

# Investor Presentation

March 2025

Investor Relations

**Arçelik**

**Beko**

# Agenda

- **Company Overview**
- **Investment Highlights**
- **FY24 Highlights**
- **Guidance**
- **Sustainability**
- **Appendix**

# Company Overview



# Arçelik

Such a great history...

Establishment

- Beko starts marketing & sales operations (2001)
- Acquisitions of Elektrabregenz, Blomberg, Leisure, Flavel, Arctic (2002)

- Acquisition of Defy in South Africa (2011)
- Establishment of recycling facilities in Eskişehir & Bolu (2014)
- Groundbreaking of Thailand Refrigerator Plant (2015)

- Establishing a new JV with Hitachi\* (2021)
- Acquisition of Whirlpool Türkiye Plants\*\* (2021)
- Issuance of EUR350mn Greenbond
- Acquisition of Whirlpool's Russian assets (2022)
- Groundbreaking of Egypt Plant (2022)
- Share purchase agreement for acquiring Asogem NV in Belgium (2022)
- Issuance of USD500mn Eurobond (2023)

1955

Until  
2000's

2001  
-  
2005

2005  
-  
2010

2011  
-  
2015

2016  
-  
2020

2021  
-  
2023

2024

The era of many firsts;

- First productions of WM & Refrigerator
- Establishment of Refrigerator & Compressor plants
- Establishment of R&D Centre and Consumer Information Service
- Establishment of Dishwasher & Cooking Appliances plants
- Arçelik-LG Air Conditioning starts production

- Production plants in Russia & China
- Acquisition of Grundig Multimedia and Grundig Brand (2007)
- Türkiye's First Tumble Dryer Plant (2008)

- Acquisition of Dawlance in Pakistan (2016)
- Launch of Voltas Brand and Groundbreaking of India Refrigerator Plant (2018)
- Opening of Çerkezköy Electronics Plant (2018)
- Acquisition of Singer in Bangladesh (2019)
- Arçelik's first Industry 4.0 factory in Romania

- Completion of transactions with Whirlpool on European business, acquisition of Whirlpool's MENA subsidiaries and establishment of Beko Europe B.V.
- Opening of Egypt Plant
- Opening of Bangladesh Plant

\* A J.V., in which Arçelik has 60% share, has been established to operate in the global home appliances market outside the Japanese market.

\*\* Arçelik has purchased the entire share capital of Whirlpool Beyaz Eşya Sanayi ve Ticaret Anonim Şirketi which manufactures refrigeration units and washing machines, a wholly owned subsidiary of the white goods manufacturer Whirlpool Global Holdings S.A.R.L .

**122**

subsidiaries

**57**

countries

**45**

production  
facilities

**22**

Brands\*

**30**

R&D and design  
center & offices



**50K+**

employees



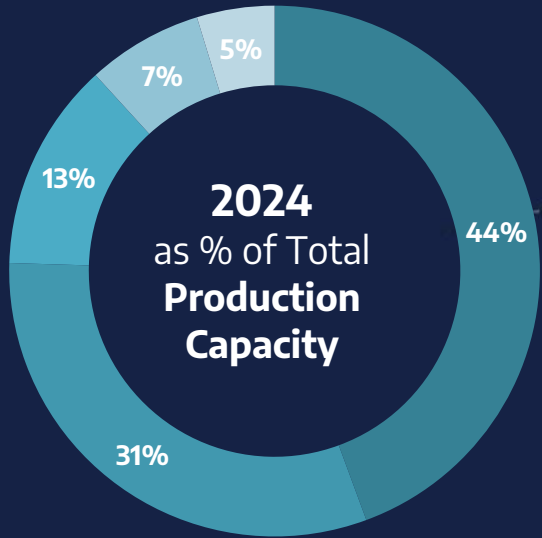
**≈ 11 BILLION  
EUR**

consolidated revenues

As of 2024 year-end



## Production Network



- Türkiye
- CIS & Eastern Europe
- Asia-Pacific
- Western Europe
- Africa & Middle East

45  
in 13

Manufacturing  
Facilities

Countries



## Strong Global Footprint

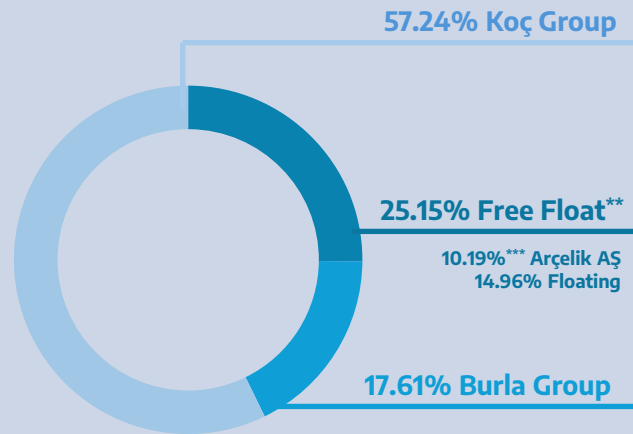
With strong partnerships and brands, we manage a diversified portfolio that reaches millions of households worldwide.



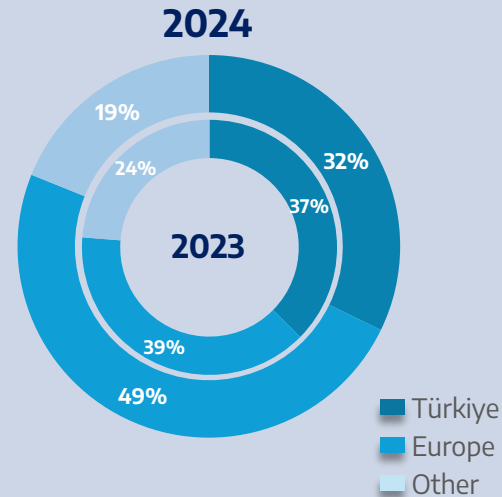
# Arçelik

A leading global household appliances company with...

## Strong Ownership Structure



## Diversified Revenue Composition



## Leading Positions

Founded in 1955, Arçelik has grown to become the largest white goods company in Europe!



Market leader in Türkiye.



Market leader in Europe & among the top three players in major countries in Europe.



Among top three brands in France Belgium and Eastern Europe.



Market leader in South Africa.



Market leader in Pakistan.

Source: GFK 2024 Year-end Panel Data



A blue-tinted photograph of a family in a kitchen. A woman is on the left, a young girl is in the center reaching for something, and a man is on the right standing by an open refrigerator. The scene is bright and domestic.

# Investment Highlights

# Investment Case

Diversified Revenue Generation  
with a Wide Range of Products

Serving customers in over 150 countries with a wide product range and enhanced brand portfolio including 22 brands.

Leading Positions in Key Markets

Lovemark in Türkiye as the leading white goods producer, number one player in Europe, market leader in EM markets such South Africa, Pakistan and Bangladesh, increasing presence in Asia.

Proven Track Record of Inorganic  
Growth

Succeeded acquisitions of leading brands; Arctic in Romania, Defy in South Africa, Dawlance in Pakistan, Singer in Bangladesh, Whirlpool\* in Europe & MENA and JVs with Voltas (Tata Group) in India and Hitachi\* outside of Japan.

Cost Competitiveness  
with Global Production Network

Global sourcing power with production possibilities in low labor cost regions near key markets, economies of scale advantages with facilities among the largest of their kind and flexible manufacturing skills to meet different local needs.

Financial Strength  
& Ratings Above Türkiye Sovereign

Consistent solid revenue growth with sustainable profitability through strict cost management, operational efficiency and effective risk management; recognized diversification by rating agencies and ratings above the Türkiye sovereign.

