quality and Safety Sustainable Supply Chain Management
GOAL 4: QUALITY EDUCATION		
4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education, including university	We support lifelong learning and skills development of employees and women and men within the local societies with technical, vocational and personal development trainings; setting targets to increase average training hours; providing online training to increase the reach; and developing CSR projects and partnerships with education institutions to support quality education in countries of operation, especially in STEM-related areas.	Corporate Citizenship Supporting Society with Equal Opportunities and Inclusion Diversity, Equity, and Inclusion Talent, Performance and Career Management
4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship		
4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations		
4.c By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States		
GOAL 5: GENDER EQUALITY		
5.1 End all forms of discrimination against all women and girls everywhere	We work toward eliminating gender-based discrimination within our workforce with our policies, commitments and project. We participate in global initiatives such as Women's Empowerment Principles and are a supporter of the UN Women's Generation Equality Forum's Action Coalitions to support women's empowerment. We are setting targets to increase women employee ratio at all levels globally including leadership positions; securing gender equal pay; supporting women entrepreneurs, young professionals, and girls with local hero brands through CSR projects. We create opportunities for women to help them gain new professional competencies in technical roles, especially in STEM areas, to reduce the gender gap and ensure women's inclusion in business life.	Supporting Society with Equal Opportunities and Inclusion Future Fit Culture, Talent & Organizational Management Diversity, Equity, and Inclusion
5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life		
5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels		
GOAL 6: CLEAN WATER AND SANITATION		
6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all	In line with Arçelik's water policy, we aim to improve our water performance by developing projects to reduce water withdrawal, increase water efficiency, enhance water monitoring and increase water recycling & reuse in line with our water targets & goals minimizing our water related environmental impacts throughout the product lifecycle adopting innovative technologies; raise awareness among our employees, stakeholders and society; collaborate with third party institutions to ensure vulnerable groups' access to clean water (water.org collaboration); support water stewardship by collaborating with related stakeholders, and participating national and international water initiatives (such as the UNGC CEO Water Mandate).	Global Partnerships and Engagement Sustainability Targets Water Management
6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations		
6.3 By 2030, improve water quality by reducing pollution, eliminating dumping, and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater, and substantially increasing recycling and safe reuse globally		
6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity		

ANNEX 14. SDG INDEX

RELATED SUB-TARGETS	OUR CONTRIBUTIONS	REFERENCES
GOAL 7: AFFORDABLE AND CLEAN ENERGY		
7.3 By 2030, double the global rate of improvement in energy efficiency	In addition to setting targets to support production and use of clean energy; doubling energy productivity globally within the scope of membership EP100; developing innovative technologies we also developed products serving to the specific needs of the developing countries such as appliances that are compatible to work against electricity interruptions and flooding. This way we contribute to the upgrade of technology for supplying modern and sustainable energy services for developing countries.	Sustainability Targets Energy Efficiency and Renewable Energy Products that Create Social Value
7.b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programmes of support		
GOAL 8: DECENT WORK AND ECONOMIC GROWTH		
8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	Arçelik provides a positive working environment that enables and supports innovation, R&D and creativity. Events and projects focusing on innovation and creativity are conducted and participation in them is encouraged. Arçelik makes efforts to encourage an innovative atmosphere within its culture through projects and internal cooperation. Arçelik also supports entrepreneurship both within its own workforce and in its operating environment, especially for women, through various incentives. Arçelik ensures that a positive working environment is accessible to all employees in an equal manner irrespective of gender, age or disability status as stated in its policies and commitments.	Business Ethics and Transparency Future Fit Culture, Talent and Organizational Management R&D, Innovation and Digital Transformation
GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE		
9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	With our product stewardship approach, we develop resource-efficient product which contributes to the sustainability of our industry. On top of this, we also have an ambitious roadmap and effective actions in place in line with our Net- Zero Roadmap to improve our production processes such as limiting emissions and waste, responsible management of water, energy efficiency and prioritizing renewable energy and process improvements that enable material reduction. We contribute to the scientific research and technological enhancements with our R&D and innovation work which is conducted with a total of 28 R&D centers and more than 2,300 researchers and resulted in more than 3,500 registered patent applications.	Climate Action Water Management Waste Management Product Stewardship R&D, Innovation and Digital Transformation
9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending		
GOAL 10: REDUCED INEQUALITY		
10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	Arçelik works towards reducing inequalities within its own workforce, by adopting unbiased hiring practices, providing an equal career path for all employees and providing empowerment opportunities. Arçelik also ensures the equal opportunities are promoted and protected via its policies and declarations on equal hiring and equal pay, and its equality advocacy in international and business organizations in line with our corporate values. Arçelik also promotes the inclusion of all via its community projects on trainings for young women, eliminating gender-related bias, vocational skills development and entrepreneurship support.	Supporting Society with Equal Opportunities and Inclusion Human Capital
10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard		
GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION		
12.1 Implement the 10-Year Framework of Programs on Sustainable Consumption and Production Patterns	Arçelik has defined 2030 Sustainability Targets that include establishing renewable energy systems, reducing energy consumption while increasing green electricity purchase and energy productivity and enhancing water and waste recycling performance. Arçelik identified actions plans in line with these targets which enables the way to sustainable production practices and efficient use of natural resources. In order to conduct its production operations responsibly, Arçelik outlines a detailed chemicals and waste management framework. Preventing food waste is an important area of social responsibility for Arçelik. Thus, a target is set for the year 2030 and communications campaigns are held in order to increase awareness and ensure access to information on food waste and initiatives started to save excessive meals from being wasted.	Sustainability Targets Energy Efficiency and Renewable Energy Water Management Waste Management Chemicals Management Sustainable Living and Environment
12.2 By 2030, achieve the sustainable management and efficient use of natural resources		
12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses		
12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks		
12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse		
12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature		

