



PEKYOL GROUP

2025 SUSTAINABILITY REPORT

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About the Report

We manage our economic, environmental, and social impacts through a holistic approach, and we transparently share with our stakeholders the steps we take toward a sustainable future.

At Ipekyol Group, we regard sustainability as one of the core elements shaping our corporate approach.

Our fashion retail activities are guided by a holistic assessment of their economic, environmental, and social impacts and our commitment to long-term value creation.

We aim to present the progress made throughout our sustainability journey, our priority topics, and our focus areas for the upcoming period in a clear and comprehensible framework through our third sustainability report.

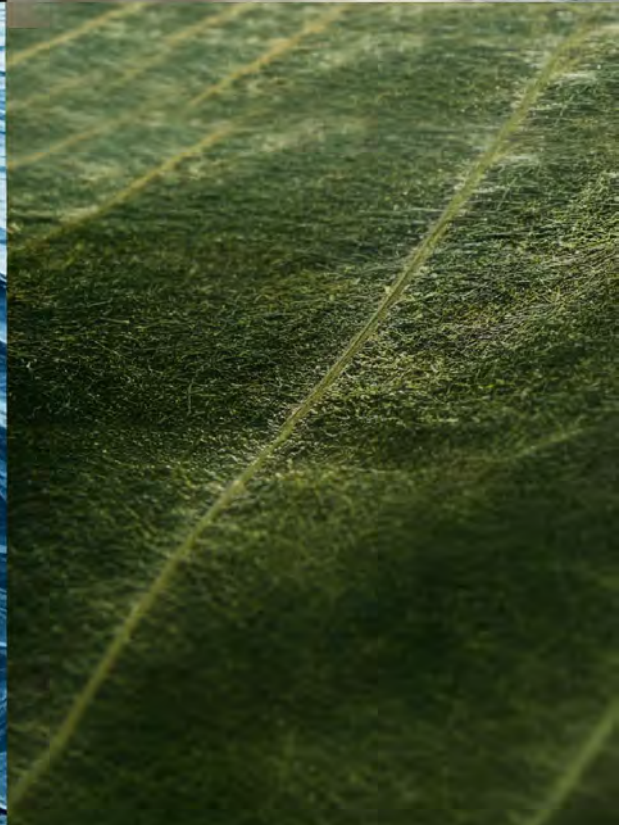
The Ipekyol Group 2025 Sustainability Report covers the activities we carried out between January 1 and December 31, 2025. Prepared with reference to the GRI Standards, this report presents the environmental, social, and governance practices of our operations in Türkiye as well as our international retail and sourcing operations.

The report provides an overview of our company profile and presents the practices implemented throughout the year across five key areas: Corporate Governance, Our Sustainability Approach, Our Economic Performance, Our Environmental Performance, and Our Social Performance.

Our 2025 greenhouse gas emissions disclosed as part of our environmental performance were calculated by an independent third-party organization in accordance with the requirements of the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard. Unless otherwise stated, the data and information presented in the report cover the performance results arising from our company's activities during 2025.

At Ipekyol Group, we continue our work with the goal of leaving behind a more resilient, more inclusive, and more responsible business model for the future. We would like to thank all our colleagues, customers, suppliers, business partners, and stakeholders who add value to us through their contributions and collaboration throughout this process.

- You may contact us with your comments and suggestions at sustainability@ipekyol.com.tr.



Message from the Chairman of the Board

When we set out to build Ipekyol Group, our goal was not only to create strong brands. We also aimed to establish an organization that takes responsibility toward the society it operates in, reads the changing world correctly, and cares about leaving value for the future. At the point we have reached today, I take great satisfaction in seeing that this understanding has become an inseparable part of the way we do business. As we share our third sustainability report, seeing this approach grow even stronger across the organization holds special meaning for us.

For us, sustainability is not an agenda item addressed only at certain times. It is a fundamental perspective that guides our decisions. We remain mindful of our environmental impact while pursuing a people-centered approach grounded in ethical values and continuous progress. Our assessment of the business extends beyond economic performance. We see the trust we build with our customers, the workplace we provide for our employees, the responsibility we uphold throughout our supply chain, and our contribution to society as integral parts of a greater whole.

In 2025, we made this approach more systematic. We reviewed our sustainability priorities, assessed our business processes within a stronger framework, and carried out initiatives across different areas. We resolutely continued taking steps to improve our environmental performance, strengthen our business processes, make more effective use of digitalization, and increase the visibility of our social impact. These developments reflect not only the progress achieved during the year but also the path we are determined to follow as an organization.

