



We Became the First
Real Sector Company
to Issue Green Bonds
from Turkey!

Continuing all its activities with a focus on sustainability with the vision of 'Respectful to the World, Respectable in the World', Arçelik has also carried these efforts to the financing model, becoming the first real sector company to issue green bonds from Turkey to international markets.

Board of Directors



RAHMI M. KOÇ

Chairman of the Board of Directors

Koç studied Business Administration at John Hopkins University (USA). In 1958, he started his professional life in Otokoç, Ankara within Koç Group. After being Chairman of the Executive Committee in 1980, he started to serve as the Chairman of the Board of Directors in 1984. He has been the Honorary Chairman of Koç Holding since 2003. Rahmi M. Koç continues to serve as the Chairman of the Board of Directors and the Board Member in other companies of Koç Group as well as Koç Holding. The numerous social and professional associations Koç served are listed below:

- Metropolitan Museum of Art, New York - Honorary Member of the Board of Trustees
- Co-Chairman of the Business Advisory Council for South East Europe
- Vice Chairman of the Board of Trustees of Vehbi Koç Foundation
- Honorary Chairman of the Board of Trustees of Koç University
- Rahmi M. Founder and Chairman of the Board of Directors of the Rahmi M. Koç Museum and Cultural Foundation
- Chairman of the Board of Directors of the Vehbi Koç Foundation American Hospital
- Founding Member and Honorary Chairman of TURMEPA, The Turkish Marine and Environment Protection Association
- Honorary Chairman of the Advisory Board of the Turkish Industrial and Business Association (TÜSİAD)
- Member of the Advisory Board of the Turkish Employers Association
- Founding Chairman of the Global Relations Forum

- Former President of the International Chamber of Commerce (1.1.1995-31.12.1996)
- Former President of the Turkish Greek Business Council (1992-1999)
- Former Member of the Allianz AG International Advisory Board
- Former Member of the JP Morgan International Council
- Former Member of the International Advisory Board of the US Council on Foreign Relations

The titles and awards given to Dear Rahmi M. Koç are as follows:

- "Honorary Doctorate" degrees from Johns Hopkins University (Baltimore-Maryland), Eskişehir Anadolu University, İzmir Ege University, Ankara Bilkent University, Köstence Ovidius University, and Aydın Adnan Menderes University
- "Order of Merit" from the President of the Turkish Republic
- "Grosses Verdienst Kreuz (Germany Great Service)" Award from the German Government
- "Order of High Merit of the Italian Republic"
- "Order of High Merit of the Austrian Government"
- "(Honorary) Commander of the Most Excellent Order" from the British Empire (CBE)"
- "Officier dans l'Ordre National de la Legion D'Honneur," the highest medal awarded by the French government
- "Lifetime Achievement Award" from FIRST, the worldwide-known international relations organization
- Medal of the US-based Foreign Policy Association (FPA), one of the world's most respected think-tank organizations with a 100-year history
- "Hadrian Award" granted to Koç Family by the World Monuments Fund
- Carnegie (New York) Medal of Philanthropy granted to Koç Family
- BNP Paribas (Paris) Philanthropy Award granted to Koç Family
- "Outstanding Service Award in Decorative Arts" granted to Koç Family at the 16th "Iris Foundation Awards"

Rahmi M. Koç who is a non-executive board member is not an independent member pursuant to the Corporate Governance Principles of the CMB.



ÖMER M. KOÇ

Vice Chairman of the Board

Koç was graduated from Columbia College (USA) with a B.A. degree in 1985. He worked at Kofisa Trading for one year. In 1989, he received his MBA degree at Columbia Business School. After serving in Ramerica Intl. Inc., he joined the Koç Group in 1990. He served as Finance Coordinator and Vice President and President of the Energy Group at Koç Holding. He became the Board Member of Koç Holding in 2004. In 2008, he became Vice Chairman of the Board. Since February 2016, he has been serving as the Chairman of the Board of Koç Holding. Ömer M. Koç also serves as the Vice President of TÜSİAD High Advisory Council, Chairman of Turkish Educational Foundation Board of Trustees and Chairman of the Board of Directors of Geyre Foundation, Chairman of Yapı Kredi Kültür Sanat Yayıncılık, Tüpraş and Tofaş Board of Directors and Board Member in several companies of Koç Group.

Mehmet Ömer Koç who is a non-executive board member is not an independent member pursuant to the Corporate Governance Principles of the CMB.



SEMAHAT S. ARSEL

Board Member

Semahat Arsel began her career in 1964 as a Member of the Board of Directors of Koç Holding, a position she continues to hold. In addition, she is Chairman of the Board of Directors of Vehbi Koç Foundation and the Divan Group, President of the Semahat Sevim Arsel Nursing Education and Research Center, and the Founder of the Koç University School of Nursing. She also serves as the Board Members of other Koç Group companies. On the other hand, she is a Member of the Board of Trustees of the Educational Volunteers Foundation of Turkey (TEGV). Semahat Arsel was granted an "Honorary Doctorate" degree from İstanbul University.

Semahat S. Arsel who is a non-executive board member is not an independent member pursuant to the Corporate Governance Principles of the CMB.



ALİ Y. KOÇ
Board Member

He received his bachelor's degree from the Management Faculty of Rice University (USA) and MBA from Harvard Business School (USA). He started his career at American Express Bank within the Management Trainee Program. He served as an Analyst at Morgan Stanley Investment Bank between 1992 and 1994. He began to work as the New Business Development Coordinator at Koç Holding Strategic Planning Group in 1997. He served as the President of the Koç Information Technology Group and the Corporate Communication and Information Technology Group until 2010. Ali Y. Koç who served as the Board Member at Koç Holding for over 8 years was still the Vice Chairman of Koç Holding Board of Directors since February 2016. Since April 2016, he has also been serving as the Chairman of the Board of Directors of Koç Financial Services and Yapı Kredi Bank. Ali Y. Koç is also the Chairman of the Board of Directors of other Koç Group companies, including Ford Otosan and Otokar. Besides, he contributes to the country's social and economic development and currently is the President of Fenerbahçe Sports Club, Board Member at the National Competition Research Association (URAK), Executive Committee Member of the European Club Association (ECA), and the Board Member of Endeavor Turkey. Ali Y. Koç who is also the Member of the Global Advisory Board of Harvard University, Bank of America, and Council on Foreign Relations serves a Member of the Panel of Senior Advisers at Chatham House and represents Turkey at the Confederation of British Industry (CBI).

Ali Y. Koç who is a non-executive board member is not an independent member pursuant to the Corporate Governance Principles of the CMB.



LEVENT ÇAKIROĞLU
Board Member

Levent Çakiroğlu graduated from Ankara University Faculty of Political Sciences, Business Administration Department and received his master's degree from the University of Illinois. He started his career as an Assistant Auditor at the Ministry of Finance in 1988, where he worked as a Senior Auditor between 1991 and 1997. He was appointed as Assistant Manager of the Financial Crimes Investigation Board between 1997 and 1998, meanwhile, he taught as a Part-Time Instructor at Bilkent University. Çakiroğlu joined Koç Group in 1998 as the Financial Group Coordinator. He served as the CEO of Koçtaş between 2002 and 2007 and as the CEO of Migros between 2007 and 2008. He was assigned as the CEO of Arçelik in 2008 and also became President of the Durable Goods Group of Koç Holding in 2010. Çakiroğlu has been appointed as the CEO of Koç Holding in April 2015. He currently serves in the same position. Levent Çakiroğlu, who has also been a Member of the Board of Directors of Koç Holding since April 2016, is the Chairman of the Board of Directors of Arçelik LG and TürkTraktör as well as the Vice Chairman of Otokar and Yapı ve Kredi Bankası, and the Board Member at various Koç Holding companies.

Levent Çakiroğlu who is a non-executive board member is not an independent member pursuant to the Corporate Governance Principles of the CMB.



ROBERT SONMAN
Board Member

He graduated from the School of Architecture in Canada McGill University and completed his Master's Degree at the same school. He is working as a Board of Chairman at Burla Group of Companies which holds a shareholding in Arçelik A.Ş. He has been a Board member at Arçelik A.Ş. since April 1994. He speaks English and French. Robert Sonman who is a non-executive board member is not an independent member pursuant to the Corporate Governance Principles of the CMB.



DR. FATİH KEMAL EBİÇLİOĞLU
Board Member

After graduating from Ankara University Faculty of Political Science Department of International Relations and receiving a Master's degree in Finance from the Virginia Commonwealth University, he earned a Ph.D. degree in Finance-Accounting from Ankara University Faculty of Political Science. Between 1989 and 2002, he worked as Assistant Accounting Specialist, Accounting Specialist, and Senior Accounting Specialist at the Ministry of Finance. In addition, he served as a part-time instructor at Hacettepe, Bilkent, and Atılım Universities from 1998 to 2002. He joined Koç Holding in 2002 as a Financial Coordinator. He served as Audit Group Coordinator of Koç Holding between 2004 and 2005, and Assistant General Manager of Arçelik between 2005 and 2015. He has been the President of the Consumer Durables Group at Koç Holding since February 2015. Fatih Ebiçlioğlu is also the Board Member of Arçelik. Furthermore, he served as the Chairman of the Board of Directors and the Board Member at several Koç Group companies. In addition, he is the Board Member of the Turkish Industry and Business Association (TÜSİAD) and the Turkish Exporters Assembly (TİM).

Fatih Kemal Ebiçlioğlu who is a non-executive board member is not an independent member pursuant to the Corporate Governance Principles of the CMB.



HAKAN H. BULGURLU

Board Member

Hakan Bulgurlu, who completed his undergraduate education in the Department of Economics and Mechanical Engineering at the University of Texas, received his master's degree from Northwestern University, Kellogg School of Management, and Hong Kong University of Science and Technology. Bulgurlu, who started his career at Koç Holding in 1995, worked in different positions in the Asia-Pacific region and led the Asia-Pacific foreign trade and supply operations of the Holding for 13 years in Hong Kong. Bulgurlu, who was the General Manager of Arçelik-LG, which has the largest air conditioner production facility in Europe and the Middle East between 2007 and 2010, joined Arçelik in 2010 and has been the CEO of Arçelik since 2015. Bulgurlu, a member of the Climate Leaders CEO Alliance within the World Economic Forum (WEF), is among the founding members of Amstel Dialogue, which was established with the aim of accelerating the innovation process in Europe, in addition to his duty as a Member of the Executive Committee of the European Association of Home Appliance Manufacturers (APPLiA). Bulgurlu is a Member of the Board of the Turkish Foreign Trade Association (TURKTRADE) and is the Deputy Chairman of the Foreign Economic Relations Board (DEIK) Turkey - China Business Council.

Hakan Hamdi Bulgurlu who is a executive board member is not an independent member pursuant to the Corporate Governance Principles of the CMB.



KÂMİL ÖMER BOZER

Board Member

Kamil Ömer Bozer studied at the Department of Business Administration in the Middle East Technical University, and then he obtained his MBA/finance master's degree at Georgia State University. He started his work life as a Trainee at Koç Holding A.Ş. in 1983. He became the Assistant General Manager of Maret A.Ş. in 1990 and the General Manager of Düzey A.Ş. in 1995 before he became the General Manager of Migros Türk T.A.Ş. in 2002. He was appointed as the Chairman of Koç Holding A.Ş. Food, Retail and Tourism Group in September 2004. He served as the Chairman of Koç Holding A.Ş. Tourism, Food and Retail Group until April 2011 in which he willingly ended his executive position in his career.

Following this date, Kamil Ömer Bozer served as the independent Board Member at Coca Cola içecek, Anadolu Efes, Adel Kalemçilik, Anadolu İszuzu, Carrefoursa and Boyner Holding. He is still the Board Member at Coca-Cola İçecek A.Ş., Adel Kalemçilik Ticaret ve Sanayi A.Ş., Anadolu Etap A.Ş., Anadolu İszuzu A.Ş., Kamil Yazıcı Yönetim ve Danışmanlık A.Ş. and Boyner Holding, and the Independent Board Member at TÜPRAŞ A.Ş. and Dardanel A.Ş. He is also an Independent Board Member of Arçelik A.Ş. since March 19, 2018.

Kamil Ömer Bozer has the qualifications of being independent as defined in the Capital Market Board's Corporate Governance Principles.



M. M. GÜLAY BARBAROSOĞLU

Board Member

Prof. Dr. M. M. Gülay Barbarosoğlu graduated from Robert College in 1974. She got her bachelor's degree from the Department of Industrial Engineering in Boğaziçi University in 1978, and her doctorate degree in 1985 from the same department and university. She became a professor of industrial engineering in 2000. She designed and gave lectures in the areas of mathematical programming and optimization, logistics, operation and production planning, and decision-making theories.

Prof. Dr. M. M. Gülay Barbarosoğlu served as the Rector of Boğaziçi University from 2012 to 2016, and Vice Rector responsible from research at Boğaziçi University from 2008 to 2012. She undertook various administrative tasks at Boğaziçi University. Besides being the manager of Kandilli Observatory and Earthquake Research Institute (KRDAE) from 2002 to 2006, she also served as the manager of the Center of Disaster Management (CENDIM), and chair of the Department of Industrial Engineering and Financial Engineering Programme.

Prof. Dr. M. M. Gülay Barbarosoğlu who undertook significant international tasks was a member of the Board of Directors of European University Association from 2013 to 2017. In addition to her duties as the Vice Chair of the Association of European Operational Research Societies (EURO) from 2003 to 2007 and the national representative at NATO Research and Technology Organisation from 2002 to 2010, she has been in close collaboration with various European universities, states, and non-governmental organizations. Prof. Dr. Barbarosoğlu is a founder member of the EURO Organisational Planning European Working Group and a member of the Institute of Management Sciences (INFORMS), American Production and Inventory Control Society (APICS), and International Industrial Engineering and Production Management (IEPM). Prof. Dr. Barbarosoğlu who places great importance on civil society activities worked actively to establish the Neighbourhood Disaster Volunteers (MAG) and served as a member and chair of the Board there. Prof. Dr. M. M. Gülay Barbarosoğlu retired from Boğaziçi University in December 2016.

Müzeyyen Münire Gülay Barbarosoğlu has been an independent Board member of Arçelik A.Ş. since March 25, 2020.

Müzeyyen Münire Gülay Barbarosoğlu has the qualifications of being independent as defined in the Capital Market Board's Corporate Governance Principles.



AHMET TURUL
Board Member

Ahmet Turul graduated from the Faculty of Political Sciences at Ankara University in 1980. After working as an Assistant Public Accountant and Public Accountant at the Ministry of Finance from 1980 to 1988, he worked as the Deputy Coordinator of Financial Affairs and Coordinator of Financial Affairs at Koç Holding A.Ş. between 1988 and 1999; as the Assistant General Manager of Financial Affairs at Koç Tüketici Finansmanı A.Ş. between 1999 and 2002; and as the Assistant General Manager of Financial Affairs at Allianz Sigorta A.Ş. and Allianz Hayat ve Emeklilik A.Ş. from 2002 to 2010.

Ahmet Turul has been a Member of the Board at Allianz Sigorta A.Ş. and Allianz Hayat ve Emeklilik A.Ş. since 2010. Besides, he still serves as the Member of the Advisory Board of the Insurance Association of Turkey (TSB) and the Member of Tax Council as the representative of TSB.

Ahmet Turul worked as an Independent Member of the Board at Tüpraş-Türkiye Petrol Rafinerileri A.Ş. from 2014 to 2019.

He has been working as an independent member of the Board at Arçelik A.Ş. since March 19, 2019.

Ahmet Turul has the qualifications of being independent as defined in the Capital Market Board's Corporate Governance Principles.



TUĞRUL FADİLLİOĞLU
Board Member

Tuğrul Fadıllıoğlu graduated from the Department of Mechanical Engineering at Boğaziçi University in 1982. After working as the Product Development Engineer, Production Engineer, Chief of Moulding House, Technical Manager of the Washing Machine Plant, Quality Assurance Manager of the Washing Machine Plant, Manager of the Vacuum Cleaner Plant in İzmir, Assistant General Manager of Small Appliances, and the Founding Director of the Vacuum Cleaner and Motor Plant from 1982 to 2002, he served as the Assistant General Manager of Operations and Technology at Tanı Pazarlama Hizmetleri A.Ş. from 2002 to 2004, and then as the General Manager at the same company from 2004 to 2009. Fadıllıoğlu assigned to Zer A.Ş. as the General Manager in 2009 served in this position until his retirement in 2014. During this period, he also worked as a Board Member at Tanı Pazarlama Hizmetleri A.Ş.

From 1995 to 2000, the period he lived in İzmir, Tuğrul Fadıllıoğlu worked as the Founding President of İzmir Branch of the Turkish Quality Association (KalDer). During his last year, 2000, he served as the Council Member of the Chamber of Industry of the Ege Region.

After his retirement, Fadıllıoğlu served as a top manager and board member at various institutions, and as the General Coordinator of the Turkish Quality Association (KalDer). Now, he is the Vice Chairman of the Board at CCA Kurumsal Değişim Akademisi Danışmanlık ve Eğitim Hizmetleri A.Ş., of which he is one of the cofounders.

Tuğrul Fadıllıoğlu has not taken on any other duties at Arçelik A.Ş. or its subsidiaries for the last five years. He has no relation with the executive managers of Arçelik A.Ş. He does not hold, directly or indirectly, any share over 5% in the capital of Arçelik A.Ş., he has no employee representation and he does not have any commercial relationship with Arçelik A.Ş.

Tuğrul Fadıllıoğlu has been the Independent Board Member of Arçelik A.Ş. since March 25, 2020.

Tuğrul Fadıllıoğlu has the qualifications of being independent as defined in the Capital Market Board's Corporate Governance Principles.

Management 2021



HAKAN H. BULGURLU
Chief Executive Officer

Hakan Bulgurlu, who completed his undergraduate education in the Department of Economics and Mechanical Engineering at the University of Texas, received his master's degree from Northwestern University, Kellogg School of Management, and Hong Kong University of Science and Technology. Bulgurlu, who started his career at Koç Holding in 1995, worked in different positions in the Asia-Pacific region and led the Asia-Pacific foreign trade and supply operations of the Holding for 13 years in Hong Kong. Bulgurlu, who was the General Manager of Arçelik-LG, which has the largest air conditioner production facility in Europe and the Middle East between 2007 and 2010, joined Arçelik in 2010 and has been the CEO of Arçelik since 2015. Bulgurlu, a member of the Climate Leaders CEO Alliance within the World Economic Forum (WEF), is among the founding members of Amstel Dialogue, which was established to accelerate the innovation process in Europe, in addition to his duty as a Member of the Executive Committee of the European Association of Home Appliance Manufacturers (APPLiA). Bulgurlu is a Member of the Board of the Turkish Foreign Trade Association (TURKTRADE) and is the Deputy Chairman of the Foreign Economic Relations Board (DEIK) Turkey - China Business Council.



POLAT ŞEN
Chief Financial Officer

Polat Şen completed his undergraduate studies at Marmara University, Department of Economics in 1998, and his master's degree at Bradford University, Department of International Finance in 1999. He completed the Harvard Business School Advanced Management Program in 2016. Şen, who started his career as an Audit Assistant at Koç Holding A.Ş. Audit Group Presidency in 2000, worked as Koç Holding A.Ş. Audit Specialist between 2002-2004. Şen, appointed as the Internal Audit Manager of Arçelik A.Ş. in 2004 and as the Finance and Financial Affairs Group Director of Grundig Elektronik/Grundig Multimedia BV in 2008, served as the Finance and Financial Affairs Director of Grundig Multimedia BV between 2009-2010. Polat Şen, who served as the Purchasing Director between 2010-2015, has been working as Chief Financial Officer since February 2015.



C. CAN DİNÇER
Chief Commercial Officer - Turkey, Pakistan, Bangladesh, India

Can Dinçer completed his undergraduate degree at Istanbul Technical University, Department of Mechanical Engineering in 1989, and his master's degree at the US Stevens Institute of Technology, Department of Business Administration in 1993. He completed the Harvard Business School Advanced Management Program in 2017. Dinçer, who started his career in 1993 as a Training Staff in the Finance Department of Arçelik A.Ş. worked as a Regional Sales Officer in the Export Department in 1995. He worked as an International Sales Manager between 2000-2005 for CIS and Other Countries, International Sales Director between 2005-2009 for Non-European Markets and Sales Director between 2009-2012 for Europe, America, Asia-Pacific and between 2012-2015 for Subsidiaries, America, Asia-Pacific, Assistant General Manager - Commercial Turkey between 2015-2017. Can Dinçer has been working as Chief Commercial Officer - Turkey, Pakistan, Bangladesh, India- since January 2018. In addition to this role, he was appointed as the General Manager of Arçelik Pazarlama A.Ş. as of 30 December 2016. Can Dinçer is married and has two children.



TOYGAN PULAT
Chief People Officer

Toygan Pulat completed his undergraduate education at the Department of Industrial Engineering at Middle East Technical University in 1994 and his master's degree from the Department of Business Administration at Bilkent University in 1996. He studied Human Resources Management at McMaster University in Canada in 1999-2000. Starting his career as a Project Engineer at Philips in 1996, Pulat has more than 25 years of work experience in multinational companies operating in the consumer goods, beauty and personal care, and telecom sectors. Toygan Pulat has been working as Chief People Officer since June 2021.



NİHAT BAYIZ

Chief Production and Technology Officer

Nihat Bayız completed his undergraduate degree at the Department of Mechanical Engineering at Middle East Technical University in 1993. He completed the Harvard Business School Management Program in 2016. Bayız, who started his career as a Research and Development Engineer in the R&D Department of Aselsan A.Ş. in 1993, worked as an Engineer in the Production and Engineering Department in 1994. He served as Arçelik A.Ş. R&D Director between 2017-2020. Nihat Bayız has been working as Chief Production and Technology Officer since 2021. Bayız is a member of Koç University Arçelik Creative Industry Research Center (KUAR), Koç University Engineering Department Advisory Board and Middle East Technical University Micro-Electromechanical Systems Research and Application Center, and is also a member of YPO-Romania.



M. RAGIP BALCIOĞLU

Chief Commercial Officer - Europe, the Middle East, North Africa, Americas

Ragıp Balcioğlu completed his undergraduate degree at Istanbul Technical University, Department of Industrial Engineering in 1989, and his master's degree from Koç University, Department of Business Administration in 1996. He completed the Harvard Business School Advanced Management Program in 2019. Ragıp Balcioğlu started his professional life in 1990 at Data Hidrolik Makine Sanayi A.Ş. as a Marketing Manager. Balcioğlu, who worked as the Imported Material Planning and Purchasing Specialist at Arçelik A.Ş. between 1992-1996, was appointed as the Commercial Manager of Beko England in 1996. Appointed as Product Marketing Manager at Beko Plc in 2003, Balcioğlu served as Product Marketing Director in 2004 and Product Management and Supply Director in 2006. He worked as Sales Director at Beko Plc between 2008-2010, as the UK and Ireland Country Manager at Arçelik A.Ş. and General Manager at Beko Plc between 2011-2015, and as Commercial International Assistant General Manager at Arçelik between 2015-2017. Balcioğlu has been serving as Chief Commercial Officer - Europe, the Middle East, North Africa, Americas - since January 2018.



UTKU BARIŞ PAZAR

Chief Strategy & Digital Officer

Utku Barış Pazar completed his undergraduate degree at the Department of Electrical and Electronics Engineering at Middle East Technical University in 2000 and his master's degree at Emory University, Goizueta Business School in 2010. He completed the Advanced Business Program at Harvard Business School in 2022. He started his career at Nokia Networks in 2000, held various positions at Nokia (Siemens) Networks - North America and McKinsey & Company, and then served as Assistant General Manager of Technology Management and Technical Services at Doğu Media Group. Utku Barış Pazar joined Koç Group in 2015 as Strategic Planning Director of Arçelik A.Ş. and was assigned as Strategy and Business Development Director of Koç Holding A.Ş. in 2016. Utku Barış Pazar has been working as Chief Strategy & Digital Officer at Arçelik A.Ş. since 2018. In addition to this role, he is also the Chairman of the TÜSİAD Software Working Group.