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RELATED SUB-TARGETS	OUR CONTRIBUTIONS	REFERENCES
GOAL 13: CLIMATE ACTION		
13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	In order to positively contribute to climate action, Arçelik has approved Science Based Targets and a Net-Zero roadmap. This includes ensuring rapid GHG emission reduction by selling energy-efficient appliances, investing in renewable energy systems for personal consumption and applying increased energy efficiency in production to reduce emissions. Arçelik identifies its risks in terms of climate change and develops mitigation and adaptation strategies in line with the International Sustainability Standards Board (ISSB) Framework, which encompasses Task Force on Climate-Related Financial Disclosures (TCFD) recommendations.	Sustainability Targets Corporate Governance Climate Action Product Stewardship Corporate Citizenship
13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning		
GOAL 14: LIFE BELOW WATER		
14.1 Prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	We invest in R&D and develop new technologies to minimize the plastics pollution on water stemming from our products. We developed FiberCatcher technology as a built-in microfiber filtration system for washing machines to prevent microplastics from entering the seas and oceans from wastewater pipes while washing petroleum-based synthetic textile products in washing machines. Furthermore, the Company uses recycled waste fishnets in certain components of selected products.	Water Management Product Stewardship Sustainable Living and Environment
GOAL 17: PARTNERSHIPS TO ACHIEVE THE GOAL		
17.16 Enhance the global partnership for sustainable development, complemented by multistakeholder partnerships that mobilize and share knowledge, expertise, technology, and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.	Arçelik drives change with its stakeholders to reach the global 2030 targets and actively partners with communities and NGOs to support society. By becoming a member of and supporting global initiatives, Arçelik takes collective action and a leadership role in sustainability initiatives across the world and across a variety of causes. This includes but is not limited to United Nations Global Compact (UNGC), Science-Based Targets Initiative (SBTi), World Business Council for Sustainable Development (WBCSD), International Sustainability Standards Board (ISSB) Framework, which encompasses TCFD, World Economic Forum (WEF)- Alliance of CEO Climate Leaders, United Nations Women’s Empowerment Principles (WEPs), United Nations Women’s Generation Equality Forum and Action Coalitions.	Global Partnerships and Engagement In Touch with Human Needs
17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships		

ANNEX 15. UNGC & WEPS DISCLOSURES

UNITED NATIONS GLOBAL COMPACT (UNGC) DISCLOSURE		
Area	Principles	Reference
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	Business Ethics and Transparency Sustainable Supply Chain Management
Labor	Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	Business Ethics and Transparency
	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Business Ethics and Transparency
	Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labor.	Business Ethics and Transparency
	Principle 5: Businesses should uphold the effective abolition of child labor.	Business Ethics and Transparency
Environment	Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation	Business Ethics and Transparency Future Fit Culture, Talent & Organizational Management
	Principle 7: Businesses should support a precautionary approach to environmental challenges.	Sustainable Financing
	Principle 8: Business should undertake initiatives to promote greater environmental responsibility.	In Touch with Planet
Anti-corruption	Principle 9: Business should encourage the development and diffusion of environmentally friendly technologies.	Product Stewardship
	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Business Ethics and Transparency

THE WOMEN'S EMPOWERMENT PRINCIPLES (WEPS) DISCLOSURE		
Area	Principles	Reference
Gender Equality	Principle 1: Establish high-level corporate leadership for gender equality	Supporting Society with Equal Opportunities and Inclusion Future Fit Culture, Talent & Organizational Management
	Principle 2: Treat all women and men fairly at work - respect and support human rights and non-discrimination	Future Fit Culture, Talent & Organizational Management
	Principle 3: Ensure the health, safety and well-being of all women and men workers	Future Fit Culture, Talent & Organizational Management
	Principle 4: Promote education, training and professional development for women	Supporting Society with Equal Opportunities and Inclusion Future Fit Culture, Talent & Organizational Management
	Principle 5: Implement enterprise development, supply chain and marketing practices that empower women	Supporting Society with Equal Opportunities and Inclusion Future Fit Culture, Talent & Organizational Management Sustainable Supply Chain Management
	Principle 6: Promote equality through community initiatives and advocacy	Supporting Society with Equal Opportunities and Inclusion
	Principle 7: Measure and publicly report on progress to achieve gender equality	Supporting Society with Equal Opportunities and Inclusion Future Fit Culture, Talent & Organizational Management

Volume 2 – Appliance Manufacturing has been selected as the reference guide. Volumes 44 – Solar Technology and Project Developers and 49 – Electrical and Electronic Equipment have not been considered, as they are not material to the Company.

