
Arçelik

**Global Salary
Policy**

The purpose of this policy is to ensure to compensate the qualified employees in a fair and market competitive way considering the job size and required skills and competencies to deploy Arçelik strategy. Additionally, this policy aims to differentiate performance by rewarding employees to motivate, engage and retain the talent in the organization. The same principle is applied to senior executive compensation. Addition to this, the exit reasons are analysed if there is a correlation between the exit reasons with compensation.

In Arçelik A.Ş., the compensation system is managed based on the following factors;

- Salary Markets
- Job Family Model and Job Grades
- Current Salary Structure and financial strength of the company
- Individual Performance

These criteria are summarized below.

Salary Market: It is composed of salary levels that occur as a result of sector analysis. Our company participates in salary market researches in which many similar companies in the market provide output, to constantly review their salary and benefits every year.

Job Family Model and Job Grades The job family model is the analysis and evaluation of the roles within an organization by logical grouping. The job grades are defined intervals formed by classifying roles according to their size and responsibilities. Salary bands are the salary ranges determined for the job grades.

Current Salary Structure and Financial Strength of the Company: It is the salary structure formed by the salary ranges determined by the Company according to the job grades of the current employees. This structure aims to protect employees against competitive conditions in the market. The company's financial strength is the factor that determines the salary level that can be given to employees at job grades. The financial results of the company affect the salary level.

Individual Performance: Competency goals are taken into account along with business goals in determining the individual performance. The performance review process is carried out to evaluate individual performance on an annual frequency in parallel with the financial calendar of the company.

Salary increase determined based on market increase, country inflation, company / individual performance, and the position in the salary range. Every year, it is participated in surveys of salary research companies and salary levels including executives are revised based on salary market data as a result of them. Employees' salary differentiates by salary increase rates based on their position within the salary range and their performance.

The job grade and the salary are part of the contract between the employee and the company and are strictly confidential. Employees are informed about their job grades. Employees are not expected to share this information with others.

Variable income includes executive management bonuses, senior management bonuses, and sales bonuses. These bonuses are calculated according to the bonus base, company performance, and individual performance.