As the Board of Directors, we view our sense of responsibility as a natural part of growth while shaping the future of our company. We believe that lasting success is only possible through a management approach underpinned by values. This approach enables us to address our environmental and social responsibilities from a holistic perspective while providing the foundation for us to move forward with determination toward a more resilient, forward-looking, and sustainable future.

The report we share today sets out the distance we have covered while also reminding us of our responsibility for the period ahead. We will continue to build a conscientious, inclusive, and solid structure together. I sincerely thank all our colleagues, business partners, customers, and stakeholders who have contributed to this journey. I believe that, with the strength we draw from our values, we will walk into the future with confidence.

YALÇIN AYAYDIN

Chairman of the Board

Ipekyol Group: A Journey Strengthened by Our Values, Shaping the Future



CEO Message

Today, the success of companies is measured not only by their financial performance, but also by their ability to adapt to change, the value they create, and how prepared they are for the future. The climate crisis, digitalization, changing consumer expectations, and global economic transformation are steering the business world toward a more responsible, more agile, and more resilient structure. In this new era, we see sustainability not merely as an environmental responsibility, but as one of the fundamental elements of long-term growth and competitiveness.

At Ipekyol Group, we act with this understanding. We treat sustainability as an inseparable part of our business model, our corporate culture, and our growth strategy. We plan every step we take not only to meet today's needs, but also to build a strong structure that will continue to generate value in the future.

The year 2025 was an important period in which we reinforced this approach with concrete investments. With our investment of TRY 468 million, we prepared our store network, digital infrastructure, and operational processes for the future. By rolling out the Inspection Program and the PLM system, we increased end-to-end traceability across our processes extending from design to production and retail. While making the employee experience faster and more accessible with the AI-powered Ipekyol Robot, we further strengthened our quality assurance infrastructure with the Physical Testing Laboratory established at our headquarters. We regard technology not only as a tool that delivers efficiency, but as a fundamental component of a higher-quality, more transparent, and more sustainable business model.

We also achieved significant progress in environmental sustainability. Our solar energy system, which meets the energy needs of our Edirne Factory through renewable sources, represents a key milestone in our environmental transformation journey. By advancing our efforts in energy efficiency, responsible resource use and the circular economy, we continued to reduce our environmental footprint and build a more efficient and responsible operating model across our entire value chain, from production to retail.

We know that the most important element of sustainable growth is people. The true value of our investments in technology and processes is created by our colleagues who take ownership of this transformation.

We therefore regard enhancing the employee experience, fostering a strong learning culture and investing in talent development as key drivers of our future competitiveness. With the AYNA approach introduced in 2025, we further strengthened our shared values and corporate culture while expanding initiatives that support the development of our employees. We believe that strong teams that continuously learn, grow and work towards a shared purpose will represent one of the most important competitive advantages of the future.

Our people-centered approach is not limited to our colleagues. We act with the awareness that the future of our industry will be shaped by qualified human resources. While supporting the education of 300 female university and high school students in cooperation with the Turkish Education Foundation (TEV), we continue to add long-term value to social development through our projects that strengthen vocational education and our practices that contribute to women's empowerment. This is because we view sustainability not only as today's performance, but as the impact we create for future generations.

The trust our customers place in us is also an integral part of this approach. We manage all our processes, from product quality to data security, with the same level of care, while advancing our digital transformation in line with the principles of trust and transparency. The fact that no customer privacy breaches occurred in 2025 stands as an important indicator of our robust corporate infrastructure and strong sense of responsibility.

Our Sustainability Report, the third edition of which we publish today, goes beyond sharing the performance of the past year and also sets out our vision for the future. In the period ahead, we will continue to regard sustainability as a strategic area that determines our competitiveness, our resilience, and the way we create value. Believing that organizations which adapt to a changing world, take responsibility, and embrace development will shape the future, we at Ipekyol Group continue working with this understanding for a stronger, more inclusive, and more sustainable future.

I sincerely thank all my colleagues, business partners, suppliers, customers, and all our stakeholders who have contributed to this journey. I wholeheartedly believe that, by producing together, learning together, and transforming together, we will continue to add value to the future.