Sustainability Disclosure Topics & Metrics				
Topic	Accounting Metric	Category	Code	Response/ Data/ Reference
Product Safety	Number of recalls issued, and total units recalled	Quantitative	CG-AM-250a.1	1
	Discussion of process to identify and manage safety risks associated with the use of its products*	Discussion and Analysis	CG-AM-250a.2	We identify and manage product safety risks through a comprehensive product safety management system covering design, supply, production, storage, shipment, installation and after-sales processes, supported by compliance with applicable regulations and standards, risk assessment methodologies such as FMEA, regular testing, governance through dedicated committees, and continuous monitoring, training and recall mechanisms.
	Total amount of monetary losses as a result of legal proceedings associated with product safety	Quantitative	CG-AM-250a.3	No material loss at the Company level
Product Lifecycle Environmental Impacts	Percentage of eligible products by revenue certified to an energy efficiency certification**	Quantitative	CG-AM-410a.1	70.3%
	Percentage of eligible products by revenue certified to an environmental product lifecycle standard	Quantitative	CG-AM-410a.2	0%
	Description of efforts to manage products’ end-of-life impacts***	Discussion and Analysis	CG-AM-410a.3	End of Life Responsibility: As part of the Extended Producer Responsibility (EPR), we established our take-back program in Türkiye for proper management of the products’ end-of-life stage. Within the scope of this program, we collect the old products from the market regardless of brand and replace them with new appliances through our extensive network of authorized dealers and services. The collected products are recycled at our two Waste Electrical and Electronic Equipment (WEEE) Recycling Plants located in Türkiye. Materials such as plastic, iron, copper and aluminum obtained from recycled WEEE are sent to licensed recycling facilities to be gained back into the economy in accordance with the resource efficiency policy. Through our take-back program, while contributing to the circular economy, we also contribute to increasing awareness among consumers about recycling e-waste. We comply with Basel Convention and perform responsible management of WEEE in each country. In countries outside Türkiye where WEEE is managed by regulation, we work with producer responsibility organizations (PROs) or compliance schemes to comply with local WEEE regulations. Repairability: We design our products with clear instructions, and accessible spare parts to make repairs easy and extend product lifecycles. By partnering with repair services and encouraging self-repair, the Company promotes reducing waste and supports its circular economy goals. We closely monitor the regulations under the EU Circular Economy Action Plan and the Right to Repair Directive related to repairability and carry out detailed studies in line with these developments. Recyclability: We design recyclable products to reduce environmental impact. We also continue to focus on improving the recyclability and disassembly of our products.
Activity Metrics	Annual Production****	Quantitative	CG-AM-000.A	White Goods: 33,453,949 Consumer Electronics: 1,184,483 Other: 1,811,661 Total: 36,450,093

* Details regarding efforts to manage products’ end-of-life impacts are provided in the “Product Safety Management” section of the Report.

** Eligible products certified to an energy efficiency certification: It refers to products that meet the energy efficiency requirements set by recognized certification programs. The scope of this definition is limited to products sold under the Company’s own brands, excluding third-party or non-branded products. Eligible products include: Dishwasher, Washing Machine, Refrigerator, Freezer, Tumble Dryer, Washer Dryer, Television, Oven, Hood, Air Conditioner, Household Heaters, and Heat Pump. For household heaters and heat pumps, EU regulations have been taken into account regardless of the country in which they are sold. For other product categories, the applicable jurisdictional or international certification programs recognized in each country are listed in Annex 6. Product Indicators of the Report.

*** Details regarding efforts to manage products’ end-of-life impacts are provided in the “Product Stewardship” section of the Report.

**** White goods reportable segment comprises washing machines, dryers, dishwashers, refrigerators, ovens, cooking appliances and the services provided for these products. The consumer goods reportable segment comprises televisions primarily with flat screens, computers, cash registers, other electronic devices and the services provided to consumers for these products. Other segments comprise the revenues from air conditioners, small domestic appliances except products included in white goods and consumer electronics.

ANNEX 17. TCFD INDEX

Dimensions	Disclosures	Reference
Governance	The Board's of Directors' oversight of climate-related risks and opportunities	Governance
	Management's role in assessing and managing risks and opportunities	Governance
Strategy	Climate-related risks and opportunities the organization has identified over the short, medium, and long-term	Climate-Related Risks & Opportunities
	The impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Climate-Related Risks & Opportunities
	The resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a +2°C scenario or lower	Climate-Related Risks & Opportunities
Risk Management	The organization's processes for identifying and assessing climate-related risks	Governance
	The organization's processes for managing climate-related risks	Governance
	How processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	Governance
Metrics and Targets	The metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Climate-Related Risks & Opportunities
	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Climate Action
		Climate-Related Risks & Opportunities
	The targets used by the organization to manage climate-related risks and opportunities and performance against targets	Climate Action
		Sustainability Targets
		Climate-Related Risks & Opportunities