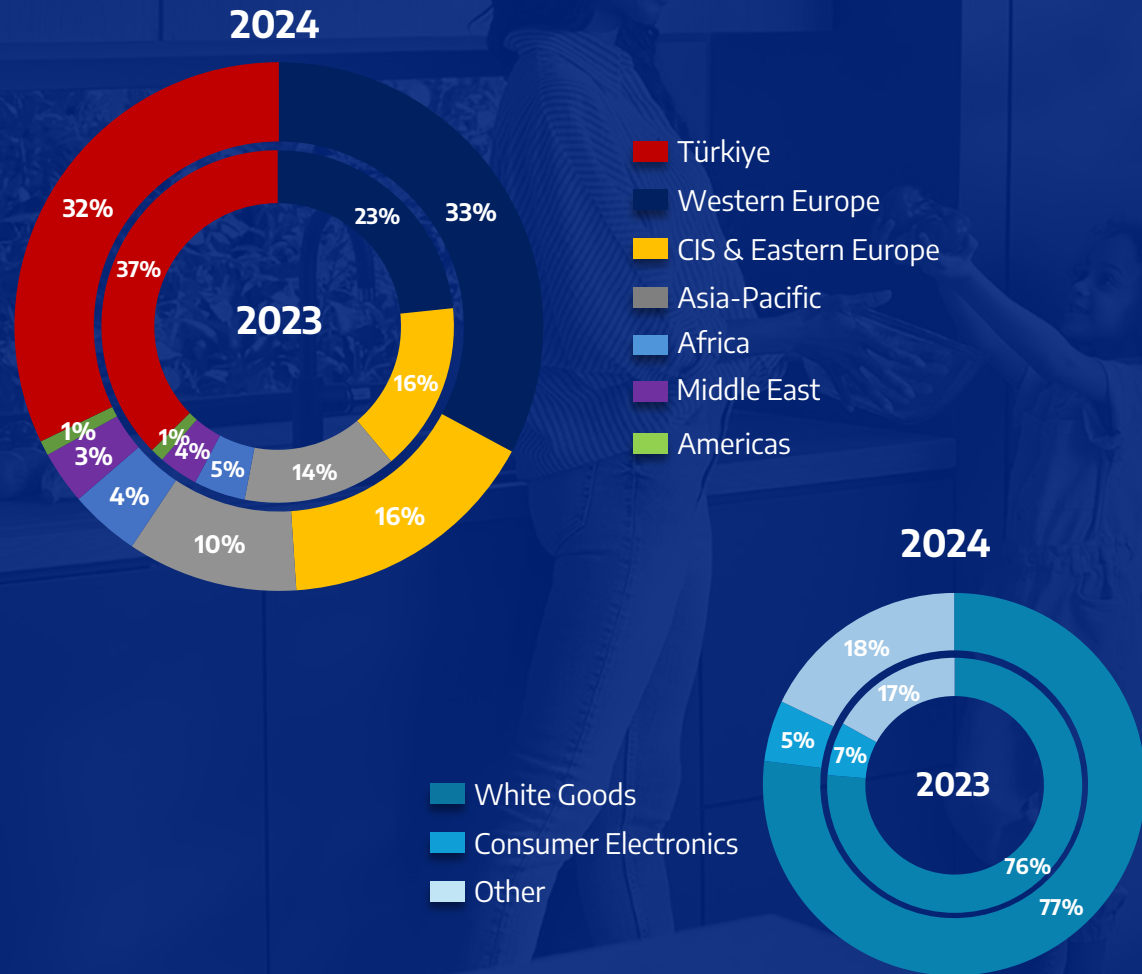
Leading R&D Capabilities  
& Sustainability Vision

Environmentally friendly, high-tech, innovative products, sustainable solutions with 31 R&D and design centers, 2,300+ researchers, 3,500+ patent applications, designing technologies that will improve the future.

# Diversified Revenue Generation with a Wide Range of Products

Serving customers in over 150 countries with a wide product range including 22 brands

## Sales Breakdown



## Product Range



### Built-in & Freestanding Major Appliances

- Refrigerators
- Freezers
- Washing Machines
- Dryers
- Dishwashers
- Ovens
- Microwave Ovens
- Hobs
- Hoods
- Warming Drawers
- Water Dispensers
- Water Filtration



### Consumer Electronics

- TV's
- Smart Phone's
- Notebook's & Tablets
- POS Cash Register
- Hi-Fi Systems
- Portable Audio Systems



### Small Domestic Appliances

- Vacuum Cleaners
- Kitchen Appliances
- Personal Care
- Garment Care
- Fans
- Steam Cleaners



### Heating & Ventilation/AC

- Air Conditioners
- Combi Boilers
- Water Heaters
- Room Heaters



### Components



### Energy Solutions

- Heat Pumps
- EV Chargers
- Solar Panels



# Leading Positions in Key Markets

Lovemark in Türkiye, number one player in Europe, leading positions in EM markets



Premium brand in Türkiye, continuously a significant market leader and **Lovemark** for consecutive years.



**Market leader** in Europe as the fastest growing white goods brand in the European market since 2000; strong leadership in UK and among top three brands in major countries France, Italy, Eastern Europe markets.



Premium brand in Europe, **among top three brands** in France, Belgium and Eastern Europe market.



Continuous **strong market share** in Romania having the most widespread distribution and after sales service network.



Premium brand, **strong market leader** in South Africa and the countries of Southern African Customs Union, exporter within Africa.



**Leading appliance company** in Pakistan.



**Strong position** in the appliances market in Bangladesh, widely recognized brand in the region.



JV with TATA group's Voltas as India's most trusted and largest AC brand for MDA and microwave products, **increasing presence** in one of the most populated countries in the world.



JV with Hitachi Global Life solutions to manufacture, sell and provide after-sales services of Hitachi branded home appliances globally excluding Japan. Arçelik owns 60% of shares.

# Proven Track Record of Inorganic Growth

## Geographical expansion backed by smart strategy

**2002**  
Acquisitions of Elektrabregenz,  
Blomberg, Leisure, Flavel, Arctic

**2011**  
Acquisition of Defy in  
South Africa

**2018**  
Launch of Voltas  
Brand in India

**2021**  
Establishing a new JV  
with Hitachi excluding  
Japanese market

**2022**  
Share purchase agreement  
for acquiring Asogem NV  
in Belgium

**2024**  
Completion of transactions with Whirlpool on  
European business, acquisition of Whirlpool's  
MENA subsidiaries and establishment of  
Beko Europe B.V.