UĞUR AYAYDIN
CEO



We Shape Growth with Value



Our Story



In every stitch there is effort, in every collection a dream, and in every store a new encounter. IPEKYOL Group’s journey is a long-standing story that brings together the elegance of fashion with a sense of responsibility toward people, production, and the future.

A Journey Inspired by Women

At Ipekyol Group, we approach our journey as part of a world that accompanies women’s different moments, the relationships they build with the city, the ways they express themselves, and their changing rhythms of life. We know that the fundamental feeling that brought us into being is the desire to carry elegance into everyday life.

The Same Approach at Every Touchpoint

A consistent perspective shapes every touchpoint, spanning production, design, stores, and digital channels. Every detail contributes to our brand story, including the feel of a fabric, the way a garment falls, the atmosphere of our stores, and the connections we build with our customers. To us, fashion is where craftsmanship, creativity, trust, and responsibility come together.

Three Brands, One Shared Value

Through Ipekyol, we reflect the strength and refined elegance of the modern woman; through Twist, the energy and free spirit of the city; and through Machka, the sophisticated expression of timeless elegance. **While our three brands appeal to different styles, lifestyles and expectations, they are united by a shared purpose: to create a fashion experience that empowers women to feel confident, strong and authentic.**

Looking to the Future with Responsibility

Today we act with an understanding that carries the inspiration we draw from our past into the future. **We reinterpret production strength rooted in our origins, our design vision, and our brand heritage through a more responsible understanding of the future. We also see sustainability as a natural continuation of this story.** This is because we know that the mark we leave for the future will be shaped not only by our collections, but also by the way we produce, our collaborations, the space we open for young talent, and the contribution we make to society.

Investing in the Fashion Professionals of the Future

The importance we place on vocational education stems from our desire to create spaces where young people can dream and connect with production. **We believe that the future of the fashion world will be shaped not only by today's brands, but also by tomorrow's designers, manufacturers, artisans, and professionals.** For this reason, we regard knowledge sharing, learning, and preparing young talent for the industry as an important part of our story.

Toward a Stronger Future

Our story is much more than a narrative of success extending from the past to the present. This story is a dream we rebuild every season, an identity we reinterpret in every collection, and a bond that grows stronger at every touchpoint. **At Ipekyol Group, we address the transformative power of fashion along the axis of people, aesthetics, and responsibility.** We work to carry our brands that touch women's lives toward a more inclusive, more conscientious, and stronger future.

About Us

Founded in 1986 by Yalçın Ayaydın, Ipekyol Group entered the Turkish apparel industry with the goal of inspiring the lifestyle of the modern woman.

- ▶ [About Ipekyol Group](#)
- ▶ [From the Past to the Present: Ipekyol Group](#)
- ▶ [Our Vision, Mission, and Values](#)
- ▶ [Ipekyol Group at a Glance](#)
- ▶ [Partnerships, Corporate Memberships, and Awards](#)



About Ipekyol Group

We combine our deep-rooted experience with our innovative perspective and resolutely sustain our growth in design, production, and retail.

We began our retail journey with our first store, opened in Nişantaşı in 1989, and within a short time we achieved a strong position through our high-quality products, distinctive design approach, and customer experience-focused mindset.

Over time, we reinforced our achievements with the experience we gained. In 1997 we added the Twist brand, which appeals to women with a young and dynamic style of dress, and in 2004 we added the Machka brand. Developed in collaboration with Dice Kayek and bearing the signature of Ece Ege, the Machka collections marked an important step for the “prêt-à-porter” segment in Türkiye and made our design strength visible on an international scale. Through our collaborations with different designers and our collections renewed each season, we maintain our innovative line in the fashion world.



In production, the Ipekyol Group Factory, which we established in Edirne in 2006 across an area of 17,000 square metres, has enabled us to build significant manufacturing capacity. One of Türkiye's first integrated ready-to-wear production facilities, the factory embodies our commitment to sustainability and green management and has been recognized with numerous prestigious accolades, including the Aga Khan Award for Architecture.

Our merger with Miroglio, one of Italy's leading ready-to-wear fashion groups, in 2008 strengthened us both institutionally and culturally, while further consolidating our position in international markets. Our headquarters in Şişli Bomonti continue to operate within an integrated structure closely aligned with our production and retail operations.