ZEYNEP YALIM UZUN*

Chief Marketing Officer

Zeynep Yalım Uzun completed her undergraduate degree in Economics and Psychology at Agnes Scott College in the USA. Uzun started her career as a Training Staff at Şark Sigorta in 1990 and started to work as Komili Brand Manager at Unilever in 1992. She was appointed to Unilever Poland in 1998 and served as the Central and Eastern Europe Marketing Manager of the Rama brand in the geography of 22 countries. Returning to Turkey in 2001, Uzun served as Knorr and Calve Marketing Manager, Home Care Category Marketing Manager, and Unilever Africa, the Middle East and Turkey Home Care Category Director. Between 2007 and 2012, she served as Unilever Turkey Home and Personal Care Group Vice President and Unilever Turkey Board Member. Between 2012 and 2017, she served as the Global Vice President of Omo, one of the biggest brands of Unilever, based in London. Zeynep Yalım Uzun was appointed as Chief Marketing Officer of Arçelik A.Ş. in October 2017. Uzun, who was selected as one of the 20 women who made a difference in the marketing world in Europe in the "Women to Watch Europe" list in 2020 by Advertising Age, one of the most respected publications in the marketing world, is also a Founding Member of Turkishwin and a Member of the Advisory Board at Bin Yaprak. In addition to being one of the "Women in the Board of Directors" mentees, she is also a member of the Board of Trustees of the Koruncuk Foundation for Children in Need of Protection.

(* Zeynep Yalım Uzun resigned from her position as Arçelik Chief Marketing Officer as of 31.12.2021 and transferred her duty to Akin Garzanlı.

Risk Management and Internal Audit

RISK MANAGEMENT AND RISK MANAGEMENT COMMITTEE STUDIES

The Board of Directors creates risk management and internal control systems to determine the risks that may affect the Company's stakeholders, primarily the shareholders, to minimize their impact and probabilities, and periodically reviews their effectiveness.

In line with the decision taken at the Board of Directors Meeting of Arçelik A.Ş. dated 16.07.2010, as part of compliance with Article 378 of the Turkish Commercial Code No. 6102 and the Corporate Governance Communiqué of the CMB and in order to ensure the effective functioning of the committees within the Board of Directors; a Risk Management Committee has been established in order to carry out works for early detection of risks that may endanger the existence, development, and continuation of the Company, to take necessary actions regarding the identified risks, and to manage risks. The Chairman of the Committee is Independent Board Member M. Gülay Barbarosoğlu and the other member is Fatih K.Ebiçlioğlu, Member of the Board of Directors.

The Risk Management Committee advises the Board of Directors for early detection and evaluation of risks that may affect the Company, calculating their effects and possibilities, managing and reporting these risks in accordance with the Company's enterprise risk appetite, taking necessary measures to reduce the effects and possibilities of the identified risks, and, in this direction, the establishment of effective internal control systems. In this context, the Risk Management Committee held six meetings in 2021. Enterprise Risk Management and Finance Directorate, operating within the structure of the Finance and Financial Affairs Deputy Directorate General, manages, coordinates, and oversees financial, strategic, operational, compliance, and external risks that may affect the Company through the risk management system it has established and reports to the Risk Management

Committee. While the Finance and Enterprise Risk Management Directorate reports to the Risk Management Committee, the Internal Audit Management conveys information to the Audit Committee, and both units are functionally independent of each other.

INTERNAL CONTROL SYSTEM AND INTERNAL AUDIT

Arçelik adopted the "Triple Line of Defense" approach in its Internal Control Systematics. The Internal Audit Directorate, operating within the structure of the General Directorate of Finance and Financial Affairs, carries out audits in order to evaluate and improve the effectiveness of internal control and governance processes and regularly shares the results with the Audit Committee.

The main duty of the Audit Committee is to report to the Board of Directors in writing its evaluations regarding the Company's accounting, reporting, and internal control systems, the effectiveness of the independent audit processes, and the compliance of the annual and interim financial statements to be announced to the public in line with the accounting principles adopted by the Company and the authenticity thereof. The Audit Committee consists of at least two members. The Chairman and Members of the Committee are selected from among the Independent Members of the Board of Directors. The Audit Committee convenes at least four times a year, at least once every three months.

ENTERPRISE RISK MANAGEMENT

Arçelik AŞ Enterprise Risk and Insurance Management, which determines the compatibility of company risks with corporate targets and strategies as its main framework matches strategies and targets with risks. In this process, best practices on a global scale, especially the ISO 31000 Risk Management Standard and the COSO Enterprise Risk Management Framework are considered. All identified risks are prioritized by taking into account metrics such as risk score, financial impact, etc. In

this way, it is determined which risks should be focused on, risk management is applied at every level of function and operations, and it is ensured that the Senior Management is intertwined with the decision-making mechanisms. Within the scope of risk management activities, risk awareness of all employees is increased and it is encouraged to bring the issues that may pose a risk to the agenda through the risk suggestion system.

Arçelik A.Ş. Enterprise Risk and Insurance Management takes into account environmental, social, and governance risks, oversees climate change, occupational health and safety, and dissemination of the Company culture to all employees, and participates in the projects carried out by regularly exchanging information with the relevant units of the Company in the follow-up of these risks. Practices are developed, where new values are created for the company and its stakeholders, opportunities are taken into account as well as risks, gap

analysis studies are carried out, and the risk appetite of the Board of Directors and Senior Management is regarded. The Enterprise Risk and Insurance Management process is carried out in all businesses, central units, and foreign subsidiaries of the Company in an integrated manner with all business processes and within the framework of a structure that affects the performance evaluation processes of risk officers.

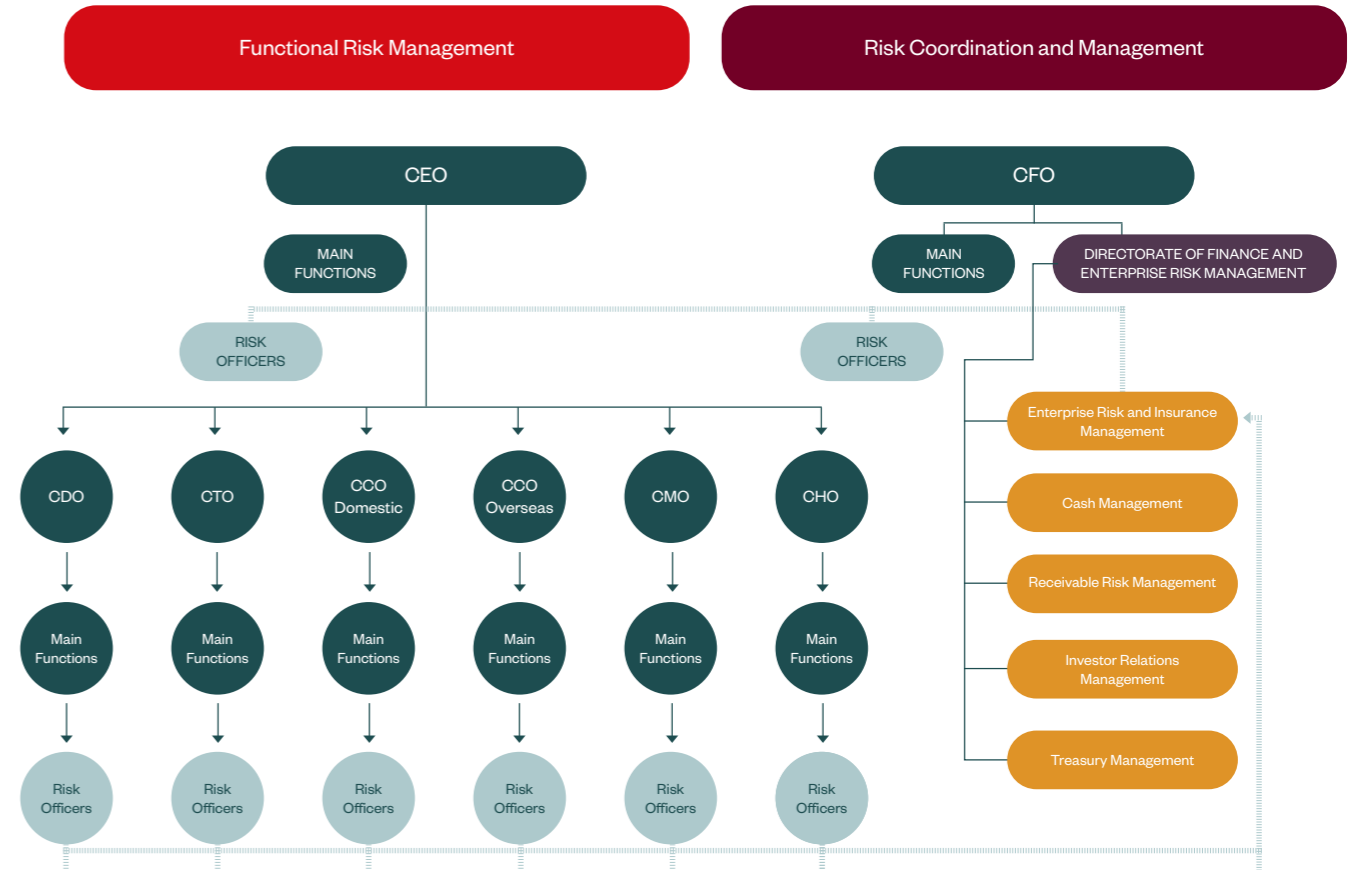
RISK COORDINATION AND SUPERVISION

Global risk coordination and supervision of Arçelik A.Ş. headquarters and Group companies are provided by the Finance and Enterprise Risk Management Directorate, which is reporting to the Finance and Financial Affairs Deputy Directorate General.

The risk management organization of Arçelik A.Ş. is shown in the table below:

ARÇELİK A.Ş. BOARD OF DIRECTORS RISK COMMITTEE

Chairman: Independent Board Member **Member:** Board Member



FUNCTIONAL RISK MANAGEMENT

The directors and country managers in the Senior Management team are responsible for managing the risks of their own organizations and completing the actions that mitigate the impact and probability of the risk attributed to their organizations within the scope of mitigating the risks of different organizations.

TRAINING

In order to increase risk culture and awareness throughout the organization, enterprise risk management training is given to directors in the Senior Management organization, country managers working in Group companies, and risk officers working in organizations.



ENTERPRISE RISK MANAGEMENT SYSTEMS

In 2021, the Enterprise Risk Management Directorate reporting to the Finance and Financial Affairs Deputy Directorate General was restructured as the Finance and Enterprise Risk Management Directorate. In the new Enterprise Risk Organization, the Enterprise Risk Management and the Enterprise Risk Management and Insurance Management departments under the Finance Directorate were merged, resulting in a more effective structure.

Since both Enterprise Risk Management and Insurance Management are followed up by the same team, a proactive decision-making process was intended. The direct cooperation of the Insurance Management team with potential insurance

companies ensures that the risks of the Arçelik Group are transferred to local and global insurers in the most accurate way. Arçelik Group has the ability to design insurance programs and structure; it determines coverage, including overseas risks, and optimizes the insurance program by negotiating with insurers and brokers. Thus, by preparing various risk scenarios under different models and deciding on the best risk model to be applied, the new strategic insurance model is successfully implemented in accordance with all legal requirements.

In addition to the creation of a new Enterprise Risk Organization, the new structure of the Enterprise Risk Management Framework has been prepared. In the new Enterprise Risk Management Framework, emphasis is placed on risk scenario analyses in which variables considered in strategic decision-making processes are simulated. In risk scenario analysis, it is possible to take a more active role in decision-making mechanisms by calculating the financial results of risks.

With the new Enterprise Risk Management Framework, it is aimed to:

- Identify uncertainties in strategic decision-making processes more effectively,
- Demonstrate the end-to-end impact of risks across the entire value chain of the Company in a holistic manner,
- Ensure that all risk-affected units are more actively involved in the process

Risks are defined and prioritized in Arçelik A.Ş. in five main categories: financial, strategic, operational, compliance, and external. Through risk management software, the root causes of risks matched with the Company's strategies and objectives are revealed, and impact and probability analyses are performed; in line with these analyses, actions to reduce the impact and probability of risk are defined and reviewed. All activities related to risk management and risks are periodically reported to the Risk Management Committee. The evaluations regarding the material risks and the important actions taken are followed up by the Senior Management.

PROMINENT RISKS THROUGHOUT THE WORLD

Emerging risks are proactively followed, their possible long-term effects on the Company are evaluated, and the Senior

Management and Risk Management Committee are regularly informed about the issues. In this framework, risks stemming from the pandemic (health risks, supply chain risks, etc.) stand out both in terms of impact and probability. Moreover, the risks of loss of reputation/brand damage, failure in adapting to innovation pace, cyberattacks, and information security come to the forefront as the globally rising risks.

Access to raw materials became difficult after the pandemic due to problems in the supply chain (problems in container availability, insufficient number of drivers due to the pandemic, inoperative ports, etc.); as a result of the increase in global demand and the constraints faced by suppliers due to force majeure, raw material base prices increased more than expected. Risks and restrictions related to the pandemic have increased the risks of cyberattacks, along with the change in the way many people work (remote, hybrid, etc.). Measures are taken within the scope of Information Technologies and operational processes, projects are carried out, strategic cyber security cooperations are developed, awareness training on information security are carried out and controls are made with periodic tests in order to prevent the loss of reputation, income, market share and brand value that may be caused by cyberattacks and information security risk.

Today, the climate crisis is the greatest threat to our planet and ecosystem. We regard climate risk as a fundamental risk for the sustainability of our activities. You can see the analysis of the impacts of Arçelik's climate crisis strategy, business plans, risks, and opportunities on its operations in the section "In Touch With Our Planet."

In order to effectively manage the risks related to the speed of innovation, projects are carried out in which all processes of Arçelik's global geography and central management are handled in a holistic manner, and it is ensured that the actions that reduce the impact and probability of risks are handled in a way that covers the entire geography.

Please see the [Table of Risks and Opportunities related to TCFD Reporting and Other ESG](#) for information about the risks and opportunities regarding Environmental, Social, and Governance.

THE RISK OF PANDEMIC

Arçelik closely follows the developments in the COVID-19 outbreak on a national and international scale. All risks associated with the pandemic are handled in a way that covers the health of employees, stakeholders, business partners, and consumers in all geographies, without disrupting production and services for the basic needs of society. Even if there are disruptions in activities due to the pandemic that has affected the whole world in supply, production, and sales processes, the Business Continuity Plan continues uninterrupted within the scope of extensive measures taken for the health of employees. While central offices switched to working from home, production facilities, stores, authorized services, and supply chain operations continued their activities within the framework of high-level hygiene rules. In all production facilities, in order to minimize the effects of COVID-19 and to keep work areas under control, TSE COVID-19 Safe Production Certificate was obtained for Turkish Enterprises, in addition to conducting internal audits. By conducting online audits for suppliers, Arçelik contributed to both company and public health processes.

In addition to all the measures taken in 2020, in 2021;

- Gaining rapid antigen test capability, health checks of people at the entrance to workplaces were carried out more effectively.
- With the encouragement of vaccination in the workplaces and on-site vaccination activities, the vaccination rate of 86% globally being 99% in the country and 74% abroad, has been attained and these rates are increasing day by day.

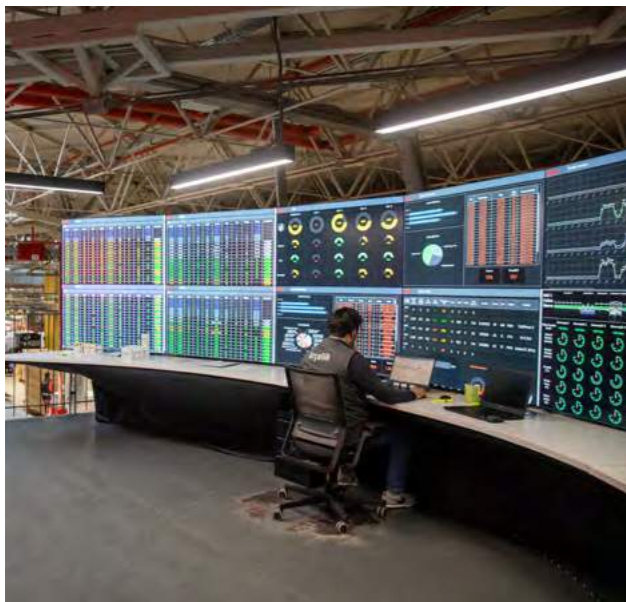


Production and sales activities in Romania, Pakistan, Bangladesh, South Africa, and Russia were temporarily suspended due to the curfew declared by the official authorities as part of the fight against the pandemic. These activities, which were temporarily suspended, affected these geographies and had a limited impact on consolidated production and turnover. With the awareness that these mandatory restrictions may adversely affect supply chain processes and create additional risks for sales, close contact with suppliers has been maintained. Actions to reduce the impact and probability of risks are discussed in a manner covering all geographies.

In order to reduce the devastating impact of the pandemic on globally designed supply chains, projects are carried out on issues such as the evaluation of resource diversity and localization efforts from different geographies, and actions have been taken to reduce the impact and probability of these risks.

CYBER RISK MANAGEMENT

Risk control strategies and the cyber risk profile of Arçelik A.Ş. are determined and works are carried out within the scope of the project conducted to transfer/reduce cyber risk. With the participation of all relevant units, including the Information Technologies Directorate, various tools, primarily the cyber risk insurance policy, were put into use in order to reduce the impact and probability of the risk.



BUSINESS CONTINUITY MANAGEMENT

In accordance with the ISO 22301 Standard, the General Directorate continues and extends the Business Continuity Management Project which is carried out in order to maintain the products and services of some factories and subsidiaries at an acceptable level after a possible interruption. Within the framework of the project, it is aimed to manage an unexpected business interruption and crises within the scope of the emergency, crisis management, and business recovery management plans, quickly and effectively, and to ensure business continuity by eliminating the effects on the Company's facilities, operations, financials, reputation, and stakeholders. Within this scope, it is aimed to ensure effective and timely use of resources, as well as effective internal and external stakeholder communication in the crisis environment.

INSURANCE MANAGEMENT

Responsibility of insurance management covers the assessment and management of possible operational risks that are or may be incurred. The insurance management process basically consists of the detection, measurement, evaluation, monitoring, control, and mitigation of operational risks, reporting and management processes, including damage management processes. All insurance and operational activities of the Group are monitored within the framework of predetermined rules, and necessary works are carried out in order to transfer all transferable risks to local and international insurers.

In 2021, the Enterprise Risk Management and Insurance Management departments under the Finance and Enterprise Risk Management Directorate were merged, resulting in a more effective working structure. Since both Enterprise Risk and Insurance Management are followed up by the same team, a proactive decision-making process is at work. The direct cooperation of the Insurance Management team with potential insurance companies ensures that the risks of the Arçelik Group are transferred to local and global insurers in the most accurate way. The Insurance Management team designs the Arçelik Insurance Program on a global scale, including its foreign subsidiaries; negotiates with reinsurers, insurers and brokers and ensures the creation of programs tailored to the needs of the Arçelik Group. Arçelik Group makes "Service Level

Agreements (SLA)" with insurance companies on a global scale in order to manage all of its processes. Globally, claims in all insurance branches, including product liability claims, are coordinated centrally and exclusively.

There are insurance policies in various branches in order to cover the losses that may arise in case risks substantiate. Modeling studies are carried out in order to select the best risk transfer methods that can be applied within the framework of local and international legal rules and to determine the scope of coverage that best meets operational risks in policies. The collaterals that the Arçelik Group may need in line with changing and developing conditions are regularly reviewed and more efficient use of Arçelik Group's resources is ensured. In order to form a part of operational risk management, commercial contracts to which the Group is a

party (for example, sales & agency and purchasing contracts) are reviewed within the framework of liability and indemnity conditions, and necessary insurance coverage is ensured to be obtained. Necessary modeling studies are carried out to include risk transfer for the needs of the Group within the scope of the emergency, crisis management, and business recovery management, and processes are managed in cooperation with all relevant units.

Within the scope of the Digital Transformation Project, it is aimed to monitor and report operational risks more effectively and efficiently. Additionally, in order to minimize the operational risks of the Group, work is carried out in coordination with all relevant units at home and abroad, and various training sessions are organized in line with the needs.



Receivable Risks

INTERNATIONAL RECEIVABLE RISK

Consolidated receivable risks arising from the direct exports of Arçelik A.Ş. and the local sales and/or exports of the Group companies are managed by the International Receivables Risk Management. Global Risk Management Policies have been established for the management and standardization of consolidated receivable risks, and all companies act within the framework of these policies. The needs and risks in parallel with the widespread growth in wide geography are determined, and agreements are made to provide conditions suitable for all circumstances in order to prevent possible damages, and these risks are transferred to Global Credit Insurance Institutions. In addition to Global and Local Credit Insurance Policies, other guarantee instruments such as letters of credit, letters of guarantee, etc. are also used, and the counterparty bank risks of these guarantees are transferred within the framework of Global Risk Management Policies. Within the framework of the Global Risk Management Policies established, monthly consolidated receivable risks are reported to the committees consisting of the Company's Senior Management, and the risks followed within the framework of the determined methodology are evaluated and approved by the relevant committees. In order to support the comprehensive analysis of Receivable Risks, risk scores are calculated on a customer basis and the whole process can be monitored in a consolidated manner in the ERP environment. Pre-purchase receivable risks of newly added companies are analyzed in detail and necessary arrangements are made to comply with Global Risk Management Policies.

DOMESTIC RECEIVABLES RISK

The adequacy of the collateral provided by the dealers/customers is monitored to follow up the receivable risk arising from the domestic sales, the receivable risks are reported monthly and evaluated with the participation of the Senior Management every quarter of the year.

PRODUCT SAFETY RISK

Regular reviews are carried out by the Product Safety Department in order to eliminate the risks that may arise during

the life cycle of the products before the products come onto the market. Design, quality, production, and supply processes are evaluated and audited in terms of product safety. In this way, it is aimed to trigger improvement in products and processes.



FINANCIAL RISKS

Financial risks, which are addressed in three categories as Liquidity Risk, Interest Rate Risk, and Exchange Rate Risk, are managed with the following application principles.

LIQUIDITY RISK

Liquidity management at Arçelik A.Ş. is based on the alignment of the balance sheet and cash flow. Short-term liquidity management is carried out with the alignment of receivable and debt maturities and effective stock management, and a calculated cash level is maintained in order to eliminate any

risk factor in the balance sheet. For medium and long-term liquidity, it is observed that the average debt is kept above a certain maturity through different financial resources, based on market and sector dynamics. Through the foreign cash pool created, the centrally-executed liquidity management ensures that the Group's cash is used in the most appropriate way. This pool also serves as a stock in trade to meet the short-term cash needs of the subsidiaries.

In 2021, a more balanced structure was achieved in the balance sheet by obtaining long-term and affordable loans. Efforts have also been made to obtain a loan from the International Finance Corporation (IFC) covering Arçelik A.Ş. and Singer.

INTEREST RATE RISK

Fluctuations in interest rates due to interest-sensitive assets and liabilities in the company's balance sheet pose a significant risk in terms of financial results. This risk is managed by establishing a fixed-variable balance in the balance sheet, balancing the amounts and maturities of interest-sensitive items, using on-balance sheet methods, or by using derivative financial instruments when necessary.

In this context, emphasis is placed on the compatibility of not only the maturities of receivables and payables but also the interest rate change periods.