**2007**  
Acquisition of Grundig  
Multimedia and Grundig Brand

**2016**  
Acquisition of Dawlance  
in Pakistan

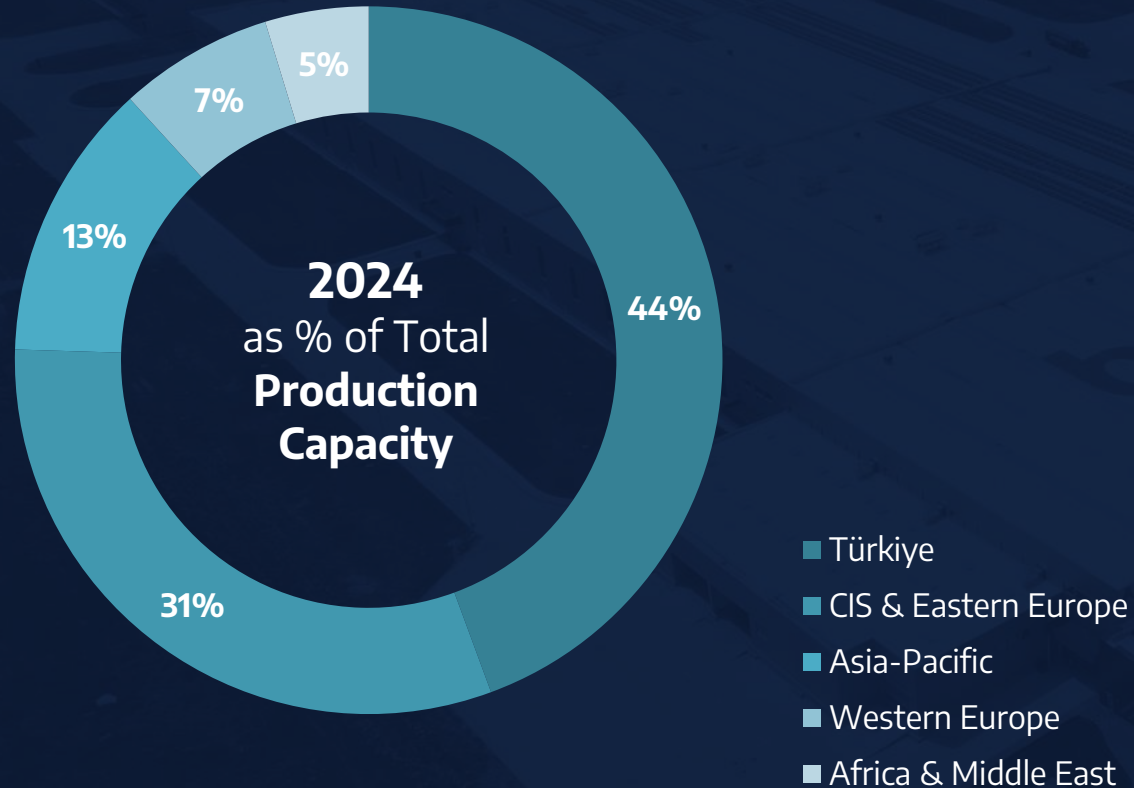
**2019**  
Acquisition of Singer  
in Bangladesh

**2021**  
Acquisition of Whirlpool's  
Türkiye Plants

**2022**  
Acquisition of Whirlpool's  
Russian assets

# Cost Competitiveness with Huge Production Network

## Expanding production base through acquisitions and greenfield investments



### Low-Cost Base

Most labor-intensive functions, including HQ, R&D and production facilities located in low-cost countries.

### Economies of Scale

Huge production capacity in Türkiye, CIS & Eastern Europe and Asia-Pacific regions.

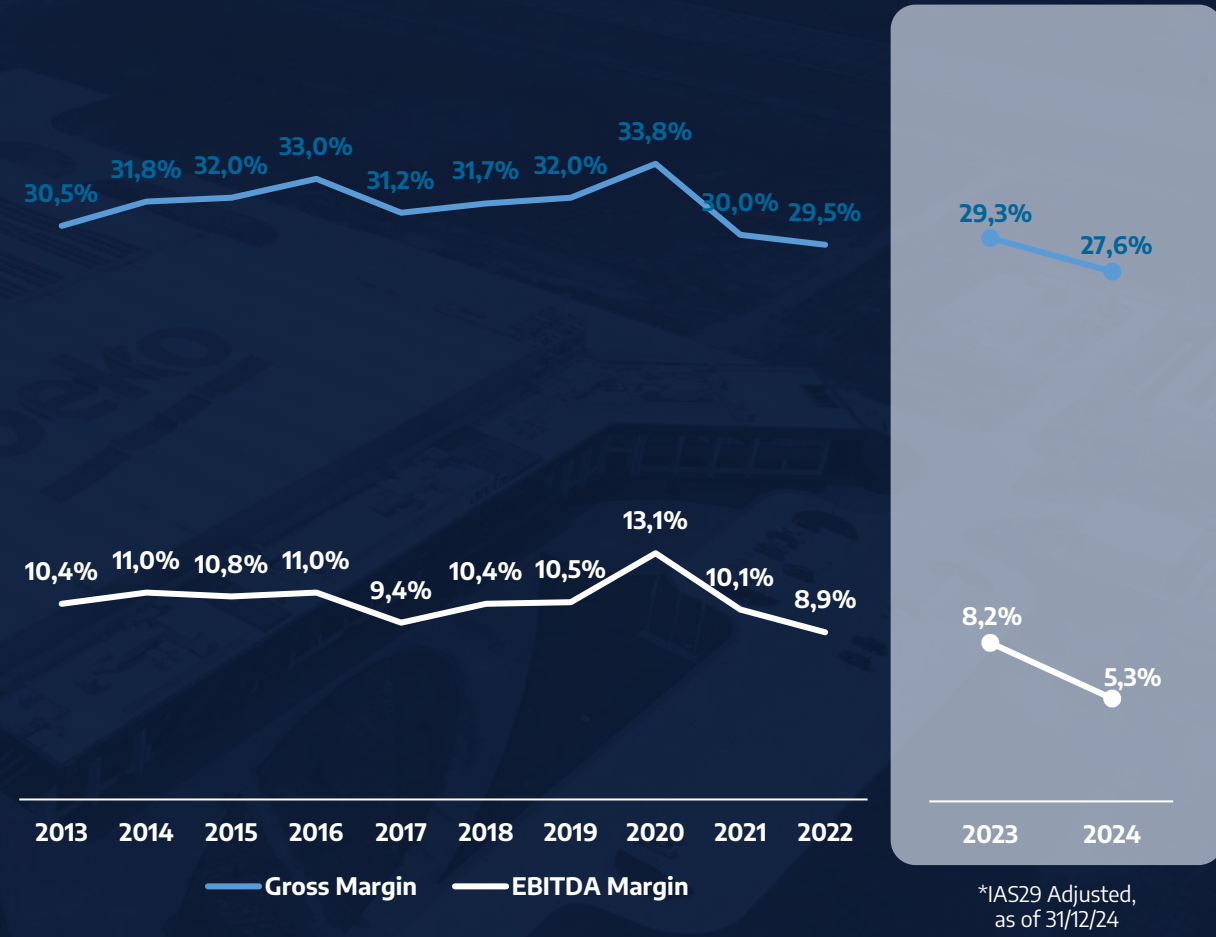
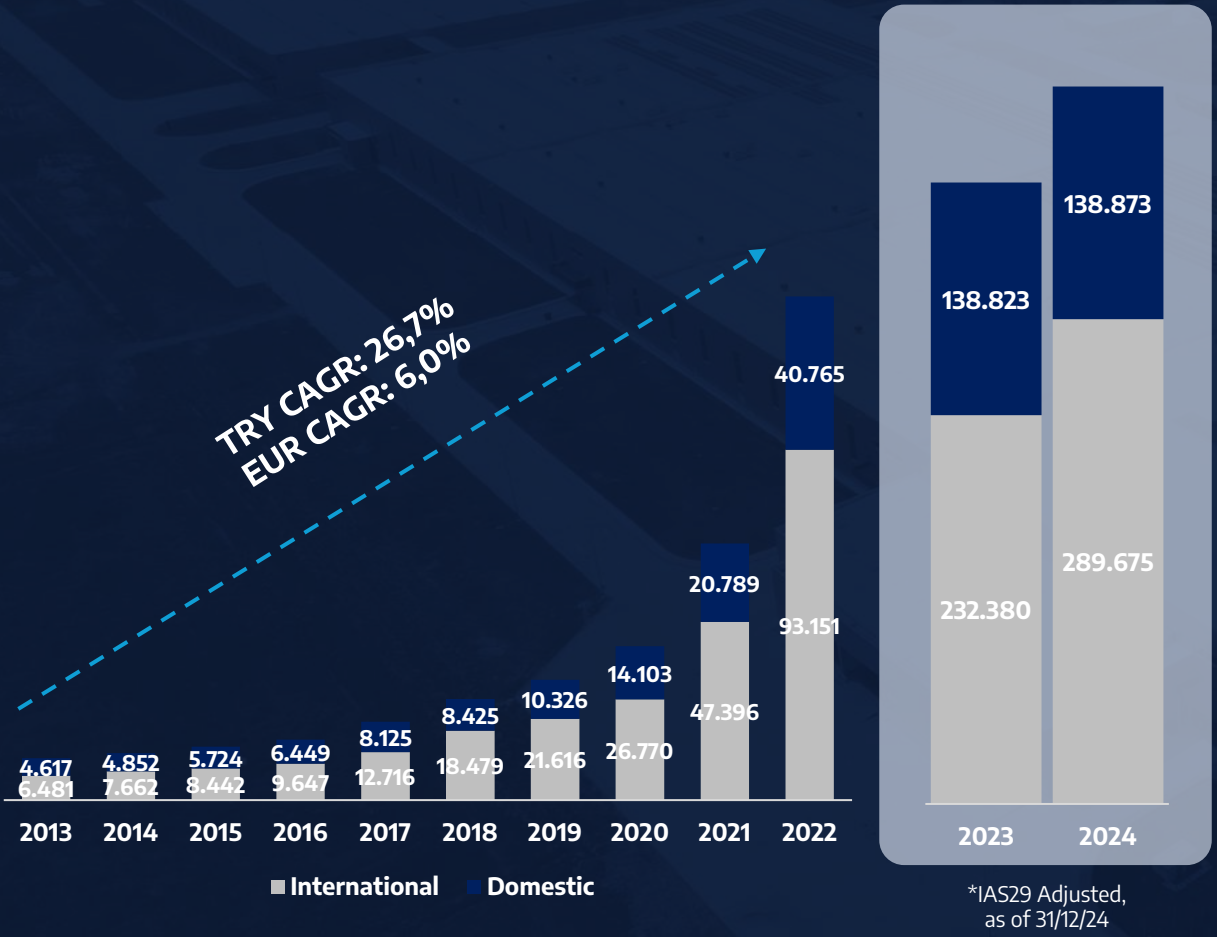
### Proximity to Key Markets