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ANNEX 18. SCM INDEX

Pillars	Themes	Descriptions	References
INTRODUCTION	PRINCIPLES OF GOVERNANCE METRICS: CORE AND EXPANDED	Governing purpose Setting purpose: - The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. - Corporate purpose should create value for all stakeholders, including shareholders.	About the Report A Message from our CEO Arçelik At a Glance Governance Business Model and Value Chain
PARTNERSHIPS & RECOGNITION		Purpose-led management: How the company's stated purpose is embedded in company strategies, policies and goals.	Governance Business Model and Value Chain Sustainability Targets
GOVERNANCE		Governance body composition: Composition of the highest governance body and its committees by: competencies relating to economic, environmental and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.	A Message from our CEO Governance Stakeholder Engagement
SUSTAINABLE VALUE CREATION STRATEGY		Quality of governing body Remuneration: 1. How performance criteria in the remuneration policies relate to the highest governance body's and senior executives' objectives for economic, environmental and social topics, as connected to the company's stated purpose, strategy and long-term value. 2. Remuneration policies for the highest governance body and senior executives for the following types of remuneration: - Fixed pay and variable pay, including performance-based pay, equity-based pay, bonuses and deferred or vested shares - Sign-on bonuses or recruitment incentive payments - Termination payments - Clawbacks - Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives and all other employees	Governance Future Fit Culture, Talent & Organizational Management Annex B. Social Performance Indicators
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT		Stakeholder engagement Material issues impacting stakeholders: A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.	Stakeholder Engagement Double Materiality Assessment
SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs		Ethical behavior Anti-corruption: 1. Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures, broken down by region. a) Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and b) Total number and nature of incidents of corruption confirmed during the current year, related to this year. 2. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.	Business Ethics and Transparency
IN TOUCH WITH OUR PLANET		Protected ethics advice and reporting mechanisms: A description of internal and external mechanisms for: 1. Seeking advice about ethical and lawful behavior and organizational integrity; and 2. Reporting concerns about unethical or unlawful behavior and lack of organizational integrity.	Double Materiality Assessment Business Ethics and Transparency Sustainable Supply Chain Management
IN TOUCH WITH HUMAN NEEDS		Risk and opportunity oversight Integrating risk and opportunity into business process: -Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. -These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.	Governance
IN TOUCH WITH BUSINESS		Economic, environmental and social topics in capital allocation framework: How the highest governance body considers economic, environmental and social issues when overseeing major capital allocation decisions, such as expenditures, acquisitions and divestments.	Governance
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Pillars	Themes	Descriptions	References
INTRODUCTION	PLANET METRICS: CORE AND EXPANDED	Greenhouse gas (GHG) emissions: - For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO ₂ e) GHG Protocol Scope 1 and Scope 2 emissions. - Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	Climate Action Annex 5. Environmental Performance Indicators
		TCFD implementation: - Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). - If necessary, disclose a timeline of at most three years for full implementation. - Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.	Climate Action Annex 17. TCFD Index
		Paris-aligned GHG emissions targets: - Define and report progress against time-bound science-based GHG emissions targets that are in line with the goals of the Paris Agreement –to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C. - This should include defining a date before 2050 by which you will achieve net-zero greenhouse gas emissions, and interim reduction targets based on the methodologies provided by the Science Based Targets initiative, if applicable. - If an alternative approach is taken, disclose the methodology used to calculate the targets and the basis on which they deliver on the goals of the Paris Agreement.	Climate Action
		Impact of GHG emissions: - Report wherever material along the value chain (GHG Protocol Scope 1, 2 & 3) the valued impact of greenhouse gas emissions. - Disclose the estimate of the societal cost of carbon used and the source or basis for this estimate.	Climate Action
		Nature loss	Biodiversity
PARTNERSHIPS & RECOGNITION	PLANET METRICS: CORE AND EXPANDED	Land use and ecological sensitivity: Report the number and area (in hectares) of sites owned, leased, or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).	Biodiversity
		Water consumption and withdrawal in water-stressed areas: - Report for operations where material: megaliters of water withdrawn, megaliters of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool. - Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.	Water Management Annex 5. Environmental Performance Indicators
		Diversity and inclusion (%): Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).	Future Fit Culture, Talent & Organizational Management Annex 8. Social Performance Indicators
		Pay equality (%): Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	Future Fit Culture, Talent & Organizational Management Annex 8. Social Performance Indicators
		Wage level (%): 1. Ratios of standard entry level wage by gender compared to local minimum wage. 2. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	Future Fit Culture, Talent & Organizational Management Annex 8. Social Performance Indicators
GOVERNANCE	PEOPLE METRICS: CORE AND EXPANDED	Risk for incidents of child, forced or compulsory labor: An explanation of the operations and suppliers considered to have significant risk for incidents of child labor, forced or compulsory labor. Such risks could emerge in relation to: a) type of operation (such as manufacturing plant) and type of supplier; and b) countries or geographic areas with operations and suppliers considered at risk.	Business Ethics and Transparency Sustainable Supply Chain Management
SUSTAINABLE VALUE CREATION STRATEGY	PEOPLE METRICS: CORE AND EXPANDED		
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT	PEOPLE METRICS: CORE AND EXPANDED		
SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs	PEOPLE METRICS: CORE AND EXPANDED		
IN TOUCH WITH OUR PLANET	PEOPLE METRICS: CORE AND EXPANDED		
IN TOUCH WITH HUMAN NEEDS	PEOPLE METRICS: CORE AND EXPANDED		
IN TOUCH WITH BUSINESS	PEOPLE METRICS: CORE AND EXPANDED		