EXCHANGE RATE RISK

Arçelik A.Ş. is exposed to a significant exchange rate risk as it carries out its production and sales activities in different currencies in many countries. As of December 2021, a total of 39 currencies are used in commercial operations. In order to minimize the exchange rate risk and centralize it, intra-Group commercial relations are carried out on the basis of the functional currency of the subsidiaries.

Currency risk is managed centrally. The main principle in the management of currency risk is to maintain a foreign exchange position level close to zero, in a way that will be least affected by exchange rate fluctuations. Forecasts of future foreign exchange positions are collected from each company on a monthly basis, and the expected risk in the balance sheet is minimized by the Central Treasury Management by using on-balance sheet methods and derivative instruments.

RATING GRADE

Fitch Ratings downgraded Long-term Foreign and Local Currency Issuer Default Ratings of Arçelik A.Ş. from "BB+" to "BB" on February 11, 2022. The outlook is stable.

On March 22, 2021, S&P Global Ratings upgraded Arçelik's Long-term Local Currency Issuer Default Ratings from "BB" to "BB+," and the outlook was downgraded from stable to negative on December 20, 2021.



Profit Distribution Proposal

Dear Shareholders,

The financial statements for the January 1-December 31, 2021 accounting period, which were prepared by our company based on Turkish Financial Reporting Standards (TFRS) and audited by PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. are presented in the annual report.

As a result of the examination of the said financial statements and the financial statements of Arçelik A.Ş. prepared in line with the provisions of Tax Procedure Law (TPL), it was seen that;

According to TFRS, the net profit of the Company is 3,251,008,842.82 TL and the current year profit is 3,535,004,341.59 TL in accordance with Tax Procedure law,

a) The 5% portion of legal reserves which has to be allocated according to Article 519 of the Turkish Commercial Code, will not be allocated for 2021 since legal reserves amount as of 31.12.2021 according to Tax Procedure Law reached 20% of the capital,

In accordance with TFRS, distributable profit is 3,251,008,842.82 TL which is the sum of net profit of 3,290,490,017.88 TL plus the donations of 39,481,175.06 TL;

Net profit of 3,535,004,341.59 TL is the distributable profit according to financial statements prepared on the basis of Tax Procedure Law;

Accordingly;

b) In accordance with Capital Market Legislation and the profit distribution clause of the Company's Articles of Association and the Profit Distribution Policy approved by shareholders in the General Assembly dated March 27, 2014; considering market expectations, our Company's long-term strategies, investments and financing policies, profitability and cash status, the dividend amount is decided as below;

1,500,000,000.00 TL first dividend payable to shareholders,
146,621,358.98 TL portion of legal

reserves,

c) Total amount of 1,500,000,000.00 TL which is the sum of the first dividend shall be paid in cash to the shareholders;

d) If the above profit distribution proposal is accepted by the General Assembly, based on our registrations prepared based on Tax Procedure Law, the total dividend of 1,500,000,000.00 TL shall be paid to the shareholders from the current year's other earnings and the amount of the secondary general legal reserve of 146,621,358.98 TL shall be met from current year's other earnings;

e) According to the financial statement prepared based on Tax Procedure Law, the dividend paid to the shareholders of the current year profit and the remaining 1,888,382,982.62 TL after the general legal reserves are allocated as extraordinary reserves; according to TFRS records, the amount remaining from the net profit after the dividend of 1,500,000,000.00 TL and the general legal reserve amount of 146,621,358.98 TL is covered from the net profit is transferred to the past year profits of 1,604,387,483.84 TL;

f) To our shareholders which are full taxpayer institutions or limited taxpayer institutions obtaining dividend through a workplace or permanent representatives in Turkey; for the shares with a nominal value of 1.00 TL, the dividend shall be paid at the rate of 221.98274% and 2.2198274 TL gross=net cash for shares at the nominal value of 1.00 TL, and a gross cash dividend of 2.2198274 TL at the rate of 221.98274%, and a net cash dividend of 1.9978446 TL at the rate of 199.78446% ;

g) The dividend payment date is determined as March 28, 2022;

It has been decided to submit our shareholders for approval at the General Assembly.

We extend our best wishes for 2022 to our country and company.

Sincerely,

Rahmi M. Koç
Chairman of the Board of Directors

Arçelik

Statement of Independence

INDEPENDENCE STATEMENTS OF INDEPENDENT BOARD MEMBER CANDIDATES

JANUARY 14, 2022

I do declare that I am a candidate for assuming the role of an “independent member” in the Board of Directors of Arçelik A.Ş. (Company), within the criteria stipulated in the legislation, the articles of association, and the Capital Markets Board’s Corporate Governance Communiqué, and in this context;

a) There is no relation of employment in executive positions to assume material roles and responsibilities for the past 5 years between the Company, Subsidiaries where the Company holds control or significant power over management or Partners that hold significant power in the Company and the legal entities where such Partners hold control over management, and me, my wife, and up to second-degree relatives by kinship and marriage; that no capital or voting rights or privileged shares more than 5% were held collectively or individually or no material trade relations were established;

b) I have not worked at an executive position with significant and material tasks and responsibilities or held the seat as a board member or held stocks (equal to or above 5%) in such companies from which the company procures goods or services from or sells goods or services to in significant volumes in line with the agreements between them, including, in particular, the company’s audit (including tax audit, statutory audit, internal audit), rating and consultancy services in the last five years;

c) I have the necessary professional education and training, knowledge, and experience required for properly fulfilling the duties that I will undertake due to the fact that I become an independent board member;

d) I do not work on a full-time basis at public agencies and institutions after my appointment as a member except for the

lecturer position at universities in line with applicable laws;
d) I am considered a resident in Turkey according to the Income Tax Law no.193 dated 31/12/1960,

e) I possess strong ethical standards, professional credibility, and experience that are necessary for making positive contributions to the Company’s operations, maintaining my independence in possible conflicts of interest between the Company and its shareholders, and making decisions freely taking into consideration the rights of stakeholders,

f) I will make sufficient time for keeping track of the company’s activities and for fully performing my duties on behalf of the company,

g) I have not been a member of the Board of Directors of the company for more than six years in total within the last decade,

ğ) I am not serving as an independent board member on more than three companies, which are controlled by the company or by shareholders having management control over the company, and on not more than five listed companies in total,

h) I am not registered and announced as a Board Member representing a legal entity.

and I solemnly declare the issues listed above.

NAME-SURNAME: **Kamil Ömer BOZER**

SIGNATURE:



JANUARY 14, 2022

I do declare that I am a candidate for assuming the role of an “independent member” in the Board of Directors of Arçelik A.Ş. (Company), within the criteria stipulated in the legislation, the articles of association, and the Capital Markets Board’s Corporate Governance Communiqué, and in this context;

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b) I have not worked at an executive position with significant and material tasks and responsibilities or held the seat as a board member or held stocks (equal to or above 5%) in such companies from which the company procures goods or services from or sells goods or services to in significant volumes in line with the agreements between them, including, in particular, the company’s audit (including tax audit, statutory audit, internal audit), rating and consultancy services in the last five years;

c) I have the necessary professional education and training, knowledge, and experience required for properly fulfilling the duties that I will undertake due to the fact that I become an independent board member;

d) I do not work on a full-time basis at public agencies and institutions after my appointment as a member except for the lecturer position at universities in line with applicable laws;
d) I am considered a resident in Turkey according to the Income Tax Law no.193 dated 31/12/1960,

e) I possess strong ethical standards, professional credibility, and experience that are necessary for making positive contributions to the Company’s operations, maintaining my independence in possible conflicts of interest between the Company and its shareholders, and making decisions freely taking into consideration the rights of stakeholders,

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h) I am not registered and announced as a Board Member representing a legal entity.

and I solemnly declare the issues listed above.

NAME-SURNAME: **Müzeyyen Münire Gülay Barbarosoğlu**

SIGNATURE:



INDEPENDENCE STATEMENTS OF INDEPENDENT BOARD MEMBER CANDIDATES

JANUARY 14, 2022

I do declare that I am a candidate for assuming the role of an “independent member” in the Board of Directors of Arçelik A.Ş. (Company), within the criteria stipulated in the legislation, the articles of association, and the Capital Markets Board’s Corporate Governance Communiqué, and in this context;

a) There is no relation of employment in executive positions to assume material roles and responsibilities for the past 5 years between the Company, Subsidiaries where the Company holds control or significant power over management or Partners that hold significant power in the Company and the legal entities where such Partners hold control over management, and me, my wife, and up to second-degree relatives by kinship and marriage; that no capital or voting rights or privileged shares more than 5% were held collectively or individually or no material trade relations were established;

b) I have not worked at an executive position with significant and material tasks and responsibilities or held the seat as a board member or held stocks (equal to or above 5%) in such companies from which the company procures goods or services from or sells goods or services to in significant volumes in line with the agreements between them, including, in particular, the company’s audit (including tax audit, statutory audit, internal audit), rating and consultancy services in the last five years;

c) I have the necessary professional education and training, knowledge, and experience required for properly fulfilling the duties that I will undertake due to the fact that I become an independent board member;

d) I do not work on a full-time basis at public agencies and institutions after my appointment as a member except for the

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d) I am considered a resident in Turkey according to the Income Tax Law no.193 dated 31/12/1960,

e) I possess strong ethical standards, professional credibility, and experience that are necessary for making positive contributions to the Company’s operations, maintaining my independence in possible conflicts of interest between the Company and its shareholders, and making decisions freely taking into consideration the rights of stakeholders,

f) I will make sufficient time for keeping track of the company’s activities and for fully performing my duties on behalf of the company,

g) I have not been a member of the Board of Directors of the company for more than six years in total within the last decade,

ğ) I am not serving as an independent board member on more than three companies, which are controlled by the company or by shareholders having management control over the company, and on not more than five listed companies in total,

h) I am not registered and announced as a Board Member representing a legal entity.

and I solemnly declare the issues listed above.

NAME-SURNAME: **Tuğrul Fadilloğlu**

SIGNATURE:

JANUARY 14, 2022

I do declare that I am a candidate for assuming the role of an “independent member” in the Board of Directors of Arçelik A.Ş. (Company), within the criteria stipulated in the legislation, the articles of association, and the Capital Markets Board’s Corporate Governance Communiqué, and in this context;

a) There is no relation of employment in executive positions to assume material roles and responsibilities for the past 5 years between the Company, Subsidiaries where the Company holds control or significant power over management or Partners that hold significant power in the Company and the legal entities where such Partners hold control over management, and me, my wife, and up to second-degree relatives by kinship and marriage; that no capital or voting rights or privileged shares more than 5% were held collectively or individually or no material trade relations were established;

b) I have not worked at an executive position with significant and material tasks and responsibilities or held the seat as a board member or held stocks (equal to or above 5%) in such companies from which the company procures goods or services from or sells goods or services to in significant volumes in line with the agreements between them, including, in particular, the company’s audit (including tax audit, statutory audit, internal audit), rating and consultancy services in the last five years;

c) I have the necessary professional education and training, knowledge, and experience required for properly fulfilling the duties that I will undertake due to the fact that I become an independent board member;

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lecturer position at universities in line with applicable laws;
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h) I am not registered and announced as a Board Member representing a legal entity.

and I solemnly declare the issues listed above.

NAME-SURNAME: **Ahmet Turul**

SIGNATURE:

Statement of Responsibility for Financial Statements

STATEMENT OF RESPONSIBILITY
ISSUED PURSUANT TO ARTICLE 9 OF CAPITAL MARKETS BOARD'S
COMMUNIQUE ON THE PRINCIPLES OF FINANCIAL REPORTING (NO. II-14-1.)

DATE OF RESOLUTION OF THE BOARD OF DIRECTORS ON APPROVING THE REPORT: 01/03/2022
RESOLUTION NO: 1106

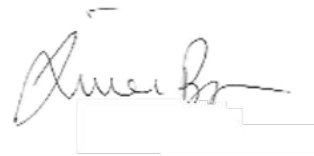
Attached is presented our Annual Report for the year 2021 prepared by in accordance with Turkish Commercial Code and CMB Financial Reporting Communique numbered as II-14.1 and audited by PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. according to Capital Markets Board Regulations including the Corporate Governance Principles Compliance Report. We hereby announce and declare that in accordance with the CMB regulations, the annual report, which includes the Corporate Governance Compliance Report and Corporate Governance Information Form, prepared by our Company is;

Has been reviewed by us

- Does not contain any inaccuracy in all material respects and are free of commissions that may be regarded as misleading as of the issue that
- Presents fairly the progress and the performance of the business, the financial position of the Company and the companies included in the scope of consolidation together with the material risks uncertainties

Regards

1 March 2022



K. Ömer BOZER

Chairman of the Audit Committee




Polat ŞEN

Chief Financial Officer



Ahmet TURUL

Member of the Audit Committee



Murat KAHRİMAN

Accounting Director

Statement of Responsibility for Annual Report

STATEMENT OF RESPONSIBILITY
ISSUED PURSUANT TO ARTICLE 9 OF CAPITAL MARKETS BOARD'S
COMMUNIQUE ON THE PRINCIPLES OF FINANCIAL REPORTING (NO. II-14-1.)

DATE OF RESOLUTION OF THE BOARD OF DIRECTORS ON APPROVING THE FINANCIAL
STATEMENTS: 26/01/2022
RESOLUTION NO: 1093

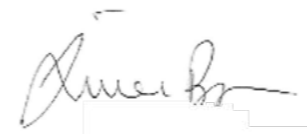
Under the Capital Markets Board Regulations, within the framework of the information provided to us in relation to our tasks and responsibilities related to the Company, we hereby announce and declare that the consolidated Balance Sheet, Statement of Income, Statement of Other Comprehensive Income, Statement of Cash Flowi Statement of Changes in Equity along with the related Notes ("Financial Statements") prepared by the Company and audited by the Independent auditor PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. for the period of 01.01.2021-31.12.2021 under the CMB Financial Reporting Communique numbered as II-14.1 in accordance with Turkish Accounting Principles / Turkish Financial Reporting Standards (TAP/ TFRS) and in line with the compulsory formats determined by the CMB

Have been reviewed by us

- Do not contain any inaccuracy in all material respects and are free of commissions that may be regarded as misleading as of the issue date
- The financial statements prepared in line with the Communique present fairly the assets, liabilities, financial position and the results of operations of the Company as well as of the companies included in the scope of consolidation.

Regards

26 February 2022



K. Ömer BOZER

Chairman of the Audit Committee



Ahmet TURUL

Member of the Audit Committee



Polat ŞEN

Chief Financial Officer

Ordinary General Assembly Agenda

AGENDA OF THE ORDINARY GENERAL ASSEMBLY MEETING OF ARÇELİK ANONİM ŞİRKETİ DATED MARCH 23, 2022

1. Opening and election of the Chairman of the Meeting,
2. Reading out of, discussions on and approval of the Annual Report 2021 of the Board of Directors,
3. Reading out of the Summary of the Independent Audit Report for the fiscal year 2021,
4. Reading out of, discussions on and approval of the Financial Statements for the fiscal year 2021,
5. Acquittal of the members of the Board of Directors separately regarding the activities of the Company in 2021,
6. Approval, revision, or rejection of the proposal of the Board of Directors on the distribution of profits for 2021 and date of the profit distribution which was prepared as part of the Company's profit distribution policy,
7. Submission of the share buyback transactions performed as per the Board decision, for the information and approval of the shareholders,
8. Determination of the number of Board Members and their term in office, carrying out the election according to the determined number of members and election of the Independent Board Members,
9. Informing the Shareholders about the "Wage Policy" for Board Members and Top Managers, and the payments made within the policy, and approval of the information given as per the Corporate Governance Principles,

10. Determination of the annual gross wages of the Board members,
11. Approval of the Board of Directors for selection of the Independent Audit Company pursuant to Turkish Commercial Code and regulations of the Capital Markets Board,
12. Informing the shareholders on the donations made by the Company in 2021 and determining the upper limit for the donations to be made in 2022,
13. Informing the shareholders on the income or interests obtained from guarantees, pledges, encumbrances, and sureties instituted by the Company and its affiliates in favor of the third persons, according to the regulations laid down by the Capital Markets Board,
14. Granting permission to the shareholders holding the management control, the members of the Board of Directors, the senior managers and their spouses and blood relatives and relatives by virtue of marriage up to second degree in accordance with Articles 395 and 396 of the Turkish Commercial Code and submitting the transactions carried out in this context during 2021 to the shareholders' knowledge in line with the Capital Markets Board Corporate Governance Communique,
15. Informing the shareholders about the transition of the company to a low-carbon economy,
16. Wishes and comments.

Subsidiary Report

AFFILIATION REPORT PREPARED AS PER ARTICLE 199 OF TURKISH COMMERCIAL CODE

As per Article 199 of the Turkish Commercial Code no. 6102 that entered into force on July 1, 2012, the Board of Directors of Arçelik A.Ş. is responsible for issuing a report in the first three months of the activity period about the relations between Arçelik A.Ş. and the Company's controlling shareholder and the affiliates of the controlling shareholder in the previous activity period, and; including the conclusion of this report in the Annual Report. The necessary explanations about the transactions of Arçelik A.Ş. with the related parties are given in footnote no. 33 of the financial report. Arçelik A.Ş. Board of Directors states in the report dated February 22, 2022: "We have reached the conclusion based on the circumstances we knew about at the time of making the transaction or taking the measure or avoiding the measure; in all transactions between Arçelik A.Ş. and its controlling shareholders and the affiliates of the controlling shareholders in 2021, appropriate consideration was provided in each transaction, and there were no measures, taken or avoided, that could cause loss for the company, and within this scope, there were no transactions or measures that would require offsetting."

Corporate Governance Principles Compliance Statement

Implementation of the “Corporate Governance Principles” issued by the Capital Markets Board (“CMB”) is significant, especially from the aspect of the credibility and financing opportunities of the publicly traded companies. Arçelik A.Ş. is aware of its responsibilities towards its stakeholders as one of Turkey’s valuable publicly traded companies. Within this framework, the said principles were adopted by the Company and it exercises due diligence with regard to compliance with the Capital Markets Law (“CML”) and the secondary regulations and resolutions of the Capital Markets Board (“CMB”).

The Company duly adopted and implemented the mandatory principles as part of the Corporate Governance Communiqué no. II-17.1 which was in effect in 2021 while complying with most of the principles with which compliance is not mandatory. Although full compliance in Corporate Governance Principles is targeted, this has not been achieved yet due to the reasons such as the difficulties in applying some of the principles, the discussions about compliance with several principles that are made both in our country and globally, and that certain principles do not align with the current structure of the market and Company. The works on the principles that have not been put into practice yet are in progress and it is planned to be implemented after the completion of administrative, legal, and technical infrastructure works in a way that will contribute to the effective management of our Company.

Comprehensive activities performed within our company as part of the Corporate Governance Principles, the principles that were not complied by the relevant departments, and conflicts of interest (if any) arising from this are explained below.

In 2021, Corporate Governance activities were performed particularly to achieve compliance with the Capital Markets Law that includes the new regulations about CMB’s Corporate Governance Principles, and with the Communiqués based on this Law. In our Ordinary General Meeting held in 2021, our Board of Directors and our Committees were formed in line with the requirements in the Corporate Governance Communiqué. Before

the general assembly meeting, the candidates for independent membership were determined and publicly announced, and the election was completed in accordance with the regulations. The established committees of the Board of Directors carry out their activities effectively. Wage Policy for the Board Members and Executive Managers was set again and approval of the shareholders was taken in the Ordinary General Assembly Meeting. In the prepared general assembly information document and principles, the general assembly information such as privileged shares, voting rights, organizational changes, resumes of Board member candidates, remuneration policy of the board of directors and senior executives, and other information that needs to be disclosed were presented to our investors 3 weeks before the last Ordinary General Assembly dated 23.03.2021. In addition, our Company’s corporate website and annual report were reviewed and the necessary revisions were made to achieve full compliance with the principles.

In addition to the works on corporate governance performed in 2021, “Diversity Policy of Arçelik A.Ş. Board of Directors” was approved. As part of this, it will be pursued that priority is given to the female candidates among the candidates with the same level of knowledge, experience, and competency. It is aimed to achieve 25% as the minimum rate of the female members at Arçelik Board of Directors within five years. In line with the ongoing practices of Arçelik A.Ş. Board of Directors, working principles of the board were prepared within the frame stated in the Corporate Governance Principles, and approved by the board of directors. The activities of the committee members for 2021 were evaluated by the Board of Directors. Besides, it is ensured that the achievement level of the targets related to Company strategies as well as the financial and operational indicators are measured and their results are reflected on the performance and reward system.

In the coming period, compliance activities will be carried out considering the changes in regulations and practices. The Pending Corporate Governance Principles Arçelik A.Ş. believes

in the importance of full compliance with Corporate Governance Principles. However, full compliance with some of the principles has not yet been achieved due to the challenges encountered in the implementation of some principles, ongoing arguments both in Turkey and in other countries about compliance with specific principles, and the unsuitability of certain principles with regard to current structures of the market and the company.

The following are the main principles of the Corporate Governance Principles, which are not mandatory as per the regulation and which have not yet been fully complied with. Further explanations on the subject are provided in the relevant sections of the annual report. The Company has no conflict of interest due to its failure to fully comply with the non-mandatory principles.

With regard to Principle 1.3.10, a separate agenda item is included on the General Assembly agenda for donations, and the General Assembly is informed about the principal institutions to which donations are granted. The balance which is not detailed in the informing document consists of the various donations that were granted to the various institutions and organizations and were not significant information in nature for investors. Although general assembly meetings are open to the public under ordinary circumstances concerning principle 1.3.11, our shareholders were first taken in the meeting hall in the general meetings held in 2021, considering the pandemic and the restrictions on gathering as groups stipulated in the relevant regulations of public authorities, in order to protect the community health.

- Concerning principle no. 1.5.2; minority rights were not given to those that have less than one-twentieth of the capital in the articles of association, however, the said minority rights were given within the framework of general regulations in the legislation. No request was received regarding this issue from the investors. The examples of the best practices are followed and no change in the near future in this respect is considered.
- Concerning principle no. 4.4.7 and as described in the section of Structure and Formation of the Board of Directors, due to the significant contribution of the work experience and sectoral experience of the members of the board of directors to the Board of Directors, the members of the board of directors are not restricted from taking other positions outside the company. The resumes of the members of the board of directors are included in our annual report. Considering

the effective efforts of the board of directors, any change in this application, which was deemed to cause no drawback for corporate governance, is not planned in the short term.

- Concerning principle no. 4.5.5; the assignment of duties within the committees is performed in accordance with relevant regulations, taking into consideration the know-how and experience of our members of the board of directors. Only one independent member of the board of directors has been assigned to duty in two committees at once. The members serving in multiple committees ensure inter-committee communication between committees working on related issues and increase the opportunities for cooperation. It was evaluated, considering the knowledge and experience of the board members that the current committee structure is effective; any need for change in the short term is not projected.
- Concerning principle no. 4.6.5, payments made to the members of the board of directors and managers with administrative responsibility are publicly disclosed in accordance with the general practices set out in our Ordinary General Assembly meeting and in the footnotes of our financial statements. The market practices regarding the subject deemed important for the confidentiality of personal information are monitored closely and acting in line with the widespread application is envisaged.
- The 2021 Corporate Governance Compliance Report (CGCR) and the Corporate Governance Information Form (CGIF), prepared in accordance with Decision No. 2/49 of the CMB dated January 10, 2019, with the approval of our Company’s Board of Directors are included in this report. The documents in question can be found via our Company’s corporate governance page on the Public Disclosure Platform. <https://www.kap.org.tr/tr/cgif/4028e4a240e95dc90140ed55b43900cf>
- Efforts to ensure full compliance with the Corporate governance principles are ongoing, and a corporate governance action plan has been developed to focus on areas that still need improvement in corporate governance implementations as determined in the Corporate Governance Rating Report for Arçelik A.Ş. prepared by SAHA.