Production hubs serving nearby geographies with favorable lead times.



# Financial Strength & Ratings Above Türkiye Sovereign

## Solid revenue growth and sustainable margins



# Financial Strength & Ratings Above Türkiye Sovereign

Recognized diversification by rating agencies, ratings in-line with the Türkiye sovereign

## S&P Global Ratings

BB-



## Fitch Ratings

BB-



— Arçelik  
— Türkiye



# Leading R&D Capabilities & Sustainability Vision

## Designing technologies that will improve the future

We integrate rapidly developing technologies into our business model.



**33 Years**  
Experience



**30**  
R&D and Design  
Centers & Offices



**3,500+**  
Patent  
Applications



**2,300+**  
Researchers

## We dream of a more livable planet

...and are taking concrete steps around the world toward our 2030 goals to address the needs of the planet and people, and to improve our business.

### Ambitious 2030 Targets

In Touch With Our Planet

*...to reduce our environmental footprint*

In Touch With Human Needs

*...to meet the needs of society*

In Touch With Business

*...for being a progressive global citizen*

We embrace sustainability as our business model and aim to inspire sustainable lives throughout our value chain.





# 2024 Highlights



# 2024 HIGHLIGHTS

TRY 428.5bn

Revenue

27.6%

Gross Margin

26.2%

OPEX/Sales

5.3%

Adj. EBITDA Margin\*

21.0%

NWC /Sales \*\*

3.80x

Leverage

**Slowdown comes to an end in Europe, demand in Türkiye remains strong, APAC still struggles.**



Consolidated revenues grew by 15.4% y/y in real terms with the contribution of Europe and MENA transactions.



Solid demand in Türkiye whereas international demand remained weak despite some improvement.



While Operating expenses have increased  $\approx 1.4$  points y/y, mostly due to growing personnel, marketing & selling expenses with the transactions, OPEX/Sales was 26.2%.



Adj. EBITDA margin was 5.3% in 2024, due to weaker gross profitability and growing OPEX.



Substantially improved Net Working Capital/Sales, 21.0% as of 2024YE.



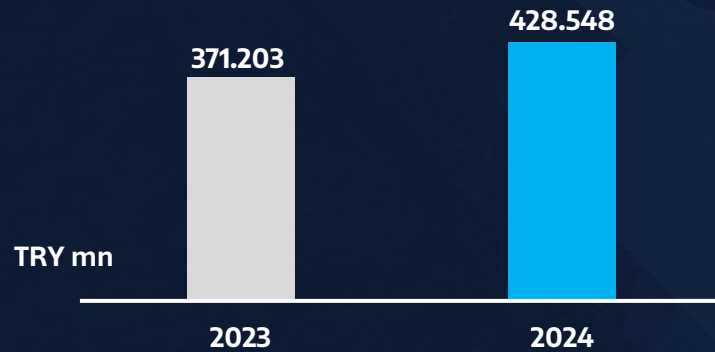
Restrained leverage thanks to increased liquidity in Q4 despite growing debt and weaker EBITDA y/y.

# Key Factors / Sales & Margins



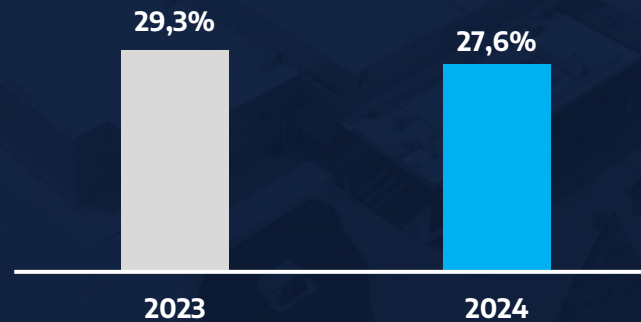
**REVENUE GROWTH**  
**15.4%**

- ↑ Inorganic growth due to Europe & MENA transactions
- Flattish sales revenue in TR
- ↓ Weak international sales



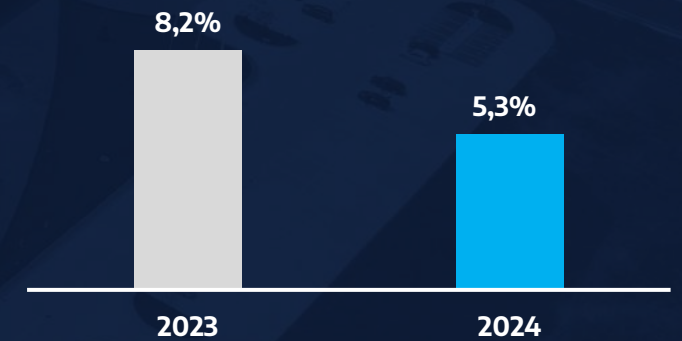
**GROSS MARGIN**  
**27.6%**

- ↓ Pricing pressure and intensified competition
- ↓ Unfavorable EUR/USD parity
- ↓ Higher manufacturing costs y/y



**ADJ. EBITDA MARGIN**  
**5.3%**

- ↓ Lower Gross Margin
- ↓ Growing OPEX after the transactions



*\*Adj. EBITDA: Operating Profit - One-off Transaction Expenses + D&A.  
Adjustment amount corresponding to TRY 629mn for FY 2024 (TRY 88mn in Q4),  
mainly comprises of transaction expenses regarding Europe & MENA acquisitions.*



# Lower metal raw material prices whereas plastic raw material prices remained higher on average

## Average Metal Prices Index - Market



Source: Steel BB, Steel Orbis  
Index includes CRC, HRC, Galvanized Steel, Stainless Steel, Copper, Aluminum

- Metal raw material prices slightly decreased both y/y and compared to last quarter mostly due to weaker global demand, high policy rates and lower energy costs. However, minor fluctuations have been observed over the period. Prices are expected to increase gradually in the forthcoming quarters. However, yearly average prices expected to remain flattish.