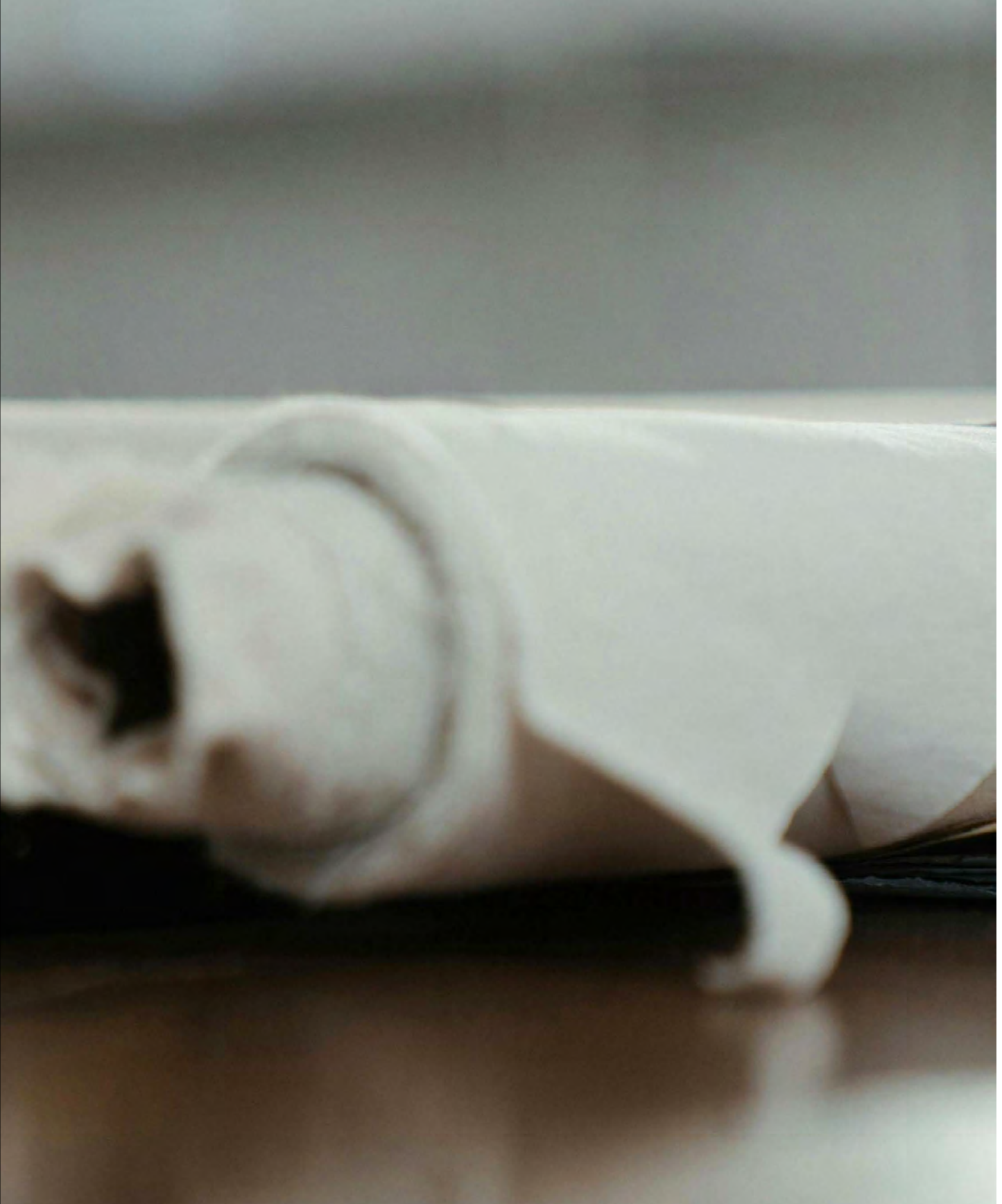


By integrating a digital transformation focus into our business processes at an early stage, we developed our e-commerce and omnichannel applications. As a result, we offer our customers a seamless shopping experience. Through our user-friendly websites and mobile applications, we increase our brands' accessibility and continuously improve the customer experience with our technology investments. This transformation, which began with our Ipekyol and Twist brands, evolved into an integrated structure in which all our brands are present on digital platforms following the inclusion of our Machka brand in online sales channels. The international partnerships we established and the global e-commerce infrastructure we implemented during this process expanded our digital coverage and strengthened our access to customers in different markets.