Sustainability Principles Compliance Statement

Arçelik adopts sustainability as a business model with its vision of “Respect for the World, Respectable in the World.” With this understanding, it aims to continuously improve its performance by incorporating good practices within the scope of sustainability management. The majority of the principles and good practices stated in the "Sustainability Principles Compliance Framework" put into effect in 2020 by the Capital Markets Board (CMB) are currently managed by Arçelik in an active manner, and the performance on the subject is regularly reviewed and evaluated and remedial practices are implemented. Considered in this context, the majority of the principles specified in the "Sustainability Principles Compliance Framework" of the CMB have been complied with. Full compliance with the requirements of some principles has not yet been achieved due to different reasons such as operations carried out on a global scale, ongoing efforts to provide a set of practices that will respond to different expectations in the obligations to which it is subject and difficulties experienced in practice. It is aimed to review the sustainability targets and key performance indicators towards the principles which are considered as requiring improvements. Within this framework, it is aimed to ensure full compliance with the relevant principles. The practices regarding the principles within the scope of the CMB Sustainability Principles Compliance Framework are included in the "Sustainability" section of the Arçelik Annual Report. In addition, the Sustainability Report on the Arçelik corporate website, as well as the website content and detailed information, are submitted for the evaluation of the relevant stakeholders. The explanations regarding the principles for which full compliance cannot be achieved within the scope of the shared information are as follows:

- Environmental, Social, and Governance Key Performance Indicators are presented to stakeholders in detail within the scope of the annual “Sustainability Report.” Since there is no verifiable local and international sector comparison

data for all these indicators, it is not possible to share all the indicators in this way. The sectoral evaluation of international sustainability indices covering Arçelik is shared in the relevant sections of the annual report.

- The sharing of information on greenhouse gas emissions, waste generation, energy, and water use from the Environmental Principles within the scope of the Compliance Framework in the manner and in the breakdown specified in the Framework is provided within the scope of the “Sustainability Report.” The reason for sharing the relevant information as in the annual report is that the verification process of the data provided in this context is still continuing. Upon completion of the verification process, the relevant information will be presented to the stakeholders within the scope of the Sustainability Report as stated.
- Impacts on biodiversity are followed up and monitored under the responsibility of the relevant departments. Detailed reporting on the impacts within the scope of the subject will be shared with our stakeholders within the scope of the sustainability report in the upcoming periods.

PRINCIPLE HEADLINE	PRINCIPLE EXPLANATION	RELEVANT SECTION OF ANNUAL REPORT, PAGE NUMBER	REFERENCE
A1. Strategy, Policies and Goals	The Board of Directors determines the ESG material issues, risks and opportunities and develops ESG policies accordingly. For effective implementation of the aforementioned policies, internal directives, business procedures, etc. may be prepared. The Board of Directors takes decisions regarding these policies and discloses them to the public.	Sustainability Management p.134	https://www.arcelikglobal.com/tr/surdurulebilirlik/yaklasimimiz/surdurulebilirlik-yonetimi/ https://www.arcelikglobal.com/tr/surdurulebilirlik/politikalarimiz/politikalar/
A1. Strategy, Policies and Goals	Designates the Partnership Strategy in conformance with the ESG policies, risks and opportunities. Determines its short and long-term goals in line with the partnership strategy and ESG policies and discloses them to the public.	Sustainability Management p.134	
A2. Implementation/ Follow-up	Determines the committees/units responsible for the implementation of ESG policies and discloses them to the public. The responsible committee/unit reports the activities carried out within the scope of the policies to the Board of Directors at least once a year, and in any case, within the maximum periods determined for the public disclosure of the annual activity reports in the relevant regulations of the Board.	Sustainability Management p.134	
A2. Implementation/ Follow-up	Creates implementation and action plans in line with the short and long-term goals established and discloses them to the public.	Sustainability Priorities p.132 2020 Sustainability Report, p.24	https://www.arcelikglobal.com/media/6347/sustainability_report_2020.pdf
A2. Implementation/ Follow-up	Determines the Key Performance Indicators (KPI) of ESR and announces them on a yearly basis. In the presence of verifiable data, it presents the KPIs with comparisons of the local and international sectors.	Sustainability Principles Compliance Statement, p. 218 2020 Sustainability Report p.10-20	https://www.arcelikglobal.com/media/6347/sustainability_report_2020.pdf
A2. Implementation/ Follow-up	Discloses the innovation activities that improve the sustainability performance for business processes or products and services.	R&D and Innovation, p. 90 Eco-Friendly Products, p. 148 Eco-Friendly Technologies, p. 150	
A3. Reporting	Reports its sustainability performance, goals and actions at least once a year and discloses them to the public. Provides information on sustainability activities in the annual report.	Sustainability Reporting, p. 136 Corporate website 2020 Sustainability Report	https://www.arcelikglobal.com/tr/surdurulebilirlik/surdurulebilirlik-raporlari/tum-raporlar/
A3. Reporting	It is essential to share information that is important for stakeholders to understand the position, performance and development of the partnership in a direct and concise manner. It can also present detailed information and data on the corporate website, and prepare separate reports that directly meet the needs of different stakeholders.	Stakeholder Engagement, p. 135 Sustainability Reporting, p. 136 Corporate website	https://www.arcelikglobal.com/tr/surdurulebilirlik/genel-bilgi/
A3. Reporting	Pays maximum attention in terms of transparency and reliability. Within the scope of a balanced approach, objectively announces all kinds of developments on primary issues regarding disclosures and reporting.	Stakeholder Engagement, p. 135 Sustainability Reporting, p. 136 2020 Sustainability Report p. 24, p. 32	https://www.arcelikglobal.com/media/6347/sustainability_report_2020.pdf
A3. Reporting	Provides information about which of its activities are related with the United Nations' (UN) Sustainable Development Goals for 2030.	Our Sustainability Approach, p.130	
A3. Reporting	Provides information regarding the lawsuits filed and/or concluded against environmental, social and corporate governance issues.	Sustainability Management, p.134	
A3. Reporting	If verified by independent third parties (independent sustainability assurance providers), it discloses its sustainability performance measurements to the public and strives to promote such verification processes.	Sustainability Reporting, p. 136	

PRINCIPLE HEADLINE	PRINCIPLE EXPLANATION	RELEVANT SECTION OF ANNUAL REPORT, PAGE NUMBER	REFERENCE
B. Environmental Principles	Declares the policies and practices, action plans, environmental management systems (known by the ISO 14001 standard), and programs in the field of environmental management.	In Touch With Our Planet, p.140 Environment Management, p.144	
B. Environmental Principles	Complies with environmental laws and other relevant regulations and announces them.	In Touch With Our Planet, p.140 Environment Management, p.144 Compliance with National and International Environmental and Energy Regulations, p.147	
B. Environmental Principles	Explains the limitations regarding the boundaries, reporting period, reporting date, data collection process and reporting conditions of the environmental report to be prepared within the scope of the Sustainability Principles.	In Touch With Our Planet, p.140 Environment Management, p.144	
B. Environmental Principles	Declares the highest level person responsible, and relevant committees and their tasks in the partnership on the issue of environment and climate change.	In Touch With Our Planet, p.140 Environment Management, p.144 Fight Against Climate Crisis, p.140	
B. Environmental Principles	Announces the incentives it offers for the management of environmental issues, including the achievement of objectives.	Sustainability Management, p.134 Stakeholder Engagement, p.135	
B. Environmental Principles	Explains how environmental problems are integrated into business goals and strategies.	In Touch With Our Planet, p.140 Sustainability Management, p.134 Environment Management, p.144	
B. Environmental Principles	Discloses the sustainability performance regarding business processes or products and services, and the activities carried out to improve this performance.	In Touch With Our Planet, p.140	
B. Environmental Principles	Describes how it manages the environmental issues and how it integrates the suppliers and customers into its strategies, not just in terms of direct operations but throughout the partnership value chain.	Stakeholder Engagement, p.135 In Touch With Our Planet, p.140 In Touch With Our Business, p. 166 Sustainable Supply Chain, p.154	
B. Environmental Principles	Explains whether it is included in the policy-making processes on environmental issues (sectoral, regional, national and international), its cooperation with the associations, related organizations and non- governmental organizations it is a member of, and the tasks it has undertaken, if any, and the activities it supports regarding environmental issues.	Fight Against Climate Crisis, p.140	
B. Environmental Principles	In the light of environmental indicators (greenhouse gas emissions (Scope-1 (Direct), Scope-2 (Energy indirect), Scope-3 (Other indirect) 1), air quality	In Touch With Our Planet, p.140 Environment Management, p.144	
B. Environmental Principles	Periodically reports information on environmental impacts in the light of energy management, water and wastewater management, waste management, biodiversity impacts in a comparable manner.	In Touch With Our Planet, p.140 Sustainability Principles Compliance Statement, p.218	
B. Environmental Principles	Discloses the details of the standard, protocol, methodology and base year it uses to collect and calculate its data.	In Touch With Our Planet, p.140 Environment Management, p.144	
B. Environmental Principles	Explains the status of the environmental indicators (increase or decrease) for the reporting year in comparison with previous years.	In Touch With Our Planet, p.140 Environment Management, p.144	
B. Environmental Principles	Sets short- and long-term goals to reduce its environmental impact and discloses these goals. It is recommended that these goals be determined based on science as suggested in the United Nations Conference of the Parties on Climate Change. If there is an actual progress in the reporting year according to the targets set before, it provides information on the subject.	Fight Against Climate Crisis, p.140	

PRINCIPLE HEADLINE	PRINCIPLE EXPLANATION	RELEVANT SECTION OF ANNUAL REPORT, PAGE NUMBER	REFERENCE
B. Environmental Principles	Explains its strategy and actions to combat the climate crisis.	Fight Against Climate Crisis, p.140	
B. Environmental Principles	Explains the program or procedures to prevent or minimize the potential negative impact of the products and/or services it offers; explains the actions of third parties toward reducing greenhouse gas emissions.	In Touch With Our Planet, p.140 Fight Against Climate Crisis, p.140 Environment Management, p.144 Eco-Friendly Products, p.148	
B. Environmental Principles	Explains the actions taken to reduce its environmental impacts, the total number of projects and initiatives carried out, and the environmental benefits/gains and cost savings they provide.	In Touch With Our Planet, p.140 Fight Against Climate Crisis, p.140 Environment Performance, p.145 Management of Water Risks, p.146 Waste Management, p.146 Waste Electric and Electronic Appliances Recycling Plants, p.147 Eco-Friendly Products, p.148 Eco-Friendly Technologies, p.150	
B. Environmental Principles	Reports the total energy consumption data (excluding raw materials) and details the energy consumption as Scope-1 and Scope-2.	In Touch With Our Planet, p.140 Fight Against Climate Crisis, p.140 Environment Performance, p.145	
B. Environmental Principles	Provides information on the heat, steam, cooling, and the electricity generated and consumed in the reporting year.	In Touch With Our Planet, p.140 Environment Performance, p.145	
B. Environmental Principles	Conducts studies toward increasing the use of renewable energy and transition to zero or low carbon electricity, and discloses these studies.	Fight Against Climate Crisis, p.140	
B. Environmental Principles	Discloses the renewable energy production and usage data.	In Touch With Our Planet, p.140 Fight Against Climate Crisis, p.140 Environment Management, p.144	
B. Environmental Principles	Designs energy efficiency projects and discloses the amount of reduction in energy consumption and emission, owing to these studies.	In Touch With Our Planet, p.140 Fight Against Climate Crisis, p.140 Environment Management, p.144 Eco-Friendly Products, p.148	
B. Environmental Principles	Reports the amount of water withdrawn, used, recycled and discharged from underground or aboveground, its sources and procedures (total water withdrawal by source, the water resources affected by water withdrawal, the percentage and total volume of the recycled and reused water, etc.).	In Touch With Our Planet, p.140 Environment Management, p.144 Management of Water Risks, p.146	
B. Environmental Principles	Explains whether operations or activities are included in any of the carbon pricing systems (Emissions Trading System, Cap-and-Trade or Carbon Tax).	Fight Against Climate Crisis, p.140	
B. Environmental Principles	Discloses the carbon credit information accumulated or purchased during the reporting period.	Fight Against Climate Crisis, p.140	
B. Environmental Principles	Discloses the details if carbon pricing is implemented within the partnership.	Fight Against Climate Crisis, p.140	
B. Environmental Principles	Discloses all mandatory and voluntary platforms on which its environmental information is announced	Sustainability Reporting, p.136 Key Sustainability Activities, p.138	

PRINCIPLE HEADLINE	PRINCIPLE EXPLANATION	RELEVANT SECTION OF ANNUAL REPORT, PAGE NUMBER	REFERENCE
C1. Human Rights and Employee Rights	Formulates the Corporate Human Rights and Employee Rights Policy, which is fully compliant with the Universal Declaration of Human Rights, the ILO Conventions that Turkey has confirmed, and the legal framework and regulations governing the human rights and working life in Turkey. Discloses the policy in question and the roles and responsibilities associated with its implementation.	Human Rights and Employee Rights, p.166	
C1. Human Rights and Employee Rights	Provides equal opportunity in recruitment processes. Taking the effects of the supply and value chains into account, it includes fair labor, improvement of labor standards, women's employment, and inclusion issues (such as gender, religious belief, language, race, ethnic origin, age, disability, refugee, etc.) in its policies.	Human Rights and Employee Rights, p.166 Equal Opportunity and Inclusion, p.167	
C1. Human Rights and Employee Rights	Describes the measures taken along the value chain to observe the rights of certain fractions sensitive to economic, environmental, social factors (low-income groups, women, etc.) or to observe minority rights/equal opportunity.	Human Rights and Employee Rights, p.166 Human Resources Practices, p.167	
C1. Human Rights and Employee Rights	Reports developments regarding discrimination, inequality, human rights violations, practices to prevent and correct forced labor. Discloses the regulations for not employing child labor.	Human Rights and Employee Rights, p.166 Human Resources Practices, p.167	
C1. Human Rights and Employee Rights	Explains policies regarding investment in employees (training, development policies), compensation, vested benefits, right to unionize, work/life balance solutions, and talent management. Determines dispute resolution processes by creating mechanisms for employee complaints and dispute resolution. In addition, it regularly announces the activities carried out to ensure employee satisfaction.	Human Rights and Employee Rights, p.166 Human Resources Practices, p.167 Talent Management, p.167	
C1. Human Rights and Employee Rights	Creates occupational health and safety policies and discloses them to the public. Discloses the precautions taken to prevent work accidents and to preserve health, and the accident statistics.	Occupational Health and Safety, p.172	
C1. Human Rights and Employee Rights	Creates personal data protection and data security policies and discloses them to the public.	Protection of Personal Data, p.170 Corporate Website-Policies	https://www.arcelikglobal.com/media/6164/06_2020-bilgiyuvenligi-politikasi.pdf https://www.arcelikglobal.com/tr/surdurulebilirlik/politikalarimiz/politikalar/
C1. Human Rights and Employee Rights	Creates an ethics policy (including practices regarding work, work ethics, compliance processes, advertising and marketing ethics, public briefing, etc.) and discloses it to the public.	Ethics and Compliance, p.168 Corporate Website	https://www.arcelikglobal.com/tr/sirket/hakimizda/global-is-etigi-ilkeleri/
C1. Human Rights and Employee Rights	Explains its activities within the scope of social investment, social responsibility, financial inclusion and access to finance.	In Touch with Human Needs, p.156	
C1. Human Rights and Employee Rights	Organizes informational meetings and training programs for employees on ESG policies and practices.	Sustainability Management, p.134 Environment Management, p.144	
C2. Stakeholders, International Standards and Initiatives	Carries out its activities in the field of sustainability by taking the needs and priorities of all stakeholders (employees, customers, suppliers and service providers, public institutions, shareholders, society and non-governmental organizations, etc.) into account.	Stakeholder Engagement, p.135 Sustainability Reporting, p.136 2020 Sustainability Report, p.124	https://www.arcelikglobal.com/media/6347/sustainability_report_2020.pdf
C2. Stakeholders, International Standards and Initiatives	Formulates a customer satisfaction policy regarding the management and resolution of customer complaints and discloses it to the public.	Customer Satisfaction, p.171 Corporate Website	https://www.arcelikglobal.com/media/5257/mu-s-terimemnuniyetipolitikasi.pdf

PRINCIPLE HEADLINE	PRINCIPLE EXPLANATION	RELEVANT SECTION OF ANNUAL REPORT, PAGE NUMBER	REFERENCE
C2. Stakeholders, International Standards and Initiatives	Conducts a continuous and transparent communication with stakeholders; explains the purpose, the subject and the frequency of the communication with the stakeholders, and the progresses in sustainability activities.	Stakeholder Engagement, p.135 2020 Sustainability Report, p.124	https://www.arcelikglobal.com/media/6347/sustainability_report_2020.pdf
C2. Stakeholders, International Standards and Initiatives	Discloses the international reporting standards it has adopted (Carbon Disclosure Project (CDP), Global Reporting Initiative (GRI), International Integrated Reporting Council (IIRC), Sustainability Accounting Standards Board (SASB), The Task Force on Climate-Related Financial Disclosures (TCFD), etc.) to the public.	Sustainability Reporting, p.136 Fight Against Climate Crisis, p.140	
C2. Stakeholders, International Standards and Initiatives	As a signatory or a member, it discloses the international organizations or principles (Equator Principles, United Nations Environment Programme - Finance Initiative (UNEP-FI), United Nations Global Compact (UNGC) Principles, United Nations Principles for Responsible Investment (UNPRI), etc.), and the international principles it has adopted (International Capital Market Association (ICMA) Green/Sustainable Bond Principles) to the public.	Sustainability Reporting, p.136	
C2. Stakeholders, International Standards and Initiatives	Makes concrete efforts to be included in the Borsa Istanbul Sustainability Index and in international sustainability indexes (Dow Jones Sustainability Index, FTSE4Good, MSCI ESG Indexes, etc.)	Sustainability Performance Rankings, p.138	
Corporate Governance Principles	Makes maximum effort to comply with all Corporate Governance principles as well as the mandatory Corporate Governance principles within the scope of the Capital Markets Board Communiqué on Corporate Governance, numbered II-17.1.	Sustainability Principles Compliance Statement, p.218	
Corporate Governance Principles	Takes the sustainability issue, the environmental impacts of its activities and the relevant principles into account when determining its corporate governance strategy.	Sustainability Management, p.134	
Corporate Governance Principles	As stated in the Corporate Governance Principles, it takes the necessary measures to comply with the principles regarding the stakeholders and to strengthen the communication with them. The Company also seeks the views of the stakeholders when determining the measures and strategies in the field of sustainability.	Sustainability Principles Compliance Statement, p.218	
Corporate Governance Principles	Works on raising awareness on the issue of sustainability and its importance through social responsibility projects, awareness activities and trainings.	In Touch with Human Needs, p.156 Sustainability Management, p.134	
Corporate Governance Principles	Strives to become a member of the international standards and initiatives on sustainability and to contribute to activities.	Sustainability Performance Rankings, p.138 2020 Sustainability Report	https://www.arcelikglobal.com/media/6347/sustainability_report_2020.pdf
Corporate Governance Principles	Discloses the policies and programs regarding the fight against bribery and corruption, and the principle of tax integrity.	Bribery and Corruption, p.170	https://www.arcelikglobal.com/media/5517/4_global-rusvet-ve-yolsuzlukla-mucadele.pdf

Corporate Governance Compliance Report

Company Compliance Status						
	Yes	Partial	No	Exempted	No Applicable	Explanation
1.1. FACILITATING THE EXERCISE OF SHAREHOLDER RIGHTS						
1.1.2- Up-to-date information and disclosures which may affect the exercise of shareholder rights are available to investors at the corporate website.	X					
1.2. RIGHT TO OBTAIN AND REVIEW INFORMATION						
1.2.1 - Management did not enter into any transaction that would complicate the conduct of special audit.	X					
1.3. GENERAL ASSEMBLY						
1.3.2 - The company ensures the clarity of the General Assembly agenda, and that an item on the agenda does not cover multiple topics.	X					
1.3.7- Insiders with privileged information have informed the board of directors about transactions conducted on their behalf within the scope of the company's activities in order for these transactions to be presented at the General Shareholders' Meeting.					X	There was no transaction notice in this way.
1.3.8 - Members of the board of directors who are concerned with specific agenda items, auditors, and other related persons, as well as the officers who are responsible for the preparation of the financial statements were present at the General Shareholders' Meeting.	X					
1.3.10 - The agenda of the General Shareholders' Meeting included a separate item detailing the amounts and beneficiaries of all donations and contributions.		X				The agenda of the General Shareholders' Meeting included a separate item for the total amount of the donations and contributions made and major donations were explained in the general assembly information document. The remaining amount for which the details were not provided, includes donations to various parties which were not deemed as material information. We foresee to continue with the current practice of disclosing only the material amounts.
1.3.11 - The General Shareholders' Meeting was held open to the public, including the stakeholders, without having the right to speak.	X					

Company Compliance Status						
	Yes	Partial	No	Exempted	No Applicable	Explanation
1.4. VOTING RIGHTS						
1.4.1 - There is no restriction preventing shareholders from exercising their shareholder rights.	X					
1.4.2 - The company does not have shares that carry privileged voting rights.	X					
1.4.3-The company withholds from exercising its voting rights at the General Shareholders' Meeting of any company with which it has cross-ownership, in case such cross-ownership provides management control.					X	Arçelik A.Ş. does not have a cross-ownership relationship that brings with it the domination relationship.
1.5. MINORITY RIGHTS						
1.5.1 - The company pays maximum diligence to the exercise of minority rights.	X					
1.5.2 - The Articles of Association extend the use of minority rights to those who own less than one twentieth of the outstanding shares, and expand the scope of the minority rights.			X			Even though minority rights are not determined less than one in twenty by the Articles of Association, in parallel with general practice, the minority was granted rights under the general provisions of the regulations. There was no demand from investor regarding this issue, general best practice examples are followed. It is not foreseen to make a change in this regard in the near future.
1.6. DIVIDEND RIGHT						
1.6.1 - The dividend policy approved by the General Shareholders' Meeting is posted on the company website.	X					
1.6.2 - The dividend distribution policy comprises the minimum information to ensure that the shareholders can have an opinion on the procedure and principles of dividend distributions in the future.	X					
1.6.3 - The reasons for retaining earnings, and their allocations, are stated in the relevant agenda item.					X	Dividend distribution has been made.
1.6.4 - The board reviewed whether the dividend policy balances the benefits of the shareholders and those of the company.	X					

	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	No Applicable	
1.7. TRANSFER OF SHARES						
1.7.1 - There are no restrictions preventing shares from being transferred.	X					
2.1. CORPORATE WEBSITE						
2.1.1 - The company website includes all elements listed in Corporate Governance Principle 2.1.1.	X					
2.1.2 - The shareholding structure (names, privileges, number and ratio of shares, and beneficial owners of more than 5% of the issued share capital) is updated on the website at least every 6 months.	X					
2.1.4 - The company website is prepared in other selected foreign languages, in a way to present exactly the same information with the Turkish content.	X					
2.2. ANNUAL REPORT						
2.2.1 - The board of directors ensures that the annual report represents a true and complete view of the company's activities.	X					
2.2.2 - The annual report includes all elements listed in Corporate Governance Principle 2.2.2.	X					