## Average Plastic Prices Index - Market



Source: ICIS - Chemical Industry News & Chemical Market Intelligence  
Index includes ABS, Polystyrene, Polyurethane, Polypropylene

- Plastic raw material prices increased y/y. However, weak demand, slowdown in growth and low-capacity utilization in production have caused a significant decrease in prices in the last quarters. No major price change is expected in the next quarters.

# Summary Financials

TRY mn	4Q24*	4Q23*	y/y	3Q24*	q/q
<b>Revenue</b>	<b>108.290</b>	<b>90.630</b>	<b>19%</b>	<b>111.999</b>	<b>(3%)</b>
Gross Profit	29.075	25.410	14%	29.571	(2%)
<b>Operating Profit</b>	<b>490</b>	<b>2.353</b>	<b>(79%)</b>	<b>365</b>	<b>34%</b>
Other Operating Inc./Exp.	5.702	38	14771%	(802)	(811%)
Inc./Exp. From Investment	(126)	(54)	132%	(16)	668%
Financial Income/Expense	(7.590)	(3.767)	101%	(9.214)	(18%)
Share of Profit/Loss Equity Method	71	(124)	(157%)	22	228%
Monetary Gain/Loss	7.093	10.718****	(34%)	2.584	175%
<b>Profit Before Tax</b>	<b>5.640</b>	<b>9.163****</b>	<b>(38%)</b>	<b>(7.062)</b>	<b>(180%)</b>
<b>Net Income**</b>	<b>4.009</b>	<b>14.943****</b>	<b>(73%)</b>	<b>(5.960)</b>	<b>(167%)</b>
EBITDA	4.796	5.297	(9%)	4.929	(3%)
<b>Adj. EBITDA***</b>	<b>4.884</b>	<b>5.733</b>	<b>(15%)</b>	<b>4.970</b>	<b>(2%)</b>

	2024*	2023*	y/y
	<b>428.548</b>	<b>371.203</b>	<b>15%</b>
	118.102	108.830	9%
	<b>5.747</b>	<b>16.771</b>	<b>(66%)</b>
	4.862	(293)	(1762%)
	881	(75)	(1281%)
	(28.735)	(19.650)	46%
	(176)	(695)	(75%)
	15.810	22.712****	(30%)
	<b>(1.610)</b>	<b>18.771****</b>	<b>(109%)</b>
	<b>(2.207)</b>	<b>20.557****</b>	<b>(111%)</b>
	22.297	29.354	(24%)
	<b>22.927</b>	<b>30.586</b>	<b>(25%)</b>

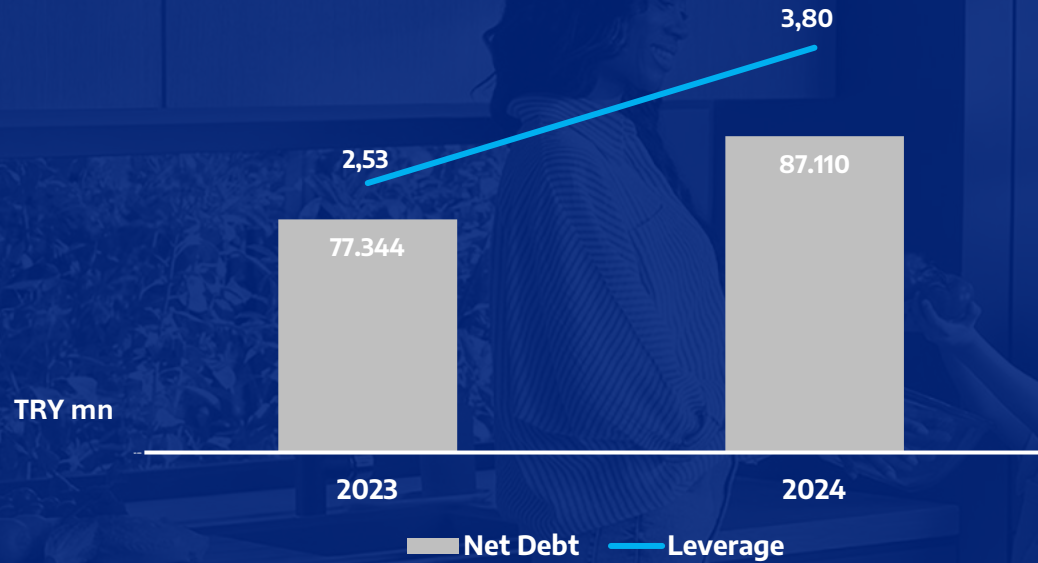
Gross Profit Margin	26,8%	28,0%	(119 bps)	26,4%	45 bps
Operating Profit Margin	0,5%	2,6%	(214 bps)	0,3%	13 bps
Net Income Margin	3,7%	16,5%	(1279 bps)	-5,3%	902 bps
EBITDA Margin	4,4%	5,8%	(142 bps)	4,4%	3 bps
Adj. EBITDA Margin	4,5%	6,3%	(182 bps)	4,4%	7 bps

	27,6%	29,3%	(176 bps)
	1,3%	4,5%	(318 bps)
	-0,5%	5,5%	(605 bps)
	5,2%	7,9%	(270 bps)
	5,3%	8,2%	(289 bps)



# Higher leverage due to increasing net debt and weaker Adj. EBITDA

## Net Debt\* & Leverage\*\*



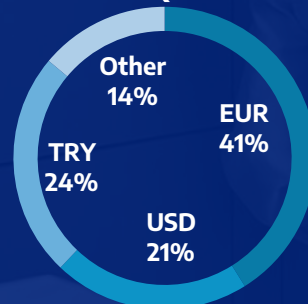
## Debt Currency & Rates Breakdown

Currency	Effective Interest Rate p.a.***	Original Currency (mn)	TRY Equivalent (mn)
EUR	5,6%	1.190	43.736
TRY	41,5%	26.772	26.772
USD	8,2%	311	10.955
BDT	12,5%	14.574	4.300
PKR	17,2%	28.410	3.573
ZAR	9,4%	1.765	3.318
RUB	23,2%	4.822	1.614
RON	7,5%	173	1.273
THB	5,6%	1.168	1.209
AUD	3,3%	32	706
GBP	7,1%	14	629
NOK	6,1%	161	499
CNY	3,9%	82	392
SEK	5,4%	112	358
MAD	6,0%	101	351
PLN	8,6%	35	303
MYR	6,6%	31	248
IDR	9,5%	99.606	218
CZK	8,8%	127	186
CHF	2,3%	0	2
<b>TOTAL LOANS</b>			<b>100.643</b>
USD	8,5%	512	18.017
EUR	3,0%	356	13.024
TRY	46,4%	6.364	6.364
<b>TOTAL BOND</b>			<b>37.406</b>
<b>TOTAL</b>			<b>138.043</b>

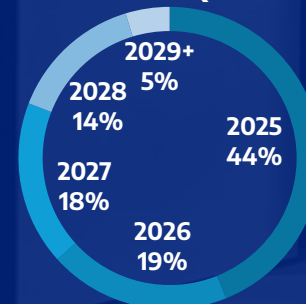
### Cash Currency Breakdown TRY50.8bn (EUR1.4bn)



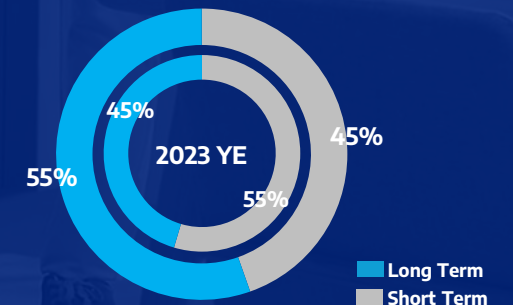
### Debt Currency Breakdown TRY138.0bn (EUR3.8bn)