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Pillars	Themes	Descriptions	References
INTRODUCTION	PROSPERITY METRICS: CORE AND EXPANDED	Absolute number and rate of employment: Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region	Future Fit Culture, Talent & Organizational Management Annex 8. Social Performance Indicators
PARTNERSHIPS & RECOGNITION		Economic contribution: 1. Direct economic value generated and distributed (EVG&D), on an accrual's basis, covering the basic components for the organization's global operations, ideally split out by: - Revenues - Operating costs - Employee wages and benefits - Payments to providers of capital - Payments to government - Community investment 2. Financial assistance received from the government: total monetary value of financial assistance received by the organization from any government during the reporting period.	2025 Sustainability Highlights Sustainable Financing Annex 11. Economic Performance Indicators
GOVERNANCE		Financial investment contribution: - Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy. - Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders	Sustainable Financing Annex 11. Economic Performance Indicators
SUSTAINABLE VALUE CREATION STRATEGY		Infrastructure investments and services supported: Qualitative disclosure to describe the below components: 1. Extent of development of significant infrastructure investments and services supported. 2. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant. 3. Whether these investments and services are commercial, in-kind or pro bono engagements.	Sustainable Financing Annex 4. Corporate Governance Indicators Annex 7. Corporate Citizenship Indicators Annex 11. Economic Performance Indicators
DOUBLE MATERIALITY & STAKEHOLDER ENGAGEMENT		Social value generated: 1. Examples of significant identified indirect economic impacts of the organization, including positive and negative impacts. 2. Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities (e.g. national and international standards, protocols, policy agendas).	Annex 7. Corporate Citizenship Indicators Annex 11. Economic Performance Indicators
SUSTAINABILITY TARGETS, COMMITMENTS, PROGRESS & CONTRIBUTION TO UN SDGs		Total R&D expenses (\$): Total costs related to research and development.	R&D, Innovation and Digital Transformation Annex 11. Economic Performance Indicators
IN TOUCH WITH OUR PLANET		Social value generated: Percentage of revenue from products and services designed to deliver specific social benefits or to address specific sustainability challenges.	R&D, Innovation and Digital Transformation
IN TOUCH WITH HUMAN NEEDS		Total tax paid: The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.	Annex 11. Economic Performance Indicators
IN TOUCH WITH BUSINESS		Total Social Investment: Total Social Investment (TSI) sums up a company's resources used for "S" in ESG efforts defined by CECP Valuation Guidance.	Annex 7. Corporate Citizenship Indicators Annex 11. Economic Performance Indicators
		Total tax paid by country for significant locations: Total tax paid and, if reported, additional tax remitted, by country for significant locations.	-

GRI Standard	Note	
GRI 1 Foundation 2021	Statement of use	Arçelik has reported the information cited in this GRI content index for the period 01/2025-12/2025 with reference to the GRI Standards.
	GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Page Numbers
General disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	Arçelik at a Glance Global Operations
	2-2 Entities included in the organization's sustainability reporting	About the Report Annex 1. Scope of the Report
	2-3 Reporting period, frequency and contact point	About the Report Final page of the Report
	2-4 Restatements of information	Sustainability Targets, Commitments, Progress & Contribution to UN SDGs Annex 5. Environmental Performance Indicators Annex 8. Social Performance Indicators
	2-5 External assurance	Annex 3. Assurance Report
	2-6 Activities, value chain and other business relationships	Business Model and Value Chain
	2-7 Employees	Future Fit Culture, Talent & Organization Management Annex 8. Social Performance Indicators
	2-8 Workers who are not employees	Annex 8. Social Performance Indicators
	2-9 Governance structure and composition	Governance
	2-10 Nomination and selection of the highest governance body	Governance
	2-11 Chair of the highest governance body	Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance
	2-13 Delegation of responsibility for managing impacts	Governance
	2-14 Role of the highest governance body in sustainability reporting	Governance
	2-15 Conflicts of interest	Business Ethics and Transparency
	2-16 Communication of critical concerns	Business Ethics and Transparency
	2-17 Collective knowledge of the highest governance body	Governance
	2-18 Evaluation of the performance of the highest governance body	Governance

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GRI Standard	Disclosure	Page Numbers
General disclosures		
GRI 2: General Disclosures 2021	2-19 Remuneration policies	Governance
	2-20 Process to determine remuneration	Governance
	2-21 Annual total compensation ratio	Governance
	2-22 Statement on sustainable development strategy	A message from our CEO Governance
	2-23 Policy commitments	Policy Influence Business Ethics and Transparency
	2-24 Embedding policy commitments	Business Ethics and Transparency
	2-25 Processes to remediate negative impacts	Business Ethics and Transparency
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics and Transparency
	2-27 Compliance with laws and regulations	Business Ethics and Transparency
	2-28 Membership associations	Annex 4. Corporate Governance Indicators
	2-29 Approach to stakeholder engagement	Stakeholder Engagement
	2-30 Collective bargaining agreements	Business Ethics and Transparency Employee Health and Safety
GRI 415: Public Policy 2016	415-1 Political contributions	Governance Business Ethics and Transparency
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Double Materiality Assessment
	3-2 List of material topics	Double Materiality Assessment
	3-3 Management of material topics	Double Materiality Assessment