Today, Ipekyol Group continues to grow through an extensive store network in Türkiye and international markets, particularly across the Middle East and neighboring regions. Our strong retail capabilities and design-led approach support this growth. We are also broadening our portfolio into categories such as accessories, footwear, bags, cosmetics, and personal care to extend the brand experience into a distinctive lifestyle offering. Design collaborations, special projects, and capsule collections created with global fashion brands further enrich our brand ecosystem and demonstrate this strategy on an international scale.

With our deep-rooted brand heritage, innovative vision, and sustainable fashion approach, we continue to be among the industry's leading players.





Our Brands

IPEKYOL

Established in 1986, Ipekyol operates in the women's ready-to-wear sector with a strong brand identity and an extensive retail network. Our journey, which began with the opening of our first store in Nişantaşı, Istanbul, in 1989, continues today with 178 stores in Türkiye and 40 stores internationally. With a presence across 13 countries, including Azerbaijan, Bahrain, the United Arab Emirates, Cyprus, Northern Iraq, Kuwait, Qatar, Lebanon, Saudi Arabia, Georgia, Jordan and Egypt, we continue to strengthen our position in international markets.

Through Ipekyol, we offer a diverse product portfolio designed to meet the evolving needs of modern urban life. From everyday wear and professional attire to occasion wear and denim collections, our designs cater to a wide range of style preferences. We develop our collections around different silhouettes, fits, fabrics and occasions, focusing on versatile pieces that combine aesthetic appeal with functionality. Through this approach, we aim to offer products that bring timeless design together with a contemporary fashion perspective and can be styled effortlessly across a variety of looks.





TWIST

Founded in 1997, Twist speaks to women who express their individuality through a bold, dynamic and distinctive sense of style. Embraced by a broad customer base since its launch, the brand stands out through its innovative design language and differentiated product approach. Today, Twist serves its customers through 85 stores in Türkiye and 10 stores internationally. Reflecting the youthful, innovative and energetic design vision of the Ayaydin-Miroglio Group, Twist connects with customers in a variety of markets, particularly Azerbaijan, Kuwait and Cyprus.

Designed for the fast-paced rhythm of urban life, Twist collections bring together contemporary, style-focused pieces across women's apparel, footwear, bags and accessories. By interpreting trends from a distinctive perspective, we create versatile products that transition easily across different occasions and provide space for individual style to shine. With Twist, we seek to deliver an accessible, dynamic and uniquely expressive fashion experience.





MACHKA

Established in 2004, Machka is positioned in the women's ready-to-wear sector through its refined design language, interpretation of timeless elegance and strong focus on quality. Appealing to women with a sophisticated sense of style, the brand has distinguished itself through its strong design identity since its inception. Today, Machka operates through a total of 10 stores.

Through Machka, we bring the elegance of modern urban life together with designs that extend from everyday wear to special occasions. Alongside sophisticated and timeless women's wear, our collections include complementary product categories designed to complete a variety of looks. We embrace a refined approach to silhouettes, fits, fabrics and detailing, offering a broad product range that spans from occasion wear to everyday elegance. By bringing aesthetics, quality and functionality together, we aim to offer our customers a confident, balanced and sophisticated style experience.





From the Past to the Present: Ipekyol Group

1986

Ipekyol was founded in Istanbul.

1989

The first Ipekyol store was opened on Şişli Rumeli Street, considered the fashion center of the time.

1997

Twist was founded with its young and dynamic line.

2004

Machka, launched as Türkiye's first "prêt-à-porter" brand, was founded.

2006

The 17,000-square-meter Ipekyol Group factory was established in Edirne.

2008

The partnership between Italian fashion giant Miroglio and Ipekyol Group began.

2012

The online Ipekyol and Twist stores were opened.

2013

Stores were opened in Kuwait and Bahrain.

2015

Stores were opened in Saudi Arabia, Northern Cyprus, and Iraq.

2016

Stores were opened in Qatar and Azerbaijan.

2018

Stores were opened in Kazakhstan and Lebanon.

2019

The brand began selling in the European market through Zalando, Germany's leading online fashion platform.

2020

The Georgia store was opened.

2021

The Jordan store was opened.

2022

The United Arab Emirates store was opened.

2023

The Egypt store was opened, and a global e-commerce site was launched to accelerate international growth.

2024

Ipekyol&co was launched, and a capsule collection was introduced in collaboration with ELIE SAAB.

2025

Digital transformation was advanced with the Inspection program, the PLM system, and the AI-powered Ipekyol Robot.