### Debt Maturity Profile\*\*\*\* TRY138.0bn (EUR3.8bn)

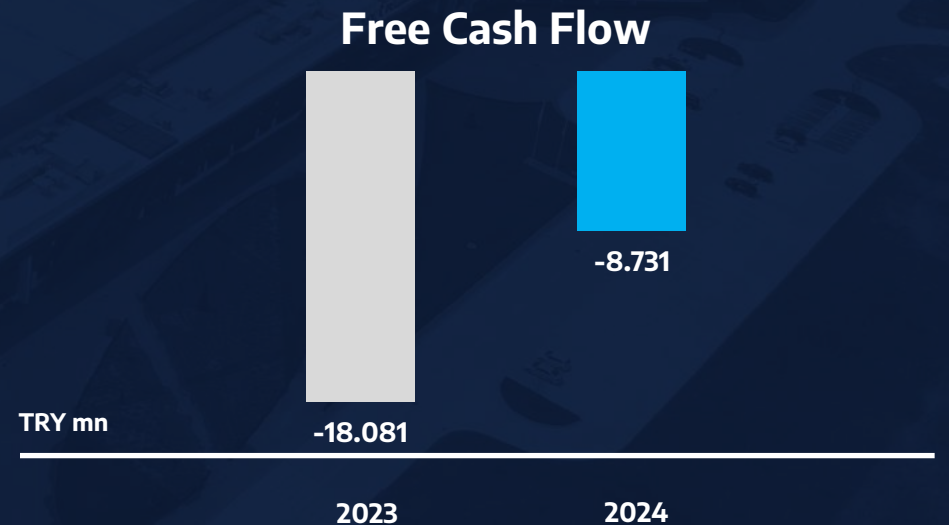
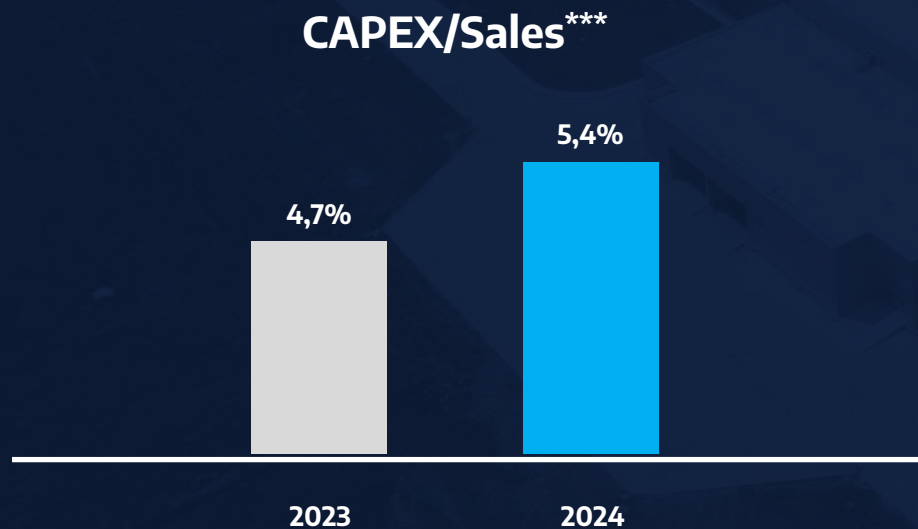
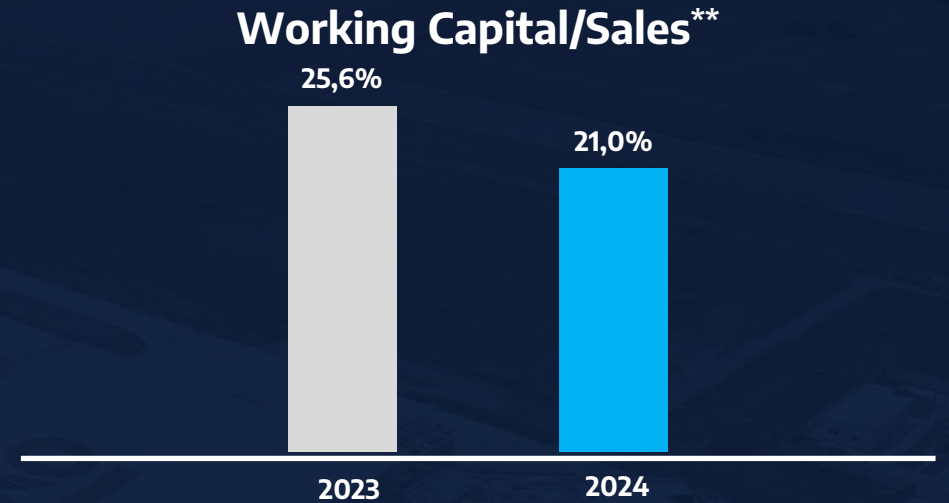
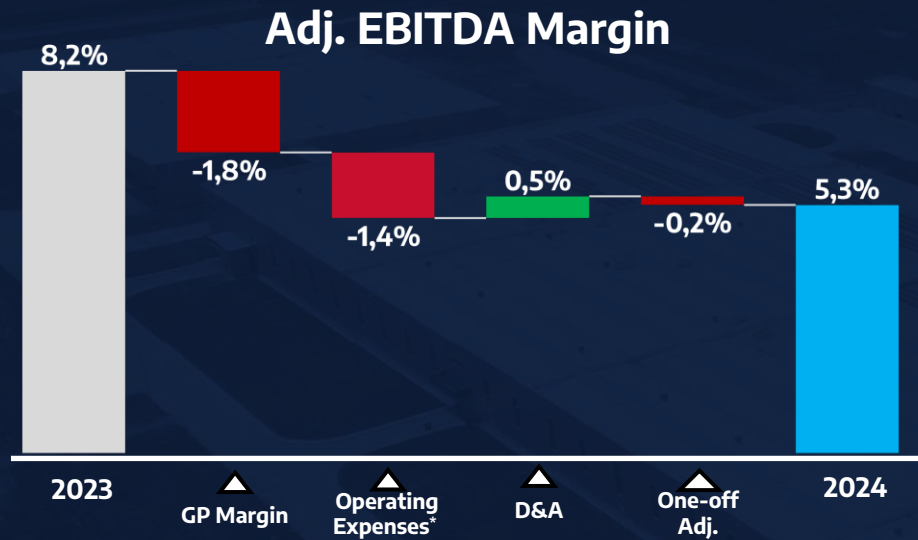


### ST / LT Borrowings 2024 YE





# Key Performance Indicators



# Guidance

# 2024 Guidance v Actual Figures

	Q1 Guidance*	Q2 Guidance	Q3 Guidance	2024 Actual	
<b>Revenue</b>					
Türkiye (in TRY)	Flattish	Flattish	Flattish	+0%	✓
International (in FX)	≈ +2%	≈ +50%	≈ +50%	+43%	✓
<b>EBITDA Margin</b>	≈ 8%	≈ 6.5%**	≈ 5.8% - 6.0%**	5.3%**	✗
<b>NWC/Sales</b>	< 25%	≈ 22%	≈ 20%	21.0%***	✓
<b>CAPEX</b>	≈ EUR 300 mn	≈ EUR 350 mn****	≈ EUR 400 mn****	≈ EUR 375 mn****	✓

\* Impact of Europe & MENA transactions was not included.

\*\* Operating Profit - One-off Transaction Expenses + D&A

\*\*\* NWC Average / FY Sales

\*\*\*\* Including integration and optimization costs.