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GRI Standard	Disclosure	Page Numbers
Climate Action		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Governance
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Annex 5. Environmental Performance Indicators
	302-3 Energy intensity	Annex 5. Environmental Performance Indicators
	302-4 Reduction of energy consumption	Annex 5. Environmental Performance Indicators
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Annex 5. Environmental Performance Indicators
	305-2 Energy indirect (Scope 2) GHG emissions	Annex 5. Environmental Performance Indicators
	305-3 Other indirect (Scope 3) GHG emissions	Annex 5. Environmental Performance Indicators
	305-4 GHG emissions intensity	Annex 5. Environmental Performance Indicators
	305-5 Reduction of GHG emissions	Annex 5. Environmental Performance Indicators
	305-6 Emissions of ozone-depleting substances (ODS)	Annex 5. Environmental Performance Indicators
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Annex 5. Environmental Performance Indicators
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Annex 8. Social Performance Indicators
Water Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Annex 5. Environmental Performance Indicators
	303-2 Management of water discharge-related impacts	Annex 5. Environmental Performance Indicators
	303-3 Water withdrawal	Annex 5. Environmental Performance Indicators
	303-4 Water discharge	Annex 5. Environmental Performance Indicators
	303-5 Water consumption	Annex 5. Environmental Performance Indicators
Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management
	306-2 Management of significant waste-related impacts	Waste Management
	306-3 Waste generated	Annex 5. Environmental Performance Indicators
	306-4 Waste diverted from disposal	Annex 5. Environmental Performance Indicators
	306-5 Waste directed to disposal	Annex 5. Environmental Performance Indicators

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GRI Standard	Disclosure	Page Numbers
Chemicals Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste Management
Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Biodiversity
	101-2 Management of biodiversity impacts	Biodiversity
	101-3 Access and benefit-sharing	Biodiversity
	101-4 Identification of biodiversity impacts	Biodiversity
	101-5 Locations with biodiversity impacts	Biodiversity
	101-6 Direct drivers of biodiversity loss	Biodiversity
	101-7 Changes to the state of biodiversity	Biodiversity
	101-8 Ecosystem services	Biodiversity
Product Stewardship		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Annex 6. Product Indicators
	301-2 Recycled input materials used	Product Stewardship Annex 6. Product Indicators
GRI 302: Energy 2016	302-5 Reductions in energy requirements of products and services	Product Stewardship Annex 6. Product Indicators
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Product Stewardship
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Product Stewardship
Sustainable Financing		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Annex 11. Economic Performance Indicators
	201-3 Defined benefit plan obligations and other retirement plans	Annex 11. Economic Performance Indicators
	201-4 Financial assistance received from government	Annex 11. Economic Performance Indicators
GRI 207: Tax 2019	207-1 Approach to tax	2025 Arçelik Annual Report
	207-2 Tax governance, control, and risk management	2025 Arçelik Annual Report

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GRI Standard	Disclosure	Page Numbers
Business Ethics and Transparency		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Business Ethics and Transparency
	205-2 Communication and training about anti-corruption policies and procedures	Business Ethics and Transparency
	205-3 Confirmed incidents of corruption and actions taken	Business Ethics and Transparency
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	In case of collective and / or individual layoffs or changes in duties, Arçelik applies the relevant provisions stipulated in the labor legislation and collective agreements applicable in the countries of operation.
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Business Ethics and Transparency
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Business Ethics and Transparency
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	Business Ethics and Transparency
GRI 415: Public Policy 2016	415-1 Political contributions	Governance Business Ethics and Transparency
Future Fit Culture, Talent & Organizational Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Annex 8. Social Performance Indicators
	202-2 Proportion of senior management hired from the local community	Annex 8. Social Performance Indicators
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Annex 8. Social Performance Indicators
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Annex 8. Social Performance Indicators
	401-3 Parental leave	Annex 8. Social Performance Indicators
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Annex 8. Social Performance Indicators
	404-2 Programs for upgrading employee skills and transition assistance programs	Annex 8. Social Performance Indicators
	404-3 Percentage of employees receiving regular performance and career development reviews	Annex 8. Social Performance Indicators
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Annex 8. Social Performance Indicators
	405-2 Ratio of basic salary and remuneration of women to men	Annex 8. Social Performance Indicators
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Business Ethics and Transparency Sustainable Supply Chain Management
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Business Ethics and Transparency Sustainable Supply Chain Management
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Business Ethics and Transparency Sustainable Supply Chain Management
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Business Ethics and Transparency Sustainable Supply Chain Management

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GRI Standard	Disclosure	Page Numbers
Employee Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Health and Safety
	403-3 Occupational health services	Employee Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Health and Safety
	403-5 Worker training on occupational health and safety	Employee Health and Safety
	403-6 Promotion of worker health	Employee Health and Safety
	403-7 Prevention and mitigation of occupational health and Safety impacts directly linked by business relationships	Business Ethics and Transparency Employee Health and Safety Sustainable Supply Chain Management
	403-8 Workers covered by an occupational health and safety management system	Employee Health and Safety
	403-9 Work-related injuries	Employee Health and Safety Annex 9. Occupational Health and Safety
R&D, Innovation and Digital Transformation		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	R&D, Innovation and Digital Transformation
Product Quality and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Product Quality and Safety
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Product Quality and Safety
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Product Quality and Safety
Customer and Consumer Experience		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Customer and Consumer Experience