	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	No Applicable	
3.1. CORPORATION'S POLICY ON STAKEHOLDERS						
3.1.1- The rights of the stakeholders are protected pursuant to the relevant regulations, contracts and within the framework of bona fides principles.	X					
3.1.3 - Policies or procedures addressing stakeholders' rights are published on the company's website.	X					
3.1.4 - A whistleblowing programme is in place for reporting legal and ethical issues.	X					
3.1.5 - The company addresses conflicts of interest among stakeholders in a balanced manner.	X					
3.2. SUPPORTING THE PARTICIPATION OF THE STAKEHOLDERS IN THE CORPORATION'S MANAGEMENT						
3.2.1 - The Articles of Association, or the internal regulations (terms of reference/manuals), regulate the participation of employees in management.	X					
3.2.2 - Surveys/other research techniques, consultation, interviews, observation method etc. were conducted to obtain opinions from stakeholders on decisions that significantly affect them.	X					
3.3. HUMAN RESOURCES POLICY						
3.3.1 - The company has adopted an employment policy ensuring equal opportunities, and a succession plan for all key managerial positions.	X					
3.3.2 - Recruitment criteria are documented.	X					
3.3.3 - The company has a policy on human resources development, and organises trainings for employees.	X					
3.3.4 - Meetings have been organised to inform employees on the financial status of the company, remuneration, career planning, education and health.	X					
3.3.5 - Employees, or their representatives, were notified of decisions impacting them. The opinion of the related trade unions was also taken.	X					
3.3.6 - Job descriptions and performance criteria have been prepared for all employees, announced to them and taken into account to determine employee remuneration.	X					
3.3.7 - Measures (procedures, trainings, raising awareness, goals, monitoring, complaint mechanisms) have been taken to prevent discrimination, and to protect employees against any physical, mental, and emotional mistreatment.	X					
3.3.8 - The company ensures freedom of association and supports the right for collective bargaining.	X					
3.3.9 - A safe working environment for employees is maintained.	X					

	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	No Applicable	
3.4. RELATIONS WITH CUSTOMERS AND SUPPLIERS						
3.4.1-The company measured its customer satisfaction, and operated to ensure full customer satisfaction.	X					
3.4.2 - Customers are notified of any delays in handling their requests.	X					
3.4.3 - The company complied with the quality standards with respect to its products and services.	X					
3.4.4 - The company has in place adequate controls to protect the confidentiality of sensitive information and business secrets of its customers and suppliers.	X					
3.5. ETHICAL RULES AND SOCIAL RESPONSIBILITY						
3.5.1 - The board of the corporation has adopted a code of ethics, disclosed on the corporate website.	X					
3.5.2-The company has been mindful of its social responsibility and has adopted measures to prevent corruption and bribery.	X					
4.1. ROLE OF THE BOARD OF DIRECTORS						
4.1.1 - The board of directors has ensured strategy and risks do not threaten the long-term interests of the company, and that effective risk management is in place.	X					
4.1.2 - The agenda and minutes of board meetings indicate that the board of directors discussed and approved strategy, ensured resources were adequately allocated, and monitored company and management performance.	X					
4.2. ACTIVITIES OF THE BOARD OF DIRECTORS						
4.2.1-The board of directors documented its meetings and reported its activities to the shareholders.	X					
4.2.2 - Duties and authorities of the members of the board of directors are disclosed in the annual report.	X					
4.2.3-The board has ensured the company has an internal control framework adequate for its activities, size and complexity.	X					
4.2.4 - Information on the functioning and effectiveness of the internal control system is provided in the annual report.	X					

	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	No Applicable	
4.2.5 - The roles of the Chairman and Chief Executive Officer are separated and defined.	X					
4.2.7-The board of directors ensures that the Investor Relations department and the corporate governance committee work effectively. The board works closely with them when communicating and settling disputes with shareholders.	X					
4.2.8 - The company has subscribed to a Directors and Officers liability insurance covering more than 25% of the capital.	X					
4.3. STRUCTURE OF THE BOARD OF DIRECTORS						
4.3.9 - The board of directors has approved the policy on its own composition, setting a minimal target of 25% for female directors. The board annually evaluates its composition and nominates directors so as to be compliant with the policy.	X					In 2021, Arçelik A.Ş. Diversity Policy of the Board of Directors has been approved, and in principle, it is aimed that the rate of female members in the Arçelik Board of Directors will reach a minimum of 25% within 5 years.
4.3.10 - At least one member of the audit committee has 5 years of experience in audit/accounting and finance.	X					
4.4. BOARD MEETING PROCEDURES						
4.4.1-Each board member attended the majority of the board meetings in person.	X					In 2021, the Board of Directors held an actual meeting twice and the rate of attendance was 96%, all of the other decisions, except those taken at the said meeting, were taken by hand-by-hand method. In addition, the members of the board of directors were regularly informed about the company's performance and developments.
4.4.2 - The board has formally approved a minimum time by which information and documents relevant to the agenda items should be supplied to all board members.	X					
4.4.3 - The opinions of board members that could not attend the meeting, but did submit their opinion in written format, were presented to other members.					X	Although there is a possibility to provide feedback, there has been no notification made by the board members who could not attend the meeting.
4.4.4 - Each member of the board has one vote.	X					

	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	No Applicable	
4.4.5 - The board has a charter/written internal rules defining the meeting procedures of the board.	X					
4.4.6 - Board minutes document that all items on the agenda are discussed, and board resolutions include director's dissenting opinions if any.	X					
4.4.7-There are limits to external commitments of board members. Shareholders are informed of board members' external commitments at the General Shareholders' Meeting.		X				Due to the significant contribution of Directors to the Board, the experience of the members of the Board of Directors is not limited to taking on other duties outside the company. Curriculum vitae of our board members are included in our annual report. Considering the effective work of the board of directors, there is no change in the current practice, which is considered not to create any negative situation in terms of corporate governance, in the short term.
4.5. BOARD COMMITTEES						
4.5.5 - Board members serve in only one of the Board's committees.			X			The assignment of the committees is made in accordance with the relevant regulations, taking into account the knowledge and experience of our board members. Only one independent board member has been appointed on two committees. Members in more than one committee provide communication between the committees involved in related matters and increase the opportunities for cooperation. The existing committee structure is evaluated effectively, taking into account the efficient work of the board members with the contribution of their knowledge and experience; No need for changes in the near future is anticipated.
4.5.6 - Committees have invited persons to the meetings as deemed necessary to obtain their views.	X					
4.5.7 - If external consultancy services are used, the independence of the provider is stated in the annual report.					X	There is no consultancy service for this purpose.
4.5.8 - Minutes of all committee meetings are kept and reported to board members.	X					

	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	No Applicable	
4.6. FINANCIAL RIGHTS						
4.6.1-The board of directors has conducted a board performance evaluation to review whether it has discharged all its responsibilities effectively.	X					
4.6.4-The company did not extend any loans to its board directors or executives, nor extended their lending period or enhanced the amount of those loans, or improve conditions thereon, and did not extend loans under a personal credit title by third parties or provided guarantees such as surety in favour of them.	X					
4.6.5 - The individual remuneration of board members and executives is disclosed in the annual report.			X			Payments made to the members of the Board of Directors and senior executives are disclosed to the public collectively in line with the general practices in the General Assembly and in our financial statements footnotes. Market practices are closely monitored on an issue that is considered important in terms of confidentiality of personal information, and it is envisaged to act in parallel with common practice .

Corporate Governance Information Form

1. SHAREHOLDERS	
1.1. Facilitating the Exercise of Shareholders Rights	
The number of investor meetings (conference, seminar/etc.) organised by the company during the year	In 2021, Arçelik attended 10 investor conferences & roadshows in and outside of Turkey, also held 208 investor & analyst meetings and 4 investor webcasts relating to financial statements.
1.2. Right to Obtain and Examine Information	
The number of special audit request(s)	-
The number of special audit requests that were accepted at the General Shareholders' Meeting	-
1.3. General Assembly	
Link to the PDP announcement that demonstrates the information requested by Principle 1.3.1. (a-d)	https://www.kap.org.tr/en/Bildirim/911556
Whether the company provides materials for the General Shareholders' Meeting in English and Turkish at the same time	Yes, it is presented.
The links to the PDP announcements associated with the transactions that are not approved by the majority of independent directors or by unanimous votes of present board members in the context of Principle 1.3.9	There is no such transaction.
The links to the PDP announcements associated with related party transactions in the context of Article 9 of the Communique on Corporate Governance (II-17.1)	There is no such transaction.
The links to the PDP announcements associated with common and continuous transactions in the context of Article 10 of the Communique on Corporate Governance (II-17.1)	The PDP link regarding common and continuous related party transactions can be found at: https://www.kap.org.tr/en/Bildirim/911554
The name of the section on the corporate website that demonstrates the donation policy of the company	The upper limit for donations and grants is determined every year at the General Assembly and there is no other policy.
The relevant link to the PDP with minute of the General Shareholders' Meeting where the donation policy has been approved	The PDP link related to the General Shareholder's Meeting where the upper limit for donations are set https://www.kap.org.tr/en/Bildirim/920058
The number of the provisions of the articles of association that discuss the participation of stakeholders to the General Shareholders' Meeting	14-a
Identified stakeholder groups that participated in the General Shareholders' Meeting, if any	Although the general assembly meetings are open to the public under ordinary conditions, our shareholders were primarily accepted to the meeting hall in the general assembly held in 2021, in order to protect public health under the current pandemic conditions.

1.4. Voting Rights	
Whether the shares of the company have differential voting rights	No
In case that there are voting privileges, indicate the owner and percentage of the voting majority of shares.	-
The percentage of ownership of the largest shareholder % 40,56	%40,56
1.5. Minority Rights	
Whether the scope of minority rights enlarged (in terms of content or the ratio) in the articles of the association	No
If yes, specify the relevant provision of the articles of association.	-
Yönetim kurulunun genel kurula kârın dağıtılmamasını teklif etmesi halinde ilgili genel kurul tutanağının yer aldığı KAP duyurusunun bağlantısı	Kar payı dağıtılmıştır.
1.6. Dividend Right	
The name of the section on the corporate website that describes the dividend distribution policy	Company / Investor Relations / Policies / Dividend Policy
Minutes of the relevant agenda item in case the board of directors proposed to the general assembly not to distribute dividends, the reason for such proposal and information as to use of the dividend.	Dividend has been distributed.
PDP link to the related general shareholder meeting minutes in case the board of directors proposed to the general assembly not to distribute dividends	Dividend has been distributed.
General Assembly Meetings	
General Meeting Date	23/03/2021
The number of information requests received by the company regarding the clarification of the agenda of the General Shareholders' Meeting	0
Shareholder participation rate to the General Shareholders' Meeting	%85
Percentage of shares directly present at the GSM	%0
Percentage of shares represented by proxy	%85
Specify the name of the page of the corporate website that contains the General Shareholders' Meeting minutes, and also indicates for each resolution the voting levels for or against	Company / Investor Relations / General Meeting / 23.03.2021 Ordinary General Meeting
Specify the name of the page of the corporate website that contains all questions asked in the general assembly meeting and all responses to them	No question within the scope of Corporate Governance Principle 1.3.5 has been received.
The number of the relevant item or paragraph of General Shareholders' Meeting minutes in relation to related party transactions	-
The number of declarations by insiders received by the board of directors	0
The link to the related PDP general shareholder meeting notification	https://www.kap.org.tr/en/Bildirim/920058

2. DISCLOSURE AND TRANSPARENCY	
2.1. Corporate Website	
Specify the name of the sections of the website providing the information requested by the Principle 2.1.1.	Company / Investor Relations / Company Information, Financial Summary, Financial Reports & Presentations, Stock Information, Corporate Governance, Investor Event Calendar, Policies, Merger& Partial Demerger and Debt Securities Issuance
If applicable, specify the name of the sections of the website providing the list of shareholders (ultimate beneficiaries) who directly or indirectly own more than 5% of the shares.	Investor Relations / Company Information / Real and legal persons with indirect shareholding higher than 5%
List of languages for which the website is available	Turkish & English
2.2. Annual Report	
The page numbers and/or name of the sections in the Annual Report that demonstrate the information requested by principle 2.2.2.	
a) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the duties of the members of the board of directors and executives conducted out of the company and declarations on independence of board members	Statements of Independence of Independent Board Member Candidates
b) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on committees formed within the board structure	Corporate Governance / Number, Structure and Independence of the Committees Established by the Board of Directors
c) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the number of board meetings in a year and the attendance of the members to these meetings	Corporate Governance / Activity Principles of Board of Directors
ç) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on amendments in the legislation which may significantly affect the activities of the corporation	Corporate Governance / Other Disclosures
d) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on significant lawsuits filed against the corporation and the possible results thereof	Corporate Governance / Other Disclosures
e) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the conflicts of interest of the corporation among the institutions that it purchases services on matters such as investment consulting and rating and the measures taken by the corporation in order to avoid from these conflicts of interest	Corporate Governance / Other Disclosures
f) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the cross ownership subsidiaries that the direct contribution to the capital exceeds 5%	Corporate Governance / Other Disclosures
g) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on social rights and professional training of the employees and activities of corporate social responsibility in respect of the corporate activities that arises social and environmental results	Corporate Governance / Stakeholders / Human Resources Policy

3. STAKEHOLDERS	
3.1. Corporation's Policy on Stakeholders	
The name of the section on the corporate website that demonstrates the employee remedy or severance policy	Albeit a policy devoted specifically to this subject, all rights of the stakeholders of Koç Group companies are managed in accordance with national and international legal norms.
The number of definitive convictions the company was subject to in relation to breach of employee rights	0
The position of the person responsible for the alert mechanism (i.e. whistleblowing mechanism)	Internal Audit Manager
The contact detail of the company alert mechanism	https://www.arcelikglobal.com/en/company/about-us/global-code-of-conduct/and-ethicsline.net
3.2. Supporting the Participation of the Stakeholders in the Corporation's Management	
Name of the section on the corporate website that demonstrates the internal regulation addressing the participation of employees on management bodies	Investor Relations / Corporate Governance / Corporate Governance Reports
Corporate bodies where employees are actually represented	In our company, both unionized and non-unionized colleagues participate in the management with different methods and share their views. With the Employee Engagement Survey conducted every year, the opinion of each colleague is taken as an anonymous questionnaire in the form of open-ended responses. With various communication meetings, information about the company is shared with employees, dealers and other stakeholders and questions and comments of these stakeholders are taken.
3.3. Human Resources Policy	
The role of the board on developing and ensuring that the company has a succession plan for the key management positions	A succession plan is created for all key management positions. This Succession Plan is finalized by submitting the approval of the Chairman of the Board of Directors following the approval of the CEO.
The name of the section on the corporate website that demonstrates the human resource policy covering equal opportunities and hiring principles. Also provide a summary of relevant parts of the human resource policy.	It is available on our corporate website with the title of Company/ Policies/ Declaration on Equality at Work. In addition, the issue of equal opportunity in recruitment is emphasized in the Global Code of Business Ethics. https://www.arcelikglobal.com/media/5510/1_global-code-of-conduct_.pdf
Whether the company provides an employee stock ownership programme	(There isn't an employee stock ownership programme)
The name of the section on the corporate website that demonstrates the human resource policy covering discrimination and mistreatments and the measures to prevent them. Also provide a summary of relevant parts of the human resource policy.	It is available on our corporate website with the title of Sustainability / InTouch / Areas / Diversity and Inclusion
The number of definitive convictions the company is subject to in relation to health and safety measures	5
3.5. Ethical Rules and Social Responsibility	
The name of the section on the corporate website that demonstrates the code of ethics	It is available on our corporate website with the title of Company/ Policies/ Global Code of Business Ethics. https://www.arcelikglobal.com/media/5510/1_global-code-of-conduct_.pdf
The name of the section on the company website that demonstrates the corporate social responsibility report. If such a report does not exist, provide the information about any measures taken on environmental, social and corporate governance issues.	Sustainability /Reports and Presentations / Sustainability Report
Any measures combating any kind of corruption including embezzlement and bribery	Principles related to the subject are included in the Global Code of Business Ethics.

4. BOARD OF DIRECTORS-I	
4.2. Activity of the Board of Directors	
Date of the last board evaluation conducted	30.12.2021
Whether the board evaluation was externally facilitated	No
Whether all board members released from their duties at the GSM	Yes
Name(s) of the board member(s) with specific delegated duties and authorities, and descriptions of such duties	No delegation was delegated among the board members.
Number of reports presented by internal auditors to the audit committee or any relevant committee to the board	4
Specify the name of the section or page number of the annual report that provides the summary of the review of the effectiveness of internal controls	Corporate Governance Principles Compliance Report / Board of Directors / Risk Management and Internal Control Mechanism
Name of the Chairman	Rahmi M. Koç
Name of the CEO	Hakan H. Bulgurlu
If the CEO and Chair functions are combined: provide the link to the relevant PDP announcement providing the rationale for such combined roles	-
Link to the PDP notification stating that any damage that may be caused by the members of the board of directors during the discharge of their duties is insured for an amount exceeding 25% of the company's capital	https://www.kap.org.tr/en/Bildirim/951457
The name of the section on the corporate website that demonstrates current diversity policy targeting women directors	Company / Policies / Board Diversity Policy
The number and ratio of female directors within the Board of Directors	2 (%17)

Composition of Board of Directors							
Name, Surname of Board Member	Whether Executive Director Or Not	Whether Independent Director Or Not	The First Election Date To Board	Link To PDP Notification That Includes The Independency Declaration	Whether the Independent Director Considered By The Nomination Committee	Whether She/ He is the Director Who Ceased to Satisfy The Independence or Not	Whether The Director Has At Least 5 Years' Experience On Audit, Accounting And/OR Finance Or Not
Mustafa Rahmi Koç	Non-executive	Not independent director	16/03/1967		Not applicable	No	Yes
Mehmet Ömer Koç	Non-executive	Not independent director	12/04/2005		Not applicable	No	Yes
Semahat Sevim Arsel	Non-executive	Not independent director	05/04/2006		Not applicable	No	Yes
Yıldırım Ali Koç	Non-executive	Not independent director	25/03/2009		Not applicable	No	Yes
Levent Çakiroğlu	Non-executive	Not independent director	25/03/2009		Not applicable	No	Yes
Robert Sonman	Non-executive	Not independent director	15/04/1994		Not applicable	No	Yes
Fatih Kemal Ebiçioğlu	Non-executive	Not independent director	23/03/2015		Not applicable	No	Yes
Hakan Hamdi Bulgurlu	Non-executive	Not independent director	25/03/2016		Not applicable	No	Yes
Kamil Ömer Bozer	Non-executive	Independent director	19/03/2018	https://www.kap.org.tr/en/Bildirim/911556	Considered	No	Yes
Müzeyyen Münire Gülay Barbarosoğlu	Non-executive	Independent director	19/03/2018	www.kap.org.tr/en/Bildirim/911556	Considered	No	Yes
Ahmet Turul	Non-executive	Independent director	19/03/2019	https://www.kap.org.tr/en/Bildirim/911556	Considered	No	Yes
Tuğrul Fadilloğlu	Non-executive	Independent director	25/02/2020	https://www.kap.org.tr/en/Bildirim/911556	Considered	No	Yes

4. BOARD OF DIRECTORS-II

4.4. Meeting Procedures of the Board of Directors	
Number of physical board meetings in the reporting period (meetings in person)	2
Director average attendance rate at board meetings	%96
Whether the board uses an electronic portal to support its work or not	Yes
Number of minimum days ahead of the board meeting to provide information to directors, as per the board charter	7 dsays
The name of the section on the corporate website that demonstrates information about the board charter	Arçelik Board Working Principles is not a publicly available document..
Number of maximum external commitments for board members as per the policy covering the number of external duties held by directors	There is no determination in this direction.
4.5. Board Committees	
Page numbers or section names of the annual report where information about the board committees are presented	Corporate Governance Principles Compliance Report / Board of Directors / Number, Structure and Independence of the Committees Established by the Board of Directors
Link(s) to the PDP announcement(s) with the board committee charters	https://www.kap.org.tr/en/Bildirim/926457

Composition of Board Committees-I

Names Of The Board Committees	Name Of Committees Defined As " Other" In The First Column	Name-Surname of Committee Members	Whether Committee Chair Or Not	Whether Board Member Or Not
Audit Committee		Kamil Ömer Bozer	Yes	Board member
Audit Committee		Ahmet Turul	No	Board member
Corporate Governance Committee		Ahmet Turul	Yes	Board member
Corporate Governance Committee		Levent Çakıroğlu	No	Board member
Corporate Governance Committee		Polat Şen	No	Board member
Committee of Early Detection of Risk		Müzeyyen Münire Gülay Barbarosoğlu	Yes	Board member
Committee of Early Detection of Risk		Fatih Kemal Ebiçlioğlu	No	Board member
Other	Executive Committee	Mustafa Rahmi Koç	Yes	Board member
Other	Executive Committee	Mehmet Ömer Koç	No	Board member
Other	Executive Committee	Semahat Sevim Arsel	No	Board member
Other	Executive Committee	Yıldırım Ali Koç	No	Board member
Other	Executive Committee	Caroline Nicole Koç	No	Board member
Other	Executive Committee	Aykut Ümit Taftalı	No	Board member

4. BOARD OF DIRECTORS-III

4.5. Board Committees-II	
Specify where the activities of the audit committee are presented in your annual report or website (Page number or section name in the annual report/website)	Corporate Governance Principles Compliance Report / Board of Directors / Number, Structure and Independence of the Committees Established by the Board of Directors
Specify where the activities of the corporate governance committee are presented in your annual report or website (Page number or section name in the annual report/website)	Corporate Governance Principles Compliance Report / Board of Directors / Number, Structure and Independence of the Committees Established by the Board of Directors
Specify where the activities of the nomination committee are presented in your annual report or website (Page number or section name in the annual report/website)	The activities of the Nomination Committee are carried out by the Corporate Governance Committee..
Specify where the activities of the early detection of risk committee are presented in your annual report or website (Page number or section name in the annual report/website)	Corporate Governance Principles Compliance Report / Board of Directors / Number, Structure and Independence of the Committees Established by the Board of Directors
Specify where the activities of the remuneration committee are presented in your annual report or website (Page number or section name in the annual report/website)	The activities of the Remuneration Committee are carried out by the Corporate Governance Committee..

4.6. Financial Rights Specify

Specify where the operational and financial targets and their achievement are presented in your annual report (Page number or section name in the annual report)	Report of the Board of Directors and the Chairman's Message & Message from the General Manager
Specify the section of website where remuneration policy for executive and non-executive directors are presented.	Company / Investor Relations / Policies / Wage Policy
Specify where the individual remuneration for board members and senior executives are presented in your annual report (Page number or section name in the annual report)	Corporate Governance Principles Compliance Report / Board of Directors / Financial Rights

Composition of Board Committees-II

Names Of The Board Committees	Name of committees defined as "Other" in the first column	The Percentage Of Non-executive Directors	The Percentage Of Independent Directors In The Committee	The Number Of Meetings Held In Person	The Number Of Reports On Its Activities Submitted To The Board
Audit Committee		%100	%100	4	4
Corporate Governance Committee		%67	%33	6	6
Committee of Early Detection of Risk		%100	%50	6	6
Other	Executive Committee	%100	%0	12	12

Explanations on Corporate Governance

INVESTOR RELATIONS DIVISION

The duties of the Investor Relations Department, which provides communication between the company and the investors, are carried out by Finance & Enterprise Risk Director Özkan Çimen, Investor Relations Senior Specialist Öktem Söylemez and Capital Markets Legislation Compliance Senior Specialist Begüm Olgaç under the management of Chief Financial Officer Polat Şen. In the Board of Directors' Decision dated 09.04.2021, it was decided to appoint Polat Şen as a member of the Corporate Governance Committee.