# 2025 Guidance

## 2025 Guidance

### Revenue

Türkiye (in TRY)  
International (in FX)

Flattish  
≈ +15%

### EBITDA Margin\*

≈ 6.5%

### NWC/Sales

< 20%

### CAPEX

≈ EUR 300 mn

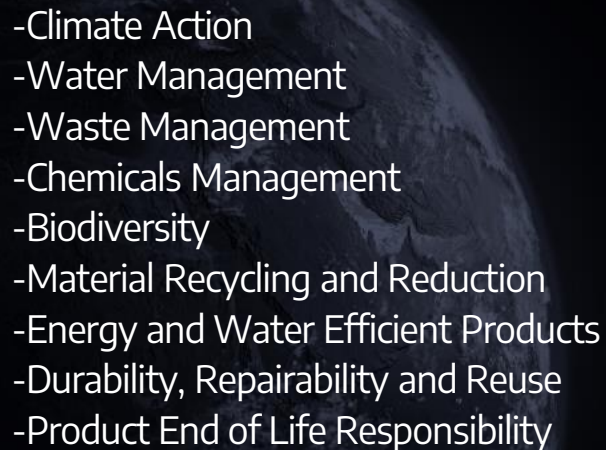
# Sustainability

A photograph of a family in a kitchen, overlaid with a blue tint. A woman is standing at the sink, a young girl is reaching for something on the counter, and a man is standing by an open refrigerator. The scene is bright and domestic.

# We design technologies that will improve the future

We are determined to put our efforts into building a sustainable supply chain, developing a sustainable product range, improving the lives of people, and maintaining our leadership in sustainability

## In Touch With Our Planet

- 
- Climate Action
  - Water Management
  - Waste Management
  - Chemicals Management
  - Biodiversity
  - Material Recycling and Reduction
  - Energy and Water Efficient Products
  - Durability, Repairability and Reuse
  - Product End of Life Responsibility

## In Touch With Human Needs

- 
- Corporate Citizenship
  - Supporting Society with Equal Opportunities and Inclusion
  - Corporate Volunteerism
  - Community Development and Partnerships
  - Products that Create Social and Environmental Value

## In Touch With Business

- 
- Business Ethics and Transparency
  - Corporate Governance
  - Sustainable Financing
  - Future Fit Culture, Talent and Organization Management
  - Occupational Health and Safety
  - R&D, Innovation, Digital Transformation and Smart Solutions
  - Data Privacy and Cyber Security
  - User Experience
  - Product Quality and Safety
  - Sustainable Supply Chain Management



# Ambitious 2030 Targets



**50 MW**

Establish renewable energy systems



**↓45%**

Energy consumption per product in manufacturing



**ISO 50001**

Implement the ISO 50001 Energy Management Systems across all our production facilities



**\$50M**

Additional investment in renewable energy and energy efficiency



**100%**

Green electricity usage in global manufacturing operations



**↓45%**

Water withdrawal per product in manufacturing



**↑70%**

Water recycling and reuse ratio in manufacturing



**↑40%**

Recycled plastic content in products



**↑5%**

Increase bio based material content



**↑99%**

Waste recovery rate in manufacturing

## In Touch With Our Planet

# We are committed to achieving net zero emissions in our value chain by 2050

- Base Year: 2022
- Near Term Target: 2030
- Long Term Target: 2050
  
- Aligned with 1.5 degree-scenario
- Invest in permanent carbon removal credits for the remaining 10% of emissions
- Our newly submitted target is at approval stage of Science Based Targets initiative (SBTi)

### Net Zero Roadmap

— Net Zero Roadmap



BASE YEAR (2022)

NEAR TERM TARGET (2030)

NET ZERO TARGET (2050)

Use-phase emissions for dishwasher, dryer, electric storage water heater, frontload washing machine, hob, hood, microwave, oven, refrigerator, television, vacuum cleaner, washer-dryer, AC-Energy, AC-Refrigerant are included.

# Ambitious 2030 Targets | to meet the needs of society



**450 M** People\*

Raise awareness on healthy living



**400 M** People\*

Raise awareness on food waste



**4,700** Tons of Food

Save food from being wasted



**Hero** Brands\*\*

Support the needs of local communities in Türkiye, Romania, S.Africa and Pakistan



**15M** People\*\*

Raise awareness on climate change and eco-friendly living by 2025



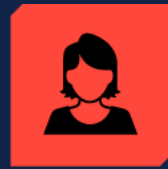
**100K** Girls\*\*

Provide STEM Training by 2026



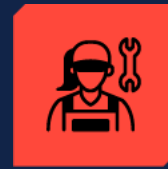
**↑25%\*\***

Increase the ratio of women dealers by 2026



**2500** Women\*\*

Reach 2500 women through entrepreneurship programs by 2026



**↑1000 Women\*\***

Increase the number of women technicians by 2026

\*Total reach numbers do not reflect number of unique people

\*\*Included in the Action Coalition commitments



# Ambitious 2030 Targets

for being a progressive global citizen



↑35 hours

Training hours per employee



↑35%

Ratio of women in the total workforce



↑32%

Ratio of women in top management positions



ISO 50001

Ensure suppliers\* exceeding 500 ToE obtain the ISO 50001 certificate



5000

Supplier employees that receive OHS trainings



90% Volume

Collect, monitor and disclose environmental data of suppliers\* by 2025



100%

Compliance of critical suppliers with Conflict Minerals Policy by 2023



ISO 14001

Ensure our suppliers\* apply for ISO 14001 certification by 2023



100%

Ensure our suppliers\* use 100% green electricity

\*Approximately 90% of our purchasing volume of Tier-1 material and OEM suppliers

# Green Financing

## Green Bond

EUR 350 Million

Arçelik has issued green bonds with a nominal value of EUR 350 million and a maturity of five years, making it the first Turkish corporate green bond to be issued in international markets. More than 145 investors participated in the bond, which has a coupon rate of 3.00%

## Green Loan

EUR 150 Million

Arçelik has signed an eight-year EUR 150 million loan agreement with the European Bank for Reconstruction and Development (EBRD), one of the most important providers of green finance. The first tranche of EUR 83 million is structured in line with the Loan Market Association's (LMA) Green Loan Principles and is the first externally verified green loan to the Turkish manufacturing sector.

## Sustainability-Linked Financing Framework

Our Sustainability-Linked Financing Framework launched in April 2024 is based on our sustainability agenda and goals. The framework includes the Company's 2030 goals for GHG emissions reductions for scope 1&2 and scope 3 from use of sold products and increase the percentage of women in the total workforce.



# Our success is recognized: We are among the top performers in global indices.



Included WEF Global Lighthouse Network with Washing Machine Plant in Ulmi, Romania in 2018 and Eskişehir Refrigerator Plant in 2021. In 2022, Romania Plant Became one of the ten companies receiving Sustainable Lighthouse status.

Member of  
**Dow Jones  
Sustainability Indices**

Powered by the S&P Global CSA

By scoring 86 (out of 100) in the 2023 S&P Global Corporate Sustainability Assessment, Arçelik achieves the highest score for the 5th time in a row out of 46 companies assessed in the DHP Household Durables Industry (Score date: October 27, 2023, DJSI Emerging Markets)



The Carbon Disclosure Project (CDP) has awarded Arçelik an A- for its efforts to combat climate change and a B rating for its water security initiatives .

Corporate **Knights**

Arçelik has been recognized as the leader in Household Durables industry and HQ country in the Corporate Knights' 2024 Global 100 Index for the 4<sup>th</sup> consecutive year.



Arçelik Ranked 16<sup>th</sup>. Beko ranked 17<sup>th</sup> on the Real Leaders Top 300 Impact Companies of 2023 list.



Received an ESG Risk Rating of 11.6 and was assessed to be at low level risk of experiencing material financial impacts from ESG factors.

**V.E**

Received an overall score of 50/100 in the Moody's Analytics Vigeo Eiris ESG rating.