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GRI Standard	Disclosure	Page Numbers
Sustainable Supply Chain Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment
GRI 206: Anti-Competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Business Ethics and Transparency
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Supply Chain Management
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable Supply Chain Management
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Sustainable Supply Chain Management
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sustainable Supply Chain Management
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainable Supply Chain Management
	414-2 Negative social impacts in the supply chain and actions taken	Sustainable Supply Chain Management
Corporate Citizenship		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Annex 7. Corporate Citizenship Indicators
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Corporate Citizenship

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BP-2 – Disclosures in Relation to Specific Circumstances	About the Report
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GOV-2 – Information provided to and sustainability matters addressed by the undertaking’s administrative, management and supervisory bodies	Governance
GOV-3 – Integration of sustainability-related performance in incentive schemes	Governance
GOV-4 – Statement on due diligence	About the Report
GOV-5 – Risk management and internal controls over sustainability reporting	Governance
SBM-1 – Strategy, business model, and value chain	Business Model & Value Chain
SBM-2 – Interests and views of stakeholders	Stakeholder Engagement
SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	Double Materiality Assessment
IRO-1 – Description of the processes to identify and assess material impacts, risks, and opportunities	Double Materiality Assessment Governance
IRO-2 – Disclosure requirements in ESRS covered by the undertaking’s sustainability statement	About the Report
ESRS E1: Climate Change	
E1-1 - Transition plan for climate change mitigation	Climate Action
E1- SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model	Double Materiality Assessment
E1- IRO-1 - Description of the processes to identify and assess material climate-related impacts, risks and opportunities	Double Materiality Assessment Governance
E1-2 – Policies related to climate change mitigation and adaptation	Climate Action
E1-3 - Actions and resources in relation to climate change policies	Climate Action
E1-4 - Targets related to climate change mitigation and adaptation	Climate Action Sustainability Targets
E1-5 – Energy consumption and mix	Climate Action Annex 5. Environmental Performance Indicators
E1-6 – Gross Scopes 1, 2, 3 and Total GHG emissions	Annex 5. Environmental Performance Indicators
E1-7 – GHG removals and GHG mitigation projects financed through carbon credits	Climate Action Annex 5. Environmental Performance Indicators
E1-8 - Internal carbon pricing	Climate Action
E1-9 - Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Climate-related Risks & Opportunities

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ESRS E3: Water and Marine Resources		
E3 IRO-1 – Description of the processes to identify and assess material water and marine resources-related impacts, risks, and opportunities		Double Materiality Assessment Governance
E3-1 – Policies related to water and marine resources		Water Management
E3-2 – Actions and resources related to water and marine resources		Water Management
E3-3 – Targets related to water and marine resources		Sustainability Targets
E3-4 – Water consumption		Annex 5. EnvironmentalPerformance Indicators
E3-5 – Anticipated financial effects from water and marine resources-related impacts, risks, and opportunities		Climate-related Risks & Opportunities
ESRS S1: Own Workforce		
S1 SBM-2 – Interests and views of stakeholders		Stakeholder Engagement
S1 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model		Double Materiality Assessment
S1-1 – Policies related to own workforce		Business Ethics and Transparency
S1-2 – Processes for engaging with own workers and workers’ representatives about impacts		Business Ethics and Transparency
S1-3 – Processes to remediate negative impacts and channels for own workers to raise concerns		Business Ethics and Transparency
S1-4 – Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions		Business Ethics and Transparency
S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities		Sustainability Targets
S1-6 – Characteristics of the undertaking’s employees		Annex 8. Social Performance Indicators
S1-7 – Characteristics of non-employee workers in the undertaking’s own workforce		Annex 8. Social Performance Indicators
S1-8 – Collective bargaining coverage and social dialogue		Business Ethics and Transparency
S1-9 – Diversity metrics		Annex 8. Social Performance Indicators
S1-10 – Adequate wages		Annex 8. Social Performance Indicators
S1-11 – Social protection		Annex 8. Social Performance Indicators
S1-12 – Persons with disabilities		Annex 8. Social Performance Indicators
S1-13 – Training and skills development metrics		Annex 8. Social Performance Indicators
S1-14 – Health and safety metrics		Annex 9. Occupational Health and Safety Indicators
S1-15 – Work-life balance metrics		Annex 8. Social Performance Indicators
S1-16 – Compensation metrics (pay gap and total compensation)		Annex 8. Social Performance Indicators
S1-17 – Incidents, complaints and severe human rights impacts		Annex 8. Social Performance Indicators

INTRODUCTION

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SUSTAINABILITY
TARGETS, COMMITMENTS,
PROGRESS &
CONTRIBUTION TO UN
SDGs