The licenses of the people in the Investor Relations Department in 2021 are given below:

Name-Surname	Position	Licence Certificate Type	Licence Certificate No.
Polat Şen	Chief Financial Officer / Corporate Governance Committee Member	-	-
Özkan Çimen	Finance and Enterprise Risk Director	-	-
Öktem Söylemez	Senior Specialist - Investor Relations	Capital Market Activities Level 3 License / Corporate Governance Rating License / Derivative Instruments License / Credit Rating License	208683 / 701667 / 308275 / 602990
Begüm Olgaç	Senior Specialist - Compliance to the Capital Markets Legislation	Capital Market Activities Level 3 License / Corporate Governance Rating License / Derivative Instruments License	208461 / 702124 / 307408

The contact information of the Investor Relations Department responsible for 2021 is below:

Polat Şen

Chief Financial Officer
0212 314 31 00
polat.sen@arcelik.com

Özkan Çimen

Finance and Enterprise Risk Director
0 212 314 39 01
ozkan.cimen@arcelik.com

Öktem Söylemez

Senior Specialist - Investor Relations
0 212 705 96 81
oktem.soylemez@arcelik.com

Begüm Olgaç

Senior Specialist - Compliance to the Capital Markets Legislation
0 212 314 39 56
begum.olgac@arcelik.com

Fax: 0 212 314 34 82

e-mail: investorrelations@arcelik.com
yatirimciiliskileri@arcelik.com

Communications providing detailed information to investors regarding the activities of the Company in 2021 are summarized below.

Number of investor conferences and roadshows attended:	10
Number of meetings with investors and analysts:	208
Number of teleconferences regarding financials announced at the end of 2020 and 9 months of 2021:	4
Number of meetings and events organized for the press:	14

The main activities carried out in the Investor Relations Department are as follows:

- Ensuring that shareholders' records are reliable, secure and up to date, Answering shareholders' written information requests both in writing and verbally about the Company – apart from those that interfere with trade secrets and that are not publicly announced,
- Ensuring that the General Assembly Meeting is held in conformity with the applicable legislation, the Articles of Association, and other internal regulations of the Company, Preparing documents that the shareholders may make use of at the General Assembly meetings,
- Keeping a record of the voting results, and ensuring that reports about the results are sent to the shareholders, Overseeing and tracking all issues regarding public disclosure, including the legislation and the disclosure policy of the Company.
- Informing the investors by attending the meetings held at the company headquarters and the conferences and meetings organized by various institutions at home and abroad, Informing the analysts who make evaluations about the company,
- Meeting the information requests of academics who conduct research on the company and the sector, to prepare the content of the investor relations section of the company's corporate website (www.arcelikglobal.com) in Turkish and English, to update it as frequently as possible, and to provide information about the Company to the shareholders via the internet. to ensure fast and easy access,
- Making available the information and disclosures that may have an impact on the use of the shareholder rights – to the use of the shareholders on the company website in an up-to-date manner,
- Informing the public by making the necessary Material Disclosures through KAP (Public Disclosure Platform), taking into account the Communiqué No. II-15.1 of the Capital Markets Board (CMB),

- Following the changes in the legislation related to the Capital Market Law and bringing them to the attention of the relevant units within the Company,
- Representing the Company before the Capital Markets Board, Borsa Istanbul and Central Registry Agency.

The report prepared on the activities of the Investor Relations Department in 2021 was approved by the Corporate Governance Committee on 02.02.2022 and presented to the Board of Directors.

Exercise of Shareholders' Right to Obtain Information

Legislation, articles of association and other in-house regulations are complied with in exercising shareholder rights, measures are taken to ensure the exercise of these rights, and all shareholders are treated equally. At Arçelik A.Ş., the Investor Relations Department is carried out under the Finance and Financial Affairs Assistant General Manager. The main purpose of the company is to ensure that the shareholders' right to obtain information is fulfilled fairly and completely. In addition, the Company fulfills the rights of the shareholders arising from the partnership completely and as soon as possible.

No discrimination is made between shareholders regarding the exercise of the right to obtain and review information on the Company. Each shareholder has the right to obtain and evaluate information.

Questions directed to the Investor Relations Department aside from confidential information and trade secrets are responded to, via telephone or in writing after consulting with the most relevant person in the related subject matter. As explained in the section titled "Corporate Website and Its Content" of this report, all kinds of information and explanations that may affect the exercise of shareholder rights are included on the corporate website.

In order to expand the shareholders' right to obtain information and to exercise their rights in a healthy manner, the necessary information and documents, as well as the financial statements, are constantly updated and made available to the shareholders in Turkish and English on the Company's corporate website (www.arcelikglobal.com). Written and verbal information requests received from the shareholders during the period were answered verbally or in writing, without any discrimination between the shareholders, within the scope of the Capital Market Legislation.

Material event disclosures, financial statements and other information about the Company, which are obliged to be announced with the Public Disclosure Platform, are also sent in electronic form with electronic signature.

Although the Articles of Association do not govern the right of individual shareholders to demand a special auditor, under Article 438 of the Turkish Commercial Code, one may be requested from the General Assembly to clarify certain events even if the issue is not on the agenda. This request can be made if it is necessary for every shareholder to be able to exercise their shareholder rights, and if the right to receive and evaluate information concerning the events in question has been previously exercised. To date, no shareholder has submitted such a request. In addition, the activities of the Company are periodically inspected by the Independent Auditor, PwC Independent Auditing, and Independent Accountant Mali Müşavirlik A.Ş. that were elected at the General Assembly.

Companies in Turkey are obliged to elect an independent auditor pursuant to Article 400 of the Turkish Commercial Code. The auditor, who has been elected as an auditor for the same company for a total of seven years within ten years, cannot be re-elected as an auditor unless three years have passed.

General Assembly Meetings

In addition to legislation and all methods set forth, the announcement of the General Assembly meeting is made at least three weeks prior to the meeting via all kinds of communication tools including electronic communication to reach as many shareholders as possible. Articles of Association have been drawn up accordingly. Along with the general assembly meeting announcement, the following issues are

announced to the shareholders, as well as the notifications and explanations required by the company in accordance with the legislation, on the website of our company:

- a) The total number of shares and voting rights reflecting the shareholding structure of the company as of the date of the announcement,
- b) Changes in the management and activities of the company and its subsidiaries that have taken place in the previous accounting period or planned for the next accounting period, which will significantly affect the activities of the company,
- c) If there is dismissal, replacement or election of the members of the board of directors on the agenda of the general assembly meeting, the grounds for dismissal and replacement, information about the persons to be nominated for the membership of the board of directors;
- d) The Requests of Shareholders, the Capital Markets Board (CMB) and/or Other Public Institutions or Organizations, with which the Company is concerned, for Inclusion of Articles into the Agenda,
- e) In the event of an amendment to the Articles of Association featuring on the agenda, the former and new versions of the amendments to the Articles of Association, along with the resolution of the Board of Directors.

In relation to the fulfillment of the obligation in (c) clause, the persons to be nominated for the membership of the board of directors; information about their backgrounds, the duties they have held in the last ten years and the reasons for leaving, the nature and level of importance of their relations with the company and its related parties, whether they have independence and similar issues that may affect the company's activities if these persons are elected as members of the Board of Directors.

All of the shares constituting the capital of the company are registered. Before the General Assembly, an information document is prepared regarding the agenda items and announced to the public via the Public Disclosure Platform and the corporate

website. Pursuant to the Articles of Association, General Assembly meetings are held open to the public, including stakeholders and the media, without the right to speak.

The company held 1 Ordinary General Assembly Meeting in 2021.

At the Ordinary General Assembly Meeting held on March 23, 2021, where the activities of 2020 were discussed, 57,395,118,514 shares (84.9%) out of the total of 67,572,820,500 shares of the Company's capital were represented physically and electronically at the meeting. Company shareholders (directly or by proxy) and stakeholders attended the meeting. Representatives of various brokerage houses and banks that provide clearing and custody services also attended the meetings as part of the audience. During the General Assembly Meetings, questions asked by the shareholders are answered. If the question was not related to the agenda or was so comprehensive that it could not be answered immediately, the investor relations department responded to them. Although there is no question from the investors on this subject at the General Assembly on March 23, 2021, if there is, the said questions are answered by the Investment Relations Department and published on the company's website.

- Pursuant to the Articles of Association, the announcement of the General Assembly Meeting is published on the Public Disclosure Platform, in the Turkish Trade Registry Gazette, on the corporate website, on the Electronic General Assembly System, on the e-Company, in a way to reach as many shareholders as possible, in addition to the procedures stipulated by the legislation. It was announced at least three weeks before the date of the General Assembly. Corporate Governance Principles are complied with in all notifications. The financial statements.
- All notifications are complied with Corporate Governance Principles.
- The financial statements and reports, including the Annual Activity Report, the profit distribution proposal, the informative document prepared regarding the agenda items of the General Assembly and other documents that form the basis of the agenda items, the final version of the Articles of Association and the amendment text if the Articles of Association is to be amended, and justification; From the

date of the announcement made for the invitation to the General Assembly Meeting, it is kept open for inspection at the Company's headquarters and on the corporate website, where the shareholders can reach it most easily.

- The agenda topics of the Company's General Assembly are expressed clearly and in a way that does not lead to different interpretations. Information to be given before the general assembly meeting is given by referring to the relevant agenda items.
- For those who will have themselves represented by proxy before the General Assembly, samples of the power of attorney are included in the announcement text and are available on the corporate website.
- Before the meeting, the voting procedure is announced at the meeting and presented to the information of the shareholders on the website.
- At the General Assembly held on March 23, 2021, the Company did not receive any request by the shareholders to add an item to the agenda.
- General Assembly Meetings are held in a way that does not cause inequality among the shareholders, at the least possible cost for the shareholders, and in the least complicated procedure. It is made easier for the shareholders residing in the country or abroad to attend the meeting, thus enabling them to attend the General Assembly.

In addition, all documents that foreign shareholders may need to inform them about the General Assembly and the agenda texts are translated into English and sent through the banks that carry out clearing and custody transactions for these shareholders in our country and posted on the Company's website.

In order to increase and facilitate participation in the General Assembly, care is taken to hold the meeting in a central place of the city. The number of participants is followed over the years and the meeting place is determined according to the number of participants. The Ordinary General Assembly Meeting held on 23.03.2021 was held at the address "Divan İstanbul Elmadağ, Asker Ocağı Caddesi No: 1 34367 Şişli İstanbul." The venue where the meeting is held has the characteristics to allow the participation of all shareholders. Invitations to the General Assembly Meetings are made by the Board of Directors in accordance with the provisions of the Turkish Commercial

Code (TTK), the Capital Markets Law and the Company's Articles of Association. As soon as the Board of Directors' decision is made to hold the General Assembly, a statement is made on the Public Disclosure Platform and the public is informed.

According to CMB regulations, financial statements must be disclosed to the public within 11 weeks from the end of the accounting period. The company, on the other hand, announces its financial statements in a shorter period of time. Financial statements for the end of 2021 are also available in the fourth week of the year. Following the announcement of the results, the work of the General Assembly begins, and the General Assembly convenes after the necessary legal procedures are completed. This year's General Assembly will convene within three months after the accounting period. Subjects in the agenda of the general assembly meeting shall be handled impartially and in detail, through an explicit and comprehensible method; shareholders shall be given opportunities to explain their ideas and ask questions under equal conditions, and a healthy discussion environment shall be created. Members of the Board of Directors who are the subject matter experts on the agenda items, other relevant persons, officials who have a responsibility in the preparation of the financial statements, and the statutory auditors attend the General Assembly meeting to provide the necessary briefings and to address any questions.

Shareholders are given the opportunity to present their opinions and suggestions regarding the remuneration policy applied to the Members of the Board of Directors and senior executives.

Shareholders holding the management control, members of the Board of Directors, managers with administrative responsibility, and their spouses and relatives by blood and marriage up to the second degree have been granted the permission in the General Assembly to be able to carry out the works falling within the scope of the Company's field of activity within the scope of Articles 395 and 396 of the Turkish Commercial Code. The General Assembly is informed about the realized transactions if any. In 2021, within the scope of principle number 1.3.6 of the Corporate Governance Communiqué, there has been no significant transaction that may cause a conflict of interest between the said persons and the publicly traded company or its subsidiaries.

Pursuant to paragraph 4 of article 415 of the Turkish Commercial Code numbered 6102 and paragraph 1 of article 30 of the Capital Market Law numbered 6362, the right to attend the general assembly and to vote is not subject to the condition of depositing its shares. In this framework, if our shareholders want to attend the General Assembly Meeting, there is no need for them to have their shares blocked at the Central Registry Agency. The votes of the shareholders on the agenda items at the General Assembly Meeting are recorded in the minutes. Each agenda item is voted on separately at the meeting. Our General Assembly is held under the supervision of the Ministry of Commerce Representative.

The General Assembly is informed about the donations and aids made by the company to foundations and associations with a separate agenda item. In the ordinary general assembly meeting held in 2021, information was given about the donations and aids made in 2020 with a separate agenda item in the general assembly. At the General Assembly, the upper limit for donations that can be made in 2021 was determined as 0.3% (three per thousand) of the previous year's revenue, and it was decided to adopt the Arçelik Global Donation and Sponsorship Policy.

Minutes of the General Assembly Meeting are available on the corporate website, and also at the Company's headquarters, these minutes are open to the inspection of the shareholders, and copies are made available to those who request them.

Voting Rights and Minority Rights

The voting procedure at the General Assembly Meetings is announced to the shareholders at the beginning of the meeting. Practices that make voting rights difficult are avoided in the company, and every shareholder, including cross-border shareholders, is provided with the opportunity to exercise their voting rights physically or electronically in the easiest and most appropriate way.

There is no privilege in the Articles of Association regarding the use of voting rights in the company. Each share has one voting right. Among the shareholders of the Company, there is no legal person who is a subsidiary of the Company. No provision in the Articles of Association prevents a non-shareholder from voting by proxy as a representative.

The shareholders representing the minority shares form the Management together with the majority shareholders, with their participation in the General Assembly. In 2021, our Company received no criticism or complaint regarding this matter. Minority rights are not determined by the Articles of Association as less than one-twentieth of the capital.

Dividend Right

Dividend Right at the Ordinary General Assembly held on 27.03.2014. Our dividend distribution policy, approved by the shareholders as an agenda item, has been determined as follows:

"Our company is subject to the provisions of the Turkish Commercial Code, Capital It distributes profits within the framework of Market Regulations, Tax Regulations and other relevant regulations and the article related to profit distribution in our Articles of Association. In profit distribution, a balanced and consistent policy is followed between the interests of the shareholders and the Company in accordance with the Corporate Governance Principles. In principle, as long as the relevant regulations and financial possibilities allow, a minimum of 50% of the distributable period profit calculated within the framework of the Capital Markets Regulations, as long as it can be met from the resources available in our legal records, taking into account market expectations, our long-term company strategy, investment and financing policies, profitability and cash situation. and/or distributed as bonus shares. It is aimed to distribute profits within one month at the latest following the General Assembly meeting, and the General Assembly decides on the profit distribution date. The General Assembly or, if authorized, the Board of Directors may decide to distribute the dividend in installments in accordance with the Capital Markets Regulations. According to the Company's Articles of Association; The Board of Directors may distribute advance dividends, provided that it is authorized by the General Assembly and complies with the Capital Markets Regulations."

The profit distribution policy of the company is included in the Annual Report and is disclosed to the public via the corporate website.

The profit distribution of the company is made in accordance with the TCC and CMB and within the legal deadlines. According to our financial statements for the 01.01.2020

– 31.12.2020 accounting period, Arçelik A.Ş. Prepared by the management based on Turkish Financial Reporting Standards (TFRS), PwC Independent Auditing and Independent Accountant Mali Müşavirlik A.Ş. According to the financial statements for the 01.01.2020 - 31.12.2020 accounting period audited by the Company, there is a net profit of 2,847 million TL belonging to the parent company, and 2,942 million TL current year profit according to the TPL records; The proposal of the Board of Directors to distribute a total of 1,500 million TL dividend to be paid in cash to the shareholders and to determine the dividend payment date as 29.03.2021 has been submitted for approval.

The dividend distribution proposal of the Board of Directors was accepted by majority vote, with an affirmative vote of TL 572,838.495.14 against a rejection vote TL of 1,112,690.

Dividend payments started on March 29, 2021, and were completed on March 31, 2021.

Transfer of Shares

The Articles of Association do not contain practices that make it difficult for shareholders to transfer their shares, and there are no special provisions restricting the transfer of shares. Capital Markets Board regulations are applied for the transfer of the Company's registered shares traded on the stock exchange.

PUBLIC DISCLOSURE AND TRANSPARENCY

Corporate Website and Its Content

The Company actively uses the corporate website www.arcelikglobal.com, as stipulated by the CMB Principles, to maintain its relations with the shareholders more effectively and quickly and to be in constant communication with the shareholders. The information contained herein is constantly updated. Information given on the Company website is consistent with and is the same as the disclosures made as per the relevant legislation provisions, and it does not include inconsistent or inaccurate information.

On the company website; In addition to the information that is required to be disclosed in accordance with the legislation; trade registry information, partnership and management structure as of the latest situation, no privileged shares, the

date and number of trade registry gazettes where the changes were published, the final version of the company's articles of association, material disclosures, financial reports, annual reports, prospectuses and other public disclosure documents, general The agenda of board meetings, list of attendees and meeting minutes, proxy voting form, profit distribution policy, information policy, wage policy, board diversity policy, donation and sponsorship policy and other policies, business ethics principles and answers to frequently asked questions are included. Within this context, information pertaining to the last 5 years at least is published on the website. The corporate website has been arranged in Turkish and English in the content and manner stipulated by the CMB Principles.

The Investor Relations Department is responsible for preparing the content of the Investor Relations section of the corporate website, updating the changed information and adding additional information. Efforts to ensure that the corporate website provides better service to investors are regularly followed up and continued.

The company is controlled by its parent Koç Holding A.Ş., the Koç Family and the companies owned by them.

Annual Report

The Board of Directors of the Company prepares the annual report in such a way as to ensure that the public has access to complete and accurate information about the company's activities and in detail with the information listed in the Corporate Governance Principles.

In addition to the matters specified by relevant legislation and in other sections of Corporate Governance Principles, in the annual reports;

a) Information on the duties they have held outside the company in the CVs of the Members of the Board of Directors and the independence declarations of the independent members,

b) Evaluation of the Board of Directors regarding the working principles and effectiveness of the committees, including the committee members of the Board of Directors committees, the frequency of their meetings and the activities carried out,

c) Number of meetings of the Board of Directors and participation of members of the Board of Directors to such meetings,

d) Information on legislative and regulatory changes that may have a material impact on the Company's activities,

e) Information on major lawsuits filed against the Company and potential outcomes,

f) Information about the conflicts of interest between the company and the institutions from which it provides services such as investment consultancy and rating,

g) Information on cross-shareholdings that exceed 5% of direct ownership of the Company's share capital,

h) Information on fringe benefits and Professional development of employees as well as other corporate social responsibility activities related to the Company's operations that have social and environmental impacts.

STAKEHOLDERS

Informing the Stakeholders

Informing the Stakeholders related to the Company are mainly used to express the third parties who have direct relations with the Company. Stakeholders are informed about matters that concern them by inviting them to meetings or using telecommunication tools when necessary. The Company respects and protects the rights of stakeholders acquired through legislation, mutual agreements and contracts, taking into account that it will be to the benefit of the Company, in the long run, to cooperate with stakeholders.

The corporate governance structure of the company allows all stakeholders, including employees and representatives, to convey their concerns regarding illegal and unethical transactions to the management. Among the duties of the Audit Committee is the examination of complaints received by the Company. In addition, the Internal Audit Management evaluates the complaints and forwards them to the Audit Committee.

The methods and criteria to be applied in examining

and concluding the complaints received by the company regarding the accounting and internal control system and the independent audit of the company, and evaluating the statements of the company employees on accounting and independent audit matters within the framework of the confidentiality principle are determined by the committee responsible for the audit.

Employees of the company and approximately 3,000 dealers constituting the dealership organization throughout Turkey constitute an important interest group that has direct relations with the Company. In order to make the system more effective by informing the company employees on practices, communiqués, circulars, regulations and written information on a regular basis, it also informs its dealers with its circular, about the practices and campaigns, Company policies, targets and economic developments, and by listening to the problems of its dealers, It organizes "Dealer Meetings" regularly throughout the year.

Relations with employees within the scope of the Collective Agreement are carried out through union representatives. The company is a member of MESS (Turkish Metal Industrialists' Union) as an employer's union, and the company's blue-collar employees are members of the Turkish Metal Union. The Collective Bargaining Agreement, valid between September 1, 2021 - August 31, 2023, covering our unionized employees working in all Arçelik businesses, was signed on January 12, 2022.

Human Resources Policy

As the Arçelik Family, we take into account the developments in the world and, with our vision of Respect for the World, Respect for the World, which we have set for ourselves, we are moving forward to achieve our goal of always being successful and transferring the values we have created to future generations in a sustainable way. To ensure that we walk with the vision of "Respect for the World, Respect for the World," to act without sacrificing honesty, to provide a workplace environment where there is no discrimination or injustice, and where decent people work in safe and good conditions, with different backgrounds, cultures, different experiences and perspectives. It is our common desire to develop new ideas and solutions by bringing individuals together and to create a reliable and sustainable value chain all over the world.

Arçelik Human Resources Policies, which are in line with company strategies and determined in the light of common values and business ethics, have been documented and shared with its employees in its subsidiaries in Turkey and abroad. The Assistant General Manager of Human Resources is in charge of determining and managing the principles of the Company's human resources policy, and managing relations with employees. In addition, the Human Resources Assistant General Manager is responsible for the implementation of human rights principles, which are regulated, periodically reviewed and revised when necessary, by the Legal and Compliance Directorate.

Our basic principles that guide Human Resources policies are as follows; Human Resources practices act in line with these principles.

- There is a global/local balance in Human Resources systems and practices. As a company operating on an international platform; we respect local regulations, practices and requirements. In cases where Human Resources policies and practices conflict with local legislation, the relevant country's legal regulations are taken into account.
- Arçelik respects the freedom of its employees to become a member of a union and to draw up collective labor contracts.
- Human Resources policies, Arçelik A.Ş. It is in line with business strategies and includes future needs as well as current organizational needs.
- All Human Resources processes and practices are compatible with and support human rights, and these principles are; non-discrimination and providing equal opportunities within the Company. Arçelik A.Ş. never discriminates against ethnic origin, race, language, religion, age, gender, sexual orientation, nationality, disability, cultural difference or political opinion. This principle is accepted throughout the company and to date, no official complaints have been received from employees that they have experienced discrimination. Arçelik sets binding rules for the Global Business Ethics Principles and related Policies, Arçelik Personnel Regulation and all relevant policies, and ensures that these rules are applied in order to permanently prevent all kinds of discrimination and internal

physical, mental and emotional maltreatment that may occur among employees.

It is ensured that all candidates have equal opportunities in the recruitment process. In this context, we have many different applications and depending on the job size of the position, different criteria are applied with different measurement and evaluation techniques and processes.

In all Human Resources applications; fairness, consistency and reliability are based on. In line with this principle, the job descriptions, wage, performance and reward systems criteria of the company employees are announced to the employees in line with the determined calendar and it is ensured that they are equally known by all employees. In line with organizational competency needs, a variety of training programs are developed to address the development needs of all employees with monthly and hourly wages and are offered starting from their employment. Within the scope of the training process that starts with orientation, functional competencies are strengthened/supported by academies and technical trainings, and social skills are strengthened/supported by competency trainings. The global spread of the solutions offered through online education platforms is increasing.

Career planning of employees is made in line with their knowledge, skills and competencies. At the annual human resources planning meetings, critical positions and the talents and competencies that will carry the company to the future are determined, the performances of potential employees are monitored, their development is supported, and they are thus prepared for their possible future roles. Succession plans of all management positions are created and potential employees are placed in these plans. In this way, candidates for management positions are both trained and situations that would hinder the company's management in case of possible management changes are prevented.