# Our success is recognized: We are among the top performers in global indices.



Arçelik achieved 1<sup>st</sup> place in its sector with 92/100 in Refinitiv 2022 ESG evaluation



Arçelik has obtained a score of 70/100, awarded a Gold EcoVadis Medal and placed in the top 5% of companies rated by EcoVadis



Rated AAA on the Sustainability Index since 2016 and AA in 2015



**BORSA İSTANBUL SUSTAINABILITY**

Listed in BIST since 2014



**FTSE4Good**

Listed as a company with firm ESG performance



Arçelik ranked in **top 1%** of the top CSA-scored companies in the 2024 S&P Sustainability Yearbook



Granted the "Prime" degree



Recognized in Bloomberg's 2023 Gender Equality Index (GEI) among 485 companies for the first time

# Our Partnerships: We support and guide the work of respected international and local organizations.



Arçelik became one of the 200+ companies that have signed the CEO Water Mandate and committed to reporting the progress annually in line with Arçelik Water Policy



Support development of corporate finance strategies in line with the 2030 Sustainable Development Goal



Since 2021, we have been a member of WBCSD and actively support the Council's workstreams. Our Sustainability Reports have been evaluated in the Scope of Reporting Matters program. Our CEO Hakan Bulgurlu elected as a ExCo member in 2023



Joined Alliance of CEO Climate Leaders and declared its support the net zero goal by 2050 and signed an open letter addressed to world leaders



Committed to doubling our economic output for every unit of energy we consume globally by 2030, compared to 2010



Committed to being carbon zero by 2050 and officially joined the Business Ambition for 1.5°C



Declared our 3 commitments, 6 objectives under Action Coalition



Supporter of the Task Force on Climate-Related Financial Disclosures



Arçelik has committed to being a Net Zero 2050 company aligned with the SBTi Net-Zero Standard. In this regard, Arçelik set a new near term and long term SBTi target aligned with a 1.5-degree scenario.



Reports have been prepared in accordance with the GRI Standards



Reports according to the standards set by the Sustainability Accounting Standards Board (SASB)



# Appendix

Beko Europe



# Beko Europe

Number one player in Europe market, with the launch of Beko Europe!

- Beko Europe is a leading home appliances business, dedicated to changing the lives of our customers through a wide range of innovative and sustainable household products and solutions.
- Newly formed Beko Europe's 75% shares are owned Beko B.V and 25% owned by Whirlpool EMEA Holdings LLC.

69

Subsidiaries  
Across Europe

15

production  
facilities

16

brands  
(owned or used with  
a limited license)

5

R&D and design  
center & offices



18K

employees



# BEKO & WHIRLPOOL TRANSACTIONS

On January 17, 2023\*, Arçelik A.Ş. and Whirlpool signed an agreement for the establishment of a new company, «Beko Europe», where Arçelik will control the majority stake, which includes European operations in its scope. Parties also agreed on the acquisition of Whirlpool companies by Beko, operating in the Middle East and North Africa.

Both transactions were completed and share transfers were made on April 1, 2024\*\*, after obtaining competition authority clearances.

## Europe

- **Arçelik's and Whirlpool's production, sales, and marketing subsidiaries operating in Europe was transferred under a structure where Arçelik will control a 75% majority stake, Arçelik's wholly-owned subsidiary Beko B.V.**
- **Revenue generated by acquired entities at the end of 2023 was approximately EUR 3.0 bn.**
- **Arçelik's net sales from the region was around EUR 2.4 bn for FY23.**
- **Total revenue in the region adds up to EUR 5.4 billion on annual basis.**

## MENA

- **Arçelik acquired full ownership of Whirlpool's MENA operations, including UAE and Morocco entities for EUR 20 M (subject to adjustments for net indebtedness and net working capital) and manages Whirlpool's MDA business operations in the MENA region.**
- **The consolidated net revenue of the subsidiaries acquired in the MENA transaction for the year 2023 was approximately EUR 121 M.**

\* <https://www.kap.org.tr/tr/Bildirim/1102748>

\*\* <https://www.kap.org.tr/en/Bildirim/1265248>



# Beko Europe

Number one player in Europe, with the launch of Beko Europe!

## Transaction:



Beko Europe has transferred Whirlpool Europe's white goods production, sales and marketing subsidiaries in Europe, by way of in-kind capital contribution.

## Ownership:



75% of the capital of Beko Europe was allocated to Beko and 25% to Whirlpool. The ultimate partnership structure will be determined based on the closing adjustment mechanism based on the closing financial statements.

\*Arçelik fully consolidates Beko Europe's financials.

## Subsidiaries:



Beko Europe now includes 69 subsidiaries, of which 39 subsidiaries were transferred by Whirlpool and the remaining 30 subsidiaries were transferred by Beko B.V.

## Employees:



Beko Europe has ≈19k\* employees in total of which ≈13k through the transaction, based on 2023 actual information.

\* ≈18k as of 2024 year-end.

## Facilities:



Beko Europe owns 11 production facilities, of which 9 production facilities (14 plants) obtained with the transaction, located in Italy, Poland, Slovakia and the United Kingdom and Romania (2 Beko legacy facilities).

- Italy\*: 6 Plants – 4 Facilities
- Poland\*\*: 6 Plants – 3 Facilities
- United Kingdom\*\*\*: 1 Plant – 1 Facility
- Slovakia: 1 Plant – 1 Facility
- Romania: 2 Plant – 2 Facilities

\* Negotiations are ongoing for a sustainable transformation plan in Italy.

<https://www.kap.org.tr/en/Bildirim/1386930>

\*\* Efforts are ongoing to close certain production facilities in Poland.

<https://www.kap.org.tr/en/Bildirim/1330467>

\*\*\* The factory in the UK has been closed as of 2024 year-end.

## Beko Europe



**Arçelik**



**Whirlpool**



# Efficiency improvements to deliver long-term sustainable growth and profitability

Investing in technology and AI tools to work in an agile manner and drive efficiency across our global operations:

- Driving productivity through organizational restructuring, process integration and optimization
- Advanced AI and automation tools to streamline operations
- Leveraging analytics for more informed, strategic decisions
- Integration of systems



Ongoing and planned investments would help to create operational efficiency after the merger, through:

- optimizing processes,
  - maximizing resource utilization,
  - executing cost saving opportunities,
  - evaluating, aligning and consolidating roles,
  - eliminating duplicate roles.
- 
- Estimated EUR 140mn savings through eliminating approximately 2,000 office positions across our global operations within 3 years' time\*.

## Ongoing Eliminations in Office Positions

As of 2024 Year-end,

≈ 1/2 of planned eliminations in office positions within 3 years' time, have been completed.

*\* Realized figures would be updated in the earnings presentations.*

# Contacts

## **Bariş Alparslan**

Chief Financial Officer

(+90) 212 314 39 01

## **Mine Şule Yazgan**

Finance & Enterprise Risk

Executive Director

(+90) 212 314 30 60

## **Delal Alver**

Capital Markets Compliance

Senior Lead

(+90) 212 314 39 56

## **Sezer Ercan**

Investor Relations

Senior Lead

(+90) 212 705 96 81

[www.arcelikglobal.com](http://www.arcelikglobal.com)

[investorrelations@arcelik.com](mailto:investorrelations@arcelik.com)

# Disclaimer

**This presentation contains information and analysis on financial statements as well as forward-looking statements that reflect the Company management's current views with respect to certain future events. Although it is believed that the information and analysis are correct and expectations reflected in these statements are reasonable, they may be affected by a variety of variables and changes in underlying assumptions that could cause actual results to differ materially.**

**Neither Arçelik nor any of its managers or employees nor any other person shall have any liability whatsoever for any loss arising from the use of this presentation.**



# Thank You!

Investor Relations

**Arçelik**

**Beko**