IN TOUCH WITH
OUR PLANET

IN TOUCH WITH
HUMAN NEEDS

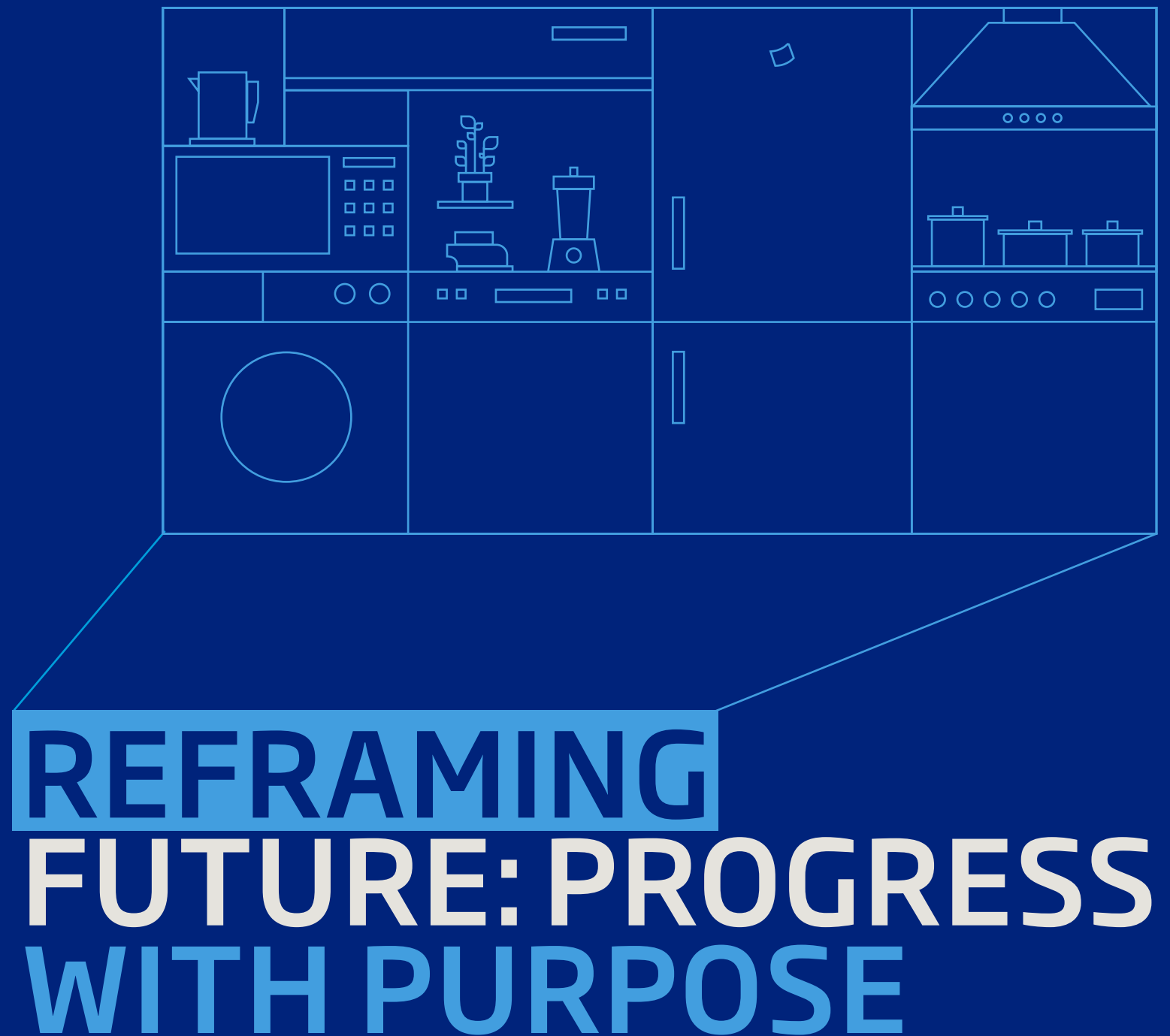
IN TOUCH WITH
BUSINESS

ANNEXES

ESRS S2: Workers in the Value Chain	
S2 SBM-2 – Interests and views of stakeholders	Stakeholder Engagement
S2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	Double Materiality Assessment
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S2-2 – Processes for engaging with value chain workers about impacts	Sustainable Supply Chain Management
S2-3 – Processes to remediate negative impacts and channels for value chain workers to raise concerns	Sustainable Supply Chain Management
S2-4 – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	Sustainable Supply Chain Management
S2-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Sustainability Targets
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S4 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	Double Materiality Assessment
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S4-2 – Processes for engaging with consumers and end-users about impacts	Product Quality and Safety Customer and Consumer Experience
S4-3 – Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	Customer and Consumer Experience
S4-4 – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	Product Quality and Safety Customer and Consumer Experience Business Ethics and Transparency Contribution to the UN Sustainable Development Goals
S4-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Product Quality and Safety
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G1 GOV-1 – The role of the administrative, management and supervisory bodies	Governance
G1 IRO-1 – Description of the processes to identify and assess material impacts, risks, and opportunities	Double Materiality Assessment
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G1-2 – Management of relationships with suppliers	Sustainable Supply Chain Management
G1-3 – Prevention and detection of corruption and bribery	Business Ethics and Transparency
G1-4 – Confirmed incidents of corruption or bribery	Business Ethics and Transparency
G1-5 – Political influence and lobbying activities	Governance
G1-6 – Payment practices	Sustainable Supply Chain Management



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