While creating recruitment policies and making career plans, the principle of providing equal opportunities to people with equal conditions inside and outside is adopted. An internal advertisement system is applied in order to offer priority opportunities to our internal candidates. In cases where it is anticipated that changes in managerial positions may

disrupt the company management, internal candidates in the succession plans are evaluated to determine the new managers to be appointed.

In order to continuously improve the Human Resources standards; Human Resources practices are reviewed systematically and regularly, and Human Resources processes are restructured in line with the feedback and the latest developments.

In order to keep our employees constantly informed, regular briefing meetings are held for employees on issues such as the financial situation of the Company, wages, career, education and health.

At Arçelik A.Ş., opinions are obtained from the relevant union and consensus is reached before decisions to be taken regarding human resources policy changes and system revisions concerning unionized employees. All unionized employees are informed about the changes made.

- Within the framework of legal regulations, the personal information of our employees is protected and confidentiality is ensured. While Arçelik A.Ş. aims to meet current and future business needs during the recruitment and placement process, it provides equal opportunities to all candidates with appropriate education, knowledge, skills, competence and experience in line with ethical principles.

ŞThe Company's approach in the training and development process is to improve the Company's performance by working with the principle of continuous improvement in line with the Company's vision and business goals. While planning the current and future development needs of employees in line with business needs, it is aimed to use internal resources effectively and efficiently. In line with the company's training and development policy, the development of employees is supported by revised content on an annual cycle.

Arçelik A.Ş. believes that the basis of organizational success is teamwork and cooperation along with individual success. In this direction, the Company uses different development methods to improve the performance of its employees in line with its objectives. Studies carried out in this area are included in the Global Organization section of the Annual Report.

Arçelik A.S. In order to increase the motivation, commitment and productivity of its employees, to implement best practices and to encourage prominent critical behaviors, it evaluates and rewards all kinds of achievements, inventions and/or suggestions that will provide benefits and ensures its recognition within the Company. The approach in wage management is to determine a fair employment policy with laws and competitive understanding.

Being aware of the fact that commitment to work organization is one of the determining factors of happiness in business life, Arçelik continues to conduct online surveys every year in Turkey and every two years in foreign countries. Studies carried out in this area are included in the Activities section of the Annual Report.

Arçelik, which puts a strong employee experience in its focus, continues to listen to the voices of its employees while implementing its actions. It listens to the views of its employees throughout the year and prioritizes actions through different tools such as one-on-one interviews, listening surveys, and focus group studies.

We aim to create a sustainable, developing, inclusive and egalitarian working environment with our Human Resources practices, and we shape our activities in this direction. In the Global Organization section of the Annual Report, there are detailed explanations about our general HR Practices. The sustainability section includes the activities we carry out in line with this purpose.

Industrial Relations

As part of its industrial relations policy, Arçelik A.Ş. always respects and supports employees' right to organize and unionize. The company takes care to maintain a peaceful environment in the workplace by acting in harmony with the requirements of the legislation and collective agreements within the framework of the trust relationship it has established with employees and unions. Local conditions, customs and practices applicable in the regions and countries in which the Company operates are taken into account, even if they are not included in the contracts, in order to maintain a peaceful business environment.

Within the framework of industrial relations policy, trade unions are considered as social stakeholders, not counterparties. For this reason, the Company always attaches

great importance to maintaining good relations with trade unions and acting together with them. Working in better conditions for social stakeholders is an important goal for the Company. In this context, in addition to complying with the laws, other social benefits such as better working conditions, occupational health and safety, birth, death, education and marriage support are included in the collective agreements and care is taken to implement them.

In order to ensure work peace and continuity in line with the relevant provisions of the Collective Bargaining Agreement, the social rights applied to all employees in Arçelik Turkey, regardless of whether they are unionized or non-union, are as follows:

- YA total of 4 salary bonuses per year,
- Fuel allowance,
- "Leave allowance" before annual leave,
- "Holiday allowance" before religious holidays,
- Monthly payment under the name of child benefit,
- Payments made per case; maternity benefits, marriage benefits, death benefits, military service benefits and education benefits.
- Social leave per case; Marriage Leave, Death Leave, Maternity Leave, Natural Disaster Leave
- Vehicle and meal allowance in kind,
- Supplementary Health Insurance,
- Annual leave days applied to employees are specified in the Collective Bargaining Agreement. The right to leave over the legal period applies to all unionized and non-unionized employees.
- According to the job to be started by unionized employees, the level of employment and wages are applied as determined in the collective agreement.

A Collective Bargaining Agreement with the effective period of 01.09.2021-31.08.2023 was signed on 12 January 2022 between the Turkish Metal Industrialists' Union (MESS), of which we are a member and the Turkish Metal Workers Union.

Accessible Energy

Our founder Vehbi Koç's statement "Our most valuable asset is our human resources" is one of the most fundamental elements that determine our Arçelik corporate vision. Protecting the health and safety of our employees and visitors at our facilities is our

top priority. In this direction, we manage our OHS activities in accordance with the relevant legislation requirements, Arçelik OHS Policy and the goal of continuous improvement.

Arçelik Occupational Health and Safety Policy:

- To create healthy and safe working conditions with zero work accidents and zero occupational disease approach,
- Identifying and eliminating danger, risk and near-miss situations in the working environment, Providing necessary communication activities to understand the needs and expectations of our employees and other relevant parties in the field of OHS,
- Continuously improving our OHS performance by using the best available technologies,
- Taking proactive measures by making the necessary plans for possible emergencies, Providing opportunities for all necessary OHS trainings and following the effectiveness of the trainings,
- Promoting the lessons learned and best practices in OHS issues and disseminating them in all our fields of work,
- Within the scope of our OHS Management System, monitoring and improving the OHS performances of contractor companies, identifying OHS-related opportunities, and evaluating them by integrating them into our processes and practices,
- Achieving a successful OHS performance, setting targets, creating action plans, following the realization levels, creating a culture in which our policy and the habit of working in a safe and healthy way are internalized, and providing the necessary resources for this,
- Acting in accordance with national and international legal regulations and other obligations regarding OHS in all geographies where we operate, in new investments and operations,
- Basing our OHS activities on continuous improvement by ensuring the participation of all levels of the organization and our stakeholders.

All company employees, stakeholders and contractors are obliged to work in line with Arçelik OHS Policy requirements.

In order to fulfill this obligation, we manage our OHS-related activities and work with all our strength to be an exemplary organization in terms of occupational health and safety in our sector and in the world.

In line with our OHS Policy, OHS issues are included in the targets of the relevant departments and employees with the performance management system and monitored throughout the year. With the issues determined within the scope of the "Arçelik Occupational Health and Safety Action Plan" and the projects developed in connection with these issues each year, it is aimed not only to ensure the continuity of compliance with the relevant legislation but also to prevent a possible occupational accident and health problem.

In 2021, the Lost Day Accident Frequency** working in Arçelik's global operations was 1.37, the Lost Day Accident Frequency* for contractor company employees was 2.72, and the total Lost Day Accident Rate* for Arçelik employees and contractor company employees was 1.57. While the Occupational Disease Frequency Rate is 0.10 for the employees, it is 0 for the employees of the contractor company. In 2021, a total of 456,145 hours of OHS training was provided to all our employees and 17,108 hours to our contractor employees.

*Data based on 1 million hours.

Arçelik supports its employees to communicate with each other and with their managers on this matter and fulfills its duty of guidance on OHS issues.

At Arçelik, which sets the goal of "zero work accident and zero occupational disease" for all its employees, engineering solutions such as safety and automation systems to prevent work accidents and occupational diseases at the source at the design and planning stage, employment and periodic health checks and personal protective equipment. Different methods and tools are used until the use of equipment.

In 2021, a total of 204,538 person*hour OHS trainings were organized for 16,594 employees on regulatory requirements and technical issues, with wide-ranging participation by occupational safety experts and workplace physicians at all Arçelik facilities.

After the ISO 45001, Occupational Health and Safety Management System Standard audits were carried out in our foreign and domestic locations in 2021, the validity of the global management system certificate was maintained for the Headquarters and all our production facilities.

In order to evaluate our efforts to protect the health and safety of our employees during the pandemic period, a 'Safe Production Certificate' was obtained for Arçelik's domestic production facilities as a result of the audits carried out by independent accredited audit institutions. With the follow-up inspections carried out by TSE in 2021, the continuation of the TSE Safe Production Certificate was ensured.

Code of Ethics and Social Responsibility

The Company aims to satisfy its customers, to provide products and services of universal quality and standards by using natural resources effectively and to contribute to economic and social development. In this way, it aims to be a symbol of reliability, continuity and prestige for its customers, shareholders, employees, suppliers, dealers and authorized services - in short, all its stakeholders - on a national and global scale.

The principle of Koç Group Companies is well-reflected in the spoken word of Vehbi Koç, the founder of the Koç Group;

- Our Customers are the focus of everything we do.
- To be "the best" is our ultimate goal.
- Our most important asset is our people.
- Creation of wealth for continuous development is our key objective.
- We aspire to strengthen the Turkish economy from which we derive our own strength.
- Honesty, integrity, and superior business ethics are the foundations of our business conduct.

With the Global Business Ethics Principles and Related Policies, which are based on these principles, it is aimed to guide our Company employees and those acting on behalf of the Company in their decisions and behaviors while performing their duties.

In 2019, Arçelik A.Ş. Code of Ethical Conduct and Implementation Principles were rearranged as the Global Business Ethics Principles and related Policies in line with the growing and expanding structure of Arçelik A.Ş., and their dissemination to all our subsidiaries was completed in 2020. In order to inform the Legal and Compliance Directorate about actions that are not in line with our renewed Global Business Ethics Principles and relevant Policies, mechanisms

that can be notified via the Ethics Hotline for our production countries and via e-mail and website-based Ethics Line for all other countries have been put into practice. At Arçelik A.Ş., we are committed to treating all notifications confidentially and protecting notification owners.

In order to fully comply with the Global Business Ethics Principles framework, as Arçelik Legal and Compliance Directorate, we have created comprehensive training programs, both face-to-face and online, to cover all our employees. Content of this training included anti-discrimination and prevention of human rights violations as well as Global Business Ethics and the related Policies, including anti-bribery and anti-corruption. We held trainings on Global Business Ethics Principles and Related Policies in one-on-one sessions for our senior management. By training 1760 more people in 2021, we have provided live broadcast training to more than 11 thousand of our employees on the Global Business Ethics Principles and Related Policies since the day it was published. In addition, Personal Data Protection training was given to more than 1500 employees in 18 European countries, Russia and Turkey in 2021.

Arçelik A.S. complies with the human and employee rights directives of international initiatives of which it is a voluntary participant, and ensures that its approaches and practices are audited by independent audit institutions. The company complies with the principles of human rights and labor standards set forth in the United Nations Global Compact, of which Koç Group is a signatory, and presents its performance in this field to the opinions of its stakeholders with its annual and sustainability reports.

With our updated Business Ethics Principles, Arçelik undertakes to act in accordance with the principles set out in the United Nations Global Compact, OECD General Principles on Multinational Enterprises and the Universal Declaration of Human Rights, regardless of whether these principles are adopted in the countries in which it operates.

Everyone working in our company is accepted equally, regardless of ethnic origin, race, language, religion, age, gender, nationality, disability and cultural difference. This approach, which started with our employment policy, is

based on the principles of the right person for the right job, equal pay for equal work, merit-based on success and equal opportunity for everyone. The principles of respect for human and employee rights are at the center of all our human resources processes. In this direction, we offer our employees an equal opportunity, mutual trust, anti-discrimination, respect for human rights and fair working environment. We undertake to comply with all laws and rules in order to provide equal rights in the entire value chain and not to discriminate, we ensure that we work in a way that avoids discrimination in the business environment, and we ensure that "No Child Labor and Forced and Compulsory Employment" is ensured by the labor legislation and policies created within this framework. We are sensitive about keeping these policies implemented in our company alive in the relations of all our stakeholders and our employees. All of our employees are expected to exhibit attitudes and behaviors that will ensure the cultural integrity of our company and to protect and develop the reputation of our Company and the reliability of its corporate structure. All of our employees and business partners, including our temporary employees, are obliged to comply with the Global Business Ethics Principles and related Policies. Global Business Ethics Principles and related Policies are disclosed to the public in detail on our Company's website. <https://www.arcelikglobal.com/en/company/about-us/global-code-of-conduct/>

Arçelik A.Ş. Global Business Ethics Principles and related Policies are delivered to their employees against signature upon their employment. In addition, training on Global Business Ethics and the related Policies is provided to all new employees and their status for completion of training is checked regularly.

In order to ensure the continuity of this system we have created, our ethical code of conduct, which is based on the basic principles set by Vehbi Koç, the founder of the Koç Group, is of great importance. The functioning and sound implementation of the Global Business Ethics Principles and Related Policies Arçelik A.Ş. are realized through the Global Ethics Committee established within the body. The Global Ethics Committee is led by our CEO, reflecting that senior management's approach is directly related to the ethical culture.

The Global Ethics Committee consists of the CEO (President), CFO, Legal and Compliance Director, Executive Vice President of Human Resources and relevant Executive Vice Presidents. The Law and Compliance Directorate is responsible for arranging, periodically reviewing and revising human rights principles, and Human Resources is responsible for the implementation of these principles. At the same time, informing all employees of the Global Business Ethics Principles and Related Policies, ensuring that employees attach the necessary importance to these rules, and showing the necessary effort and leadership in complying with these rules are among the main duties and responsibilities of employees in the management role.

Business Ethics Principles shape Arçelik's activities globally. Therefore, the responsibility of the Business Ethics Principles and Related Policies arising from our daily business practices belongs to the country manager of each geographical operation and covers all commercial and functional activities in this geography, and this responsibility is ultimately entrusted to our CEO. "CEO Responsibility" applies to all Global Business Ethics Principles and Related Policies. All group companies, functions and all line managers must comply with these rules.

All stakeholders are expected to comply with the Global Business Ethics Principles and Related Policies.

Arçelik A.Ş. is among the companies that signed the Corporate Social Responsibility Ethics Agreement (Code of Conduct) created by the European Home Appliance Manufacturers Association (APPLIA). The Code of Ethics ensures a sustainable performance in terms of working conditions, environmental laws and standards stipulated by applicable national laws and relevant international agreements.

At the same time, it is ensured that the production facilities are audited by independent auditing organizations according to the criteria of BSCI (Business Social Compliance Initiative) and Sedex (Suppliers Ethical Data Exchange), which are widely accepted in the European Union, and compliance reports are obtained as a result of regular audits. At Arçelik, the Sustainability Board, chaired by the CFO, is responsible for the management of sustainability issues,

the determination of climate crisis policies and strategies according to risks and opportunities, the integration of sustainability with business processes and monitoring of sustainability performance. To ensure sustainability is embedded in the Company's strategies at the highest level, Koç Holding Consumer Durables' President, one of the members of the Board of Directors, and the Director of Quality, Sustainability and Corporate Affairs, report quarterly to the Board of Directors on the activities implemented within the company in line with the ultimate sustainability strategy and the targets set. Durable Goods Group President is also a member of Arçelik's Board of Directors, and actively carries out his duties as a Member of the Board of Directors responsible for overseeing Arçelik Global's cyber security strategy, and in the Information Security Committee.

In accordance with the Arçelik Board of Directors decision numbered 1098, it was decided to establish a separate Human Rights unit in line with the company's global strategies. Durable Goods Group President, also a member of the Arçelik Board of Directors, has been tasked with reporting Arçelik Global's human rights strategies to the Board of Directors.

"The company works to fulfill its responsibilities with its employees and all business partners, deriving its strength from its corporate values and the principle of "We exist as long as our state and country exist." as determined by its late Founder, Vehbi Koç."

Arçelik's corporate social responsibility approach is based on respect for society and the goal of leaving a better world to future generations. Arçelik implements different social projects sensitive to human needs, both in the geographies where it operates and in other regions. Corporate social responsibility activities at Arçelik focus on the following issues:

- Creating value for society and the environment with its global brands and working purpose-oriented
- Developing smart technologies and solutions that respond to the local needs and priorities of communities in the regions where it operates
- Going beyond the industry to expand its sphere of influence, building partnerships involving different stakeholders, supporting sustainability and social responsibility

Arçelik's understanding of corporate social responsibility is in line with the UN Sustainable Development Goals and recognizes that all 17 SDGs are interrelated and important to each other. The company's corporate social responsibility strategy focuses on supporting seven global goals: Health and quality of life, Quality education, Gender equality, Decent work and diversity, Responsible production and consumption, Climate Action, Partnerships for causes. Arçelik also contributes to Goal 17 with its multi-stakeholder approach based on working with public institutions and non-governmental organizations.

The company works with all its stakeholders in production and non-production processes, with innovative product development and production approach focused on protecting the environment and natural assets. Within the framework of its activities, it undertakes within the framework of the Global Business Ethics Principles that compliance with national and international legal obligations for the protection of the environment and human health is the minimum standard. It provides regular training to its employees in order to increase sensitivity in the protection of the environment and natural resources and combating climate change.

The corporate citizenship approach, which is discussed in detail in the Arçelik and Sustainability section of the report, is based on the goal of respecting society and leaving a better world for future generations.

As part of the company's corporate social responsibility approach, Arçelik's three biggest brands focus on leading change and improving lives with their own social projects. These projects have been implemented in order to create maximum social impact in line with the company's priorities in the field of corporate citizenship while reinforcing the reputation of each brand in the field of social responsibility and expanding its customer pool.

Arçelik sees corporate volunteering as a fundamental element of its corporate citizenship. By 2030, it undertakes to establish at least one corporate volunteering platform in every country where it operates and to ensure that more than 50% of its employees participate in volunteering activities. These activities aim to focus on:

- Promoting gender equality and women's empowerment
- Ensuring the acquisition of technical skills through education and training

- Ensuring the acquisition of digital skills and competencies
- Raising awareness on environmental sustainability, especially plastic and climate crisis

Impact measurement and communication Arçelik measures its impact on both the environment and society within the framework of its approach to continuously improving its corporate citizenship performance and sustainability activities. Arçelik aims to conduct a social impact assessment for each social project. Arçelik communicates its corporate social responsibility approach and performance to all its stakeholders through its Sustainability Report, its corporate website and social media channels.

The company's sustainability approach; is to act by considering the social, economic, environmental and ethical dimensions of its activities, to follow these dimensions by integrating them with corporate business goals, to manage its activities with sustainability principles within the framework of the corporate policies and strategies it has created. The company considers risks and opportunities related to sustainability and the expectations of internal and external stakeholders as important inputs in its activities.

While the Corporate Brand and Projects Management is responsible for the coordination and reporting of Arçelik's corporate citizenship programs, the General Manager is responsible for the company's social and environmental performance. Under the leadership of the Strategic Communication Group Manager under the Global Communications Directorate, the team works in close cooperation with both internal and external stakeholders and implements social projects in line with the issues Arçelik considers important. Employee volunteering programs carried out within the scope of these corporate citizenship projects are coordinated by the Social Clubs Management working under the Human Resources Directorate.

At Arçelik, the Sustainability Board, chaired by the CEO, is responsible for the management of sustainability issues, the determination of climate crisis policies and strategies according to risks and opportunities, the integration of sustainability with business processes and monitoring of sustainability performance. In the Board formed with the participation of Arçelik Senior Management, the members of the board control and coordinate the sustainability activities

in their areas of responsibility and chair the Sustainability Working Groups. In order to ensure the implementation and dissemination of the decisions taken by the Sustainability Board and to report the relevant developments, 5 different working groups have been established: Environment, Energy, Green Chemistry, Sustainable Supply Chain and OHS. Risk and opportunity studies, which are formed as a result of the outputs of the Working Groups and submitted to the Sustainability Board, are reported to the Risk Management Committee twice a year. To ensure sustainability is embedded in the Company's strategies at the highest level, Koç Holding Consumer Durables' President, one of the members of the Board of Directors, and the Director of Quality, Sustainability and Corporate Affairs, report quarterly to the Board of Directors on the activities implemented within the company in line with the ultimate sustainability strategy and the targets set. In line with the Board of Directors resolution No. 1047 and dated December 29, 2020, Koc Holding President of Consumer Durables who is also a Board Member in Arçelik has been appointed as the Board Member responsible to oversee the cybersecurity strategy of Arçelik Global given his experience in this area and he involves actively in the Information Security Committee.

Presenting its priorities, practices and business results in the field of sustainability to its stakeholders in an effective and transparent manner, Arçelik has been publishing a Sustainability Report every year since 2008 in accordance with the Global Reporting Initiative (GRI). Arçelik 2020 Sustainability Report, prepared according to the GRI Standards Core option, includes the company's ethics and compliance system, stakeholder management, talent management, responsible production and consumption, R&D and innovation, sustainability management in the value chain, gender equality, education and other social issues. includes work on development. The activities carried out by the company within the scope of the climate crisis are included in the relevant sections of the Annual Report.

Annual and Sustainability reports can be accessed from the www.arcelikglobal.com website.

STRUCTURE AND CONSTITUTION OF THE BOARD OF DIRECTORS

Members of the Board of Directors

BoD Name-Surname	Position	Independence Status	Date of Election	Term of Office	Duties in the Board of Directors and Committees	Duties Outside the Company
Mustafa Rahmi Koç	Chairman	Not Independent Member	23.03.2021	1 year	Chairman of the Board of Directors, Chairman of the Executive Committee	Board Membership in and Outside the Group
Mehmet Ömer Koç	Vice Chairman	Not Independent Member	23.03.2021	1 year	Vice Chairman, Executive Committee Member	Memberships in Group Companies
Semahat Sevim Arsel	Member	Not Independent Member	23.03.2021	1 year	Board Member, Executive Committee Member	Memberships in Group Companies
Yıldırım Ali Koç	Member	Not Independent Member	23.03.2021	1 year	Board Member, Executive Committee Member	Memberships in Group Companies
Levent Çakıroğlu	Member	Not Independent Member	23.03.2021	1 year	Board Member Corporate Governance Committee Member	Memberships in Group Companies
Robert Sonman	Member	Not Independent Member	23.03.2021	1 year	Board Member	Board Member at Companies Outside the Group
Fatih Kemal Ebiçlioğlu	Member	Not Independent Member	23.03.2021	1 year	Board Member, Risk Management Committee Member	Memberships in Group Companies
Hakan Hamdi Bulgurlu	Member/CEO	Not Independent Member	23.03.2021	1 year	Board Member	Memberships in Group Companies
Kâmil Ömer Bozer	Member	Independent member	23.03.2021	1 year	Board Member, Chairman of the Audit Committee	Board Membership in and Outside the Group
Müzeyyen Münire Gülay Barbarosoğlu	Member	Independent member	23.03.2021	1 year	Board Member, Chairman of the Risk Management Committee	-
Ahmet Turul	Member	Independent member	23.03.2021	1 year	Board Member Chairman of the Corporate Governance Committee Audit Committee Member	Board Member at Companies Outside the Group
Tuğrul Fadilloğlu	Member	Independent member	23.03.2021	1 year	Board Member	Board Member at Companies Outside the Group

The table above summarizes the information about our current Board Members, all of whom do not take part in the execution according to the definition made in the CMB Corporate Governance Principles, except for the Company's General Manager, Hakan Hamdi Bulgurlu.

According to the Articles of Association, the business of the Company is carried out by a Board of Directors consisting of at least five members to be elected by the decision of the General Assembly within the framework of the Turkish Commercial Code and Capital Markets Board regulations. The General Assembly of the company, dated 23.03.2021, decided that the Board of Directors should consist of 12 members, including 4 independent members.

In accordance with the Regulation on the Structure of the Board of Directors in Article 4.3 of the Capital Markets Board's Corporate Governance Principles, the necessary arrangements for the inclusion of independent members in the Board of Directors were accepted by amending the Articles of Association at the Ordinary General Assembly held on 29.03.2012.

Members of the Board of Directors are determined in such a way as to enable them to work productively and constructively, to take quick and rational decisions, and to organize the work of the committees effectively.

Permission was obtained from the General Assembly dated 23.03.2021, within the scope of Articles 395 and 396 of the Turkish Commercial Code, for the Members of the Board of Directors to carry out the works that fall within the scope of the Company in person or on behalf of others, and to become partners in companies that carry out such works.

The duties of the Chairman of the Board of Directors and the General Manager are carried out by separate persons. Care is taken to ensure that the members of the Board of Directors allocate the necessary time for company affairs, and there is no restriction on taking on other duties or duties outside the company. There is no need for such a limitation, especially due to the significant contribution of the independent members' work experience and sectoral experience to the Board of Directors. Before the General Assembly, the members' CVs and the duties he/she performs outside the company are submitted to the information of the shareholders. The CVs of the Members of the Board of Directors, General Manager and Assistant General Managers are included in the Annual Report.

In our company, the duties of the Nomination Committee and the Remuneration Committee are fulfilled by the Corporate Governance Committee. The number of independent member candidates submitted to the Corporate Governance Committee for the General Assembly dated 23.03.2021 is 4, and their declarations of independence and resumes were evaluated in the Corporate Governance Committee's decision dated 04.01.2021 and the Board of Directors dated 18.01.2021, and all of them were independent member candidates. were determined as. For 4 independent member candidates (Kamil Ömer Bozer, Müzeyyen Münire Gülay Barbarosoğlu, Ahmet Turul

and Tuğrul Fadilloğlu), these 4 candidates were approved by the General Assembly dated 23.03. were elected members. There was no situation that abolished independence in the activity period of 2021.

Following the General Assembly Meeting dated 23.03.2021, in which the Members of the Board of Directors were elected, the Chairman and Deputy Chairman of the Board of Directors were determined by taking a decision regarding the division of duties.

Our Board Members are experienced people who have worked professionally for many years. The Company benefits from the knowledge and experience of the Members of the Board of Directors at the highest level. The member of the Board of Directors can express their opinion freely, without any influence.

It is believed that ensuring diversity in terms of knowledge, experience and point of view at our Board of Directors will contribute positively to the activities of the Company and the effective functioning of the Board of Directors. As an indication of this, on May 25, 2021, With the approval of the "Board Diversity Policy," in the nomination process for the Board of Directors, it is aimed to give priority to female candidates among candidates with the same qualifications in terms of knowledge, experience and competence is targeted. Currently, there are 2 female members in our Board of Directors, Ms. Semahat Sevim Arsel and Ms. Müzeyyen Münire Gülay Barbarosoğlu, and our female member rate is at the level of 17%.

Operating Principles of the Board of Directors

The Board of Directors convenes as long as the Company's business requires. Due to the COVID-19 epidemic in 2021, the Board of Directors held one actual meeting (100% participation rate) and one online meeting (92% participation rate), and the average participation rate in these 2 meetings was 95.8%. Except for the decisions taken at the said meeting, all of the other decisions were taken by the circulating method. In these meetings, Arçelik A.Ş. was possible to make strategic evaluations by obtaining sufficient and transparent information about its strategy and activities; In addition, the members of the board of directors were regularly informed about the company's performance and developments. The Board of Directors took 44 Board resolutions throughout the year. Independent members of the board of directors participated in all the decisions taken. The

counter opinions declared and the reasons for the dissenting votes cast in the meetings of the Board of Directors are entered into the resolution minutes. The reasons for the opposite opinions are declared publicly in detail. Each member of the Board of Directors is entitled to a single voting right. However, there is no such public announcement in the year 2021 since there exists no such opinion was declared.

The agenda of the Board of Directors Meetings is determined by notifying the Company's Senior Management and Members of the Board of Directors, by the relevant units, of the issues that the relevant legislation has ordered to be resolved by the Board of Directors. Apart from this, the meeting agenda is determined when any of the Members of the Board of Directors notifies the Company's senior management about taking a decision on a matter of importance. Matters requested to be discussed at the Company's Board of Directors are gathered at the Finance and Financial Affairs Assistant General Manager, and the agenda is set by consolidation.

Arçelik A.Ş. In order to determine the agenda of the Board of Directors Meetings, to prepare the decisions of the Board of Directors, to inform the Members of the Board of Directors and to provide communication, Assistant General Manager of Finance and Financial Affairs has been appointed.

Meetings of the Board of Directors are held at the company headquarters or at a convenient place in the city where the headquarters is located. Important Board of Directors Decisions are announced to the public via the Public Disclosure Platform, and the aforementioned material disclosures are posted on the website in Turkish and English.

The Company has subsidiaries and associates. The Members of the Board of Directors of the Company are not restricted from taking these duties outside the Company, considering that it would be in the Company's interest to also take part in the management of these companies.

The regulations regarding the Company's Board of Directors are clearly defined in the Articles of Association. Signing authority is detailed in the company's signature circular. The Board of Directors evaluates whether there is a possibility of a conflict of interest while overseeing the activities of the Company

and if there are, the consequences of such conflict of interest for the Company and takes the necessary decisions to act in the best interests of the Company. In addition to compliance with regulations in related party transactions, possible risks of fraud are evaluated by the Board of Directors and related party transactions are handled meticulously.

Arçelik Board of Directors governs and represents the Company by taking strategic decisions, maintaining an optimal balance between risk, growth and return, pursuing a rational and prudent risk management approach, and giving priority to the Company's long-term plans. In the year-end performance evaluation process, in addition to the financial and operational indicators, the realization level of the targets for the realization of the Company's strategies is also measured, and it is ensured that these constitute an input to the performance and reward system.

The Board of Directors has a pioneering role in maintaining effective communications between the Company and its shareholders and eliminating and resolving potential conflicts. To this end, the Board of Directors works in close cooperation with the Corporate Governance Committee and the Investor Relations Department.

There is "manager liability insurance" for the members of our Company's Board of Directors and our senior managers.

Our Company's revised "Remuneration Policy for Board Members and Senior Executives," which includes all kinds of rights, benefits and wages provided to the members of the Board of Directors and senior executives, as well as the criteria used in their determination and the principles of remuneration, is available on the company's website.

Number, Structure and Independence of Committees Established within the Board of Directors

According to the Articles of Association, the Board of Directors may form advisory, coordination, audit and similar committees or sub-committees consisting of its members and/or non-members on matters it deems appropriate, provided that they comply with the provisions of the relevant legislation.

In the election of the members of the committees formed

after the Ordinary General Assembly dated 23.03.2021, the provisions specified in Article 4.5 of the CMB Corporate Governance Principles were applied.

In 2021, all board committees fulfilled their duties and responsibilities within the scope of Corporate Governance Principles and their working principles; collected in accordance with work plans. During the work of the committee, opinions were obtained from the company managers and independent auditors when necessary. Reports containing information about the work of the committees and the results of the meetings held throughout the year were presented to the board of directors.

The Board of Directors is of the opinion that the expected benefit from the work of the board committees has been achieved.

Duties, Responsibilities and Working Principles of the Audit Committee;

In order for the Board of Directors to fulfill its duties and responsibilities in a healthy manner, an "Audit Committee" has been formed in the company. The Audit Committee carries out its activities on a regular basis as stipulated in the Capital Markets Legislation and CMB Corporate Governance Principles. Audit Committee members are selected from the independent members of the board. This committee was formed of 2 members, Kamil Ömer Bozer was appointed as the Chairman and Ahmet Turul was appointed as the member. The Audit Committee, established within the Company, held 4 meetings in 2021 in order to monitor the functioning of the accounting and reporting systems in our company within the framework of the relevant laws and regulations, the disclosure of financial information to the public, the operation and effectiveness of the independent audit and internal control system.

Working principles of the Audit Committee;

- Designating the independent auditing firm, drawing up the independent auditing agreements and initiating the audit process as well as overseeing the activities of the independent auditing firm at each stage,
- Evaluating the situation of the independent auditor against the independence criteria, the declaration of

independence and the additional services that can be obtained from the independent audit firm,

- The findings to be reached within the scope of the independent audit conveyed to the Committee by the independent audit firm, important issues related to the accounting policy and practices of the partnership; alternative application and public disclosure options within the framework of the CMB's accounting standards and accounting principles, which were previously communicated to the Company management by the independent auditor; their possible consequences and proposal for implementation; Evaluating important correspondence with the partnership management,
- Reviewing and concluding the complaints communicated to the Company concerning the Company's accounting and internal control systems as well as independent audit processes and establishing the methods and the criteria to be implemented for handling the communications of the Company's employees with respect to accounting, reporting, internal control, and independent audit processes under the confidentiality principle,
- Obtaining the opinions of the executives of the Company and the independent auditors regarding the conformity of the annual and interim financial statements to be disclosed to the public with the accounting principles implemented by the Company and the truth as well as the accuracy thereof and communicating the same to the Board of Directors in writing together with its assessments,
- Fulfilling the other duties assigned/to be assigned to the Committee by the CMB regulations and the Turkish Commercial Code are the duties of the Committee.

Detailed information on the Duties, Responsibilities and Working Principles of the Audit Committee can be found on our company's website at www.arcelikglobal.com

Corporate Governance Committee Duties, Responsibilities and Working Principles;

In accordance with the Corporate Governance Principles published by the Capital Markets Board, a Corporate Governance Committee has been established within the Company to monitor the company's compliance, to carry out improvement studies and to offer suggestions to the Board of Directors. The duties of the Nomination Committee and the

Remuneration Committee are also carried out by the Corporate Governance Committee. On April 9, 2021, independent board member Ahmet Turul was appointed as the Chairman of the Corporate Governance Committee, and Levent Çakıroğlu, a member of the board of directors, and Polat Şen, who headed the Investor Relations Department. The Corporate Governance Committee held 7 meetings in 2021.

The Corporate Governance Committee evaluated the Company's corporate governance practices and the Corporate Governance Principles Compliance Report in 2021, and also provided information to the Board of Directors about the activities of the Investor Relations Unit. In addition, the Corporate Governance Committee, which also undertakes the duties of the Nomination Committee and the Remuneration Committee, has worked on the efficiency of the work of the board of directors and the determination of independent Board member candidates, and the benefits provided to the members of the Board of Directors and senior executives.

Corporate Governance Committee Working Principles;

- Establishing whether the Corporate Governance Principles are being implemented and if not, determining the reasons thereof as well as the conflicts of interest arising from any non-compliance with these principles fully and making recommendations to the Board of Directors to improve the corporate governance practices;
- Overseeing the work of the investor relations unit.
- Reviewing the Corporate Governance Principles Compliance Report to be disclosed to the public and checking whether the information provided therein is accurate and consistent with the information that the Committee possesses;
- Ensuring that the Corporate Governance Principles are developed, adopted, and implemented within the Company as well as conducting studies with respect to the matters for which they are not implemented and making recommendations to the Board of Directors for improving the level of compliance.
- Following the Corporate Governance Principles in the world and making suggestions to the Board of Directors in order to implement the necessary elements within the Company,

- Establishing a transparent system to determine, assess and train suitable candidates for the membership of the Board of Directors and the executive positions having administrative responsibility as well as conducting studies in order to determine policies and strategies related thereto;
- Evaluating the proposals of candidates for independent membership, including the management and investors, by taking into account whether the candidate fulfills the independence criteria and submitting its evaluation to the approval of the board of directors.
- In case of a vacancy in the independent board of directors memberships, in order to ensure that the minimum number of independent members is restored, making an evaluation for the election of independent members for the vacant memberships to serve until the first general assembly meeting to be held, and submitting the result in writing to the board of directors.
- Evaluating the structure and effectiveness of the Board of Directors regularly, and advising the Board on necessary changes that may be introduced in this regard.
- Determining and overseeing the approaches, principles and practices on the issue of performance evaluation and career planning of the Members of the Board and the senior executives.
- Determining the recommendations of the members of the Board of Directors and senior executives regarding the principles of remuneration, taking into account the long-term goals of the company, and monitoring them.
- Determining the criteria that can be used in remuneration in connection with the performance of the company and the member.
- It is the Committee's duty to present its proposals to the Board of Directors regarding the remuneration to be paid to the members of the Board of Directors and senior executives, taking into account the degree of attainment of the criteria.

The Committee convenes as often as required by the duties assigned itself.

Detailed information on the Corporate Governance Committee's Duties, Responsibilities and Working Principles can be found on our company's website at www.arcelikglobal.com

Risk Management Committee Duties, Responsibilities and Working Principles;

Early detection and evaluation of all kinds of financial, strategic, operational, compliance and external risks that may affect our company, calculating their effects and possibilities, managing these risks in accordance with the Company's enterprise risk appetite, regularly reporting the risks and taking them into account in decision mechanisms, and establishing effective internal control systems in this direction. Independent member of the board of directors, Müzeyyen Münire Gülay Barbarosoğlu, was elected as the Chairman of the Risk Management Committee, which was established in order to advise and make recommendations to our Board of Directors on issues and integration. The Risk Management Committee held 6 meetings in 2021.

Risk Management Committee Working Principles;

- Identifying, evaluating and monitoring existing and potential risk factors that may affect the achievement of the company's goals within the framework of the Enterprise Risk Management (ERM) systematic, and determining the principles for the management of the relevant risks in accordance with the company's risk-taking profile, ensuring that they are used in decision mechanisms,
- Determining the risks that will be kept and managed, shared or completely eliminated in the company, according to probability and impact calculations,
- Integrating the risk management and internal control systems into the corporate structure of the Company,
- Reviewing the risk management systems and monitoring the implementation of the practices in the relevant departments that take responsibility for the management of risks, in accordance with the committee's decisions,
- Early detection of technical bankruptcy and warning the Board of Directors on this matter, developing suggestions for measures,
- Fulfilling the other duties assigned/to be assigned to the Committee by the CMB regulations and the Turkish Commercial Code are the duties of the Committee.

Detailed information on the Duties, Responsibilities and Working Principles of the Risk Management Committee can be found on our company's website at www.arcelikglobal.com

Duties, Responsibilities and Working Principles of the Executive Committee;

An Executive Committee has been established to make recommendations and suggestions to the Board of Directors in order to increase the efficiency of the Board of Directors by ensuring effective coordination between the Board of Directors and the administrative structure and to ensure efficiency in investment and business development in areas compatible with its strategic goals. The purpose of this committee is to monitor the developments in the Company and its sector more closely and to inform the Board of Directors when necessary since the Board of Directors cannot convene at the desired frequency and time; To ensure coordination between the administrative structure of the company and the Board of Directors; To provide suggestions for the development of appropriate strategies for the company and the effectiveness of activities. On April 9, 2021, the Chairman of the Executive Committee, Mustafa Rahmi Koç, and members of the Board of Directors, Semahat Sevim Arsel, Mehmet Ömer Koç, Yıldırım Ali Koç, Caroline N. Koç and Aykut Ümit Taftalı, were appointed by the Board of Directors on April 9, 2021.

Working Principles of the Executive Committee;

- Ensuring that the necessary preparations, analyses and evaluations are completed on issues such as the impact on activities, financial dimension, legal situation, compliance with strategic priorities, before the important issues to be decided by the Board of Directors are submitted to the approval of all members,
- Ensuring the transfer and dissemination of the issues related to the General Assembly or Board of Directors resolution to the Company management within the framework of the determined directives and policies,
- Checking that the company's activities are carried out in accordance with the decisions of the Board of Directors and annual business plans,
- Evaluating the effects of the developments in the economic, social and political environment in the sector in which the company operates, to determine the strategies to increase the competitive power,
- Identifying the opportunities that may arise by monitoring the dynamics of the sector, in line with the determined strategies

- Monitoring the strengths and weaknesses of the company with internal analyzes and opportunities and threats with external analyzes,
- Searching for internal and external growth opportunities that will enable the company to achieve its strategic goals,
- Observing the functionality of the system that will enable the creation of company work programs, making the necessary revisions according to the developments in the external environment and using them as a performance criterion,
- The Committee's duties are to follow up the management of the strategies and projects adopted by the Board of Directors and to evaluate important legal developments and their effects that may affect the activities.

Detailed information on the Duties, Responsibilities and Working Principles of the Executive Committee can be found on our company's website at www.arcelikglobal.com.

Board Committees did not need to benefit from independent expert opinions regarding their activities in 2021.

The areas of duty, working principles and the members of these committees are published in detail on our Company's website (www.arcelikglobal.com) and disclosed to the public.

Financial Rights

Our Company's "Remuneration Policy for Members of the Board of Directors and Senior Executives," which includes all kinds of rights, benefits and wages provided to the members of the Board of Directors and senior executives, as well as the criteria used in their determination and the principles of remuneration, was first published three weeks after our Ordinary General Assembly dated 29.03.2012. It was presented to our partners for review on our website through the "Information Document" published earlier and was put into practice following the said General Assembly. The said policy, which is also included in the agenda of the Ordinary General Assembly where the activities of the year 2020 are discussed and disclosed to the public on our Company's website, will be included in the agenda of the Ordinary General Assembly meeting where the activities of the year 2021 will be discussed and submitted to the opinion of the shareholders. The sum of the payments made within the framework of the Remuneration Policy for the Members

of the Board of Directors and Senior Executives is evaluated each year by the Corporate Governance Committee and the Board of Directors. In our financial statement footnotes, the payments made to the Members of the Board of Directors and senior executives are disclosed to the public in parallel with the general practices. There are no transactions that may cause a conflict of interest, such as lending to our members of the Board of Directors or executives by the Company, granting loans, giving guarantees in their favor.

Remuneration of Independent Board Members is not made by stock options or performance-based payment methods.

Strategic Goals of the Company

The Company's Board of Directors keeps the risk, growth and return the balance of the company at the most appropriate level with its strategic decisions, and manages and represents the company by considering the long-term interests of the company with a rational and prudent risk management approach. The Board of Directors defines the strategic goals of the company, determines the human and financial resources that the company will need, and monitors the performance of the management. The Board of Directors supervises the compliance of the Company's activities with applicable legislation and the Company's Articles of Association, internal regulations and policies. The Mission, Vision and Main Business Goals of the Company are stated below:

- Company mission; In line with Koç Group values, goals and strategies; By expanding its product portfolio, meeting the expectations of its stakeholders, by using all resources in the most effective way, by developing, producing, presenting and providing after-sales services with reliable products that meet the needs of customers by exceeding their needs, facilitate their home life, and provide after-sales services, ensuring the satisfaction and long-term loyalty of customers and employees, and to strengthen product lines and expand geographical boundaries.
- At the same time, developing environmentally friendly products to protect the Earth's resources and reduce the environmental footprint of all stakeholders in the value chain, developing smart technologies for the society to reach a better standard of living and supporting programs that will increase social benefit,

- It is strategically aimed to design inclusive, equitable and inspiring experiences that will create sustainable value for Arçelik employees, suppliers, dealers and customers.

Setting strong targets in this direction in order to build a sustainable future with the power of technology and innovation behind it, Arçelik's vision is to be "Respect for the World, Respect for the World."

The company's main business objectives are as follows:

- Achieving sustainable growth by growing in existing markets and entering new markets
- Maintaining the level of profitability that will ensure sustainable growth
- Being focused on R&D, innovation, quality, design, brand and customer
- Increasing the ability to offer products, solutions and technologies that add value to the customer and society, that are pioneering, innovative, sensitive to the environment and climate change throughout the product life cycle.
- Developing and retaining global organization and talents by managing differences with a people-oriented approach.

The company's vision and main business objectives are evaluated and approved by the Board of Directors. These targets are announced to the public through PDP, annual report, website, informative meetings, announcements, and appropriate communication tools.

During the Board of Directors Meetings held periodically in accordance with the Company's Articles of Association, the Company's targets and activities are followed up, including the performance of the previous period. The current situation of the company is reviewed, and new targets and strategies are developed if deemed necessary as a result of current conditions.

Risk Management and Internal Control Mechanism

The Board of Directors creates risk management and internal control systems to determine the risks that may affect the Company's stakeholders, primarily the shareholders, to minimize their impact and probabilities and reviews their effectiveness.

In line with the decision taken at the Board of Directors Meeting

of Arçelik A.Ş. dated 16.07.2010, as part of compliance with Article 378 of the Turkish Commercial Code No. 6102 and the Corporate Governance Communiqué of the CMB and in order to ensure the effective functioning of the committees within the Board of Directors; a Risk Management Committee has been established to carry out works for early detection of risks that may endanger the existence, development, and continuation of the Company, to take necessary actions regarding the identified risks, and to manage risks. Independent Member of the Board of Directors, Ms. MM Gülay Barbarosoğlu, is the Chairman of the Committee. The other member of the committee is the Member of the Board of Directors, Mr. Fatih Kemal Ebiçlioğlu.

The Risk Management Committee held 6 meetings in 2021. The Risk Management Committee advises the Board of Directors for early detection and evaluation of risks that may affect the Company, calculating their effects and possibilities, managing and reporting these risks in accordance with the Company's enterprise risk appetite, taking necessary actions to reduce the effects and possibilities of the identified risks, and, in this direction, the establishment of effective internal control systems.

Enterprise Risk Management Directorate, operating within the structure of the Finance and Financial Affairs Deputy Directorate General, manages, coordinates, and oversees financial, strategic, operational compliance, and external risks that may affect the Company through the risk management system it has established and reports to the Risk Management Committee.

In order for the internal control mechanism to be carried out in a healthy manner, information is conveyed to the Audit Committee by the Internal Audit Management, which was formed under the Finance and Financial Affairs Assistant General Management, through meetings held throughout the year. The Committee constantly monitors the functioning and effectiveness of the system and conveys the problems and solution proposals regarding the risk management and internal control mechanism to the Board of Directors when necessary.

Other Remarks

Information on the Extraordinary General Assembly Meeting Held During the Year,

No Extraordinary General Assembly meeting was held during the year.

Changes in the Organization, Capital and Shareholding Structures During the Year

The current organizational structure of Arçelik is revealed on page 43 of the annual report. There are no significant changes in 2021.

Information on lawsuits filed against the Company and their possible outcomes that may affect the financial status and activities of the Company:

There are no lawsuits brought against our Company that may affect the financial situation and activities of our Company, including those on environmental, social and corporate governance issues.

Information about administrative or judicial sanctions imposed on the Company and the members of the governing body due to practices in violation of applicable legislation

There are no administrative or judicial sanctions imposed on the Company and the members of the management body due to practices contrary to the provisions of the legislation.

Information on any amendments in the regulations that might have significant impacts on the activities of the Incorporation

There are no legislation changes having a critical impact on company activities.

Information on the conflicts of interest of the Company with the service providers such as investment advisors and rating agencies, and the precautions are taken by the Company to prevent these conflicts of interest:

There are no issues to result in a conflict of interests between the institutions that the Company is getting services on investment consultancy and rating.

Information on the amendments to the Articles of Association made during the period

In order to extend the validity period of the Registered Capital Ceiling in 2021, the 6th article of the Company's Articles of Association, titled "Capital," has been amended.

The amendments to the articles of association approved by the Capital Markets Board on February 3, 2021, and approved by the Ministry of Commerce on February 15, 2021, and approved at the General Assembly on March 23, 2021, were registered by the Istanbul Trade Registry on April 9, 2021.

Evaluation of the Turkish Commercial Code within the scope of Article 376

It has been evaluated whether the company's capital is unrequited within the scope of article 376 of the Turkish Commercial Code; Arçelik A.Ş., which is 675,728,205 TL. As of 31.12.2021, it has been concluded that the issued capital maintains its existence with the shareholders' equity falling to 19.4 billion TL as of 31.12.2021 and the debt structure of the Company with a Net Financial Debt/Equity Ratio of 0.79 is suitable for the continuation of operations in a healthy way.

Information on Mutual Affiliates with Direct Capital Participation Ratio Exceeding 5%

There is no mutual participation relationship.