With an investment of 468 million TRY, the store network, digital infrastructure, and operational processes were strengthened.

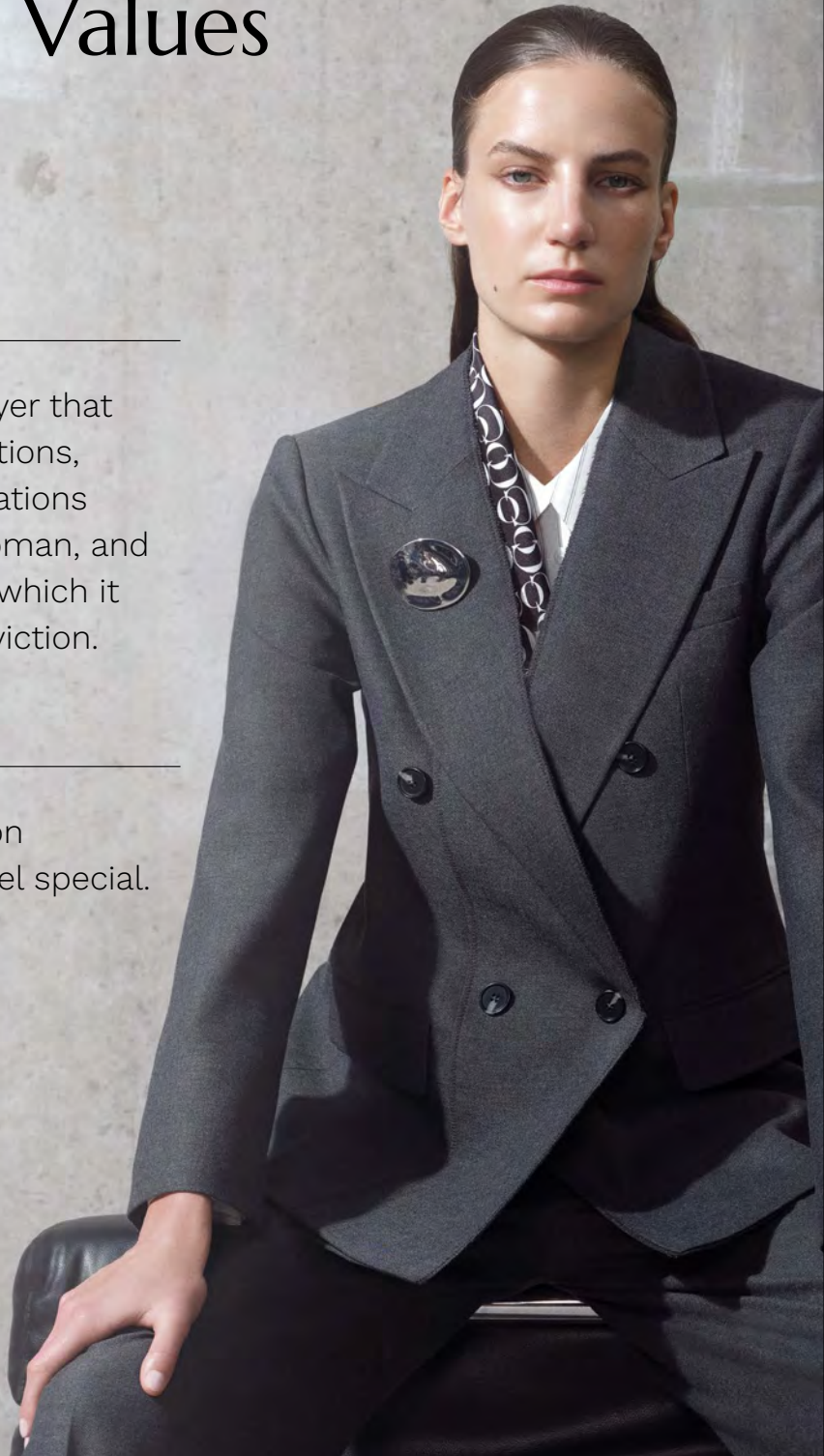
Our Vision, Mission, and Values

Our Vision

To become a global fashion player that stands out with innovative solutions, deeply understands the expectations and needs of the new world woman, and creates value for the society in which it operates with passion and conviction.

Our Mission

To provide women with a fashion experience that makes them feel special.





Our Values

Team Spirit

“Together, we are stronger”

We value being a supportive, trusting family. We work hand in hand toward common goals. We achieve success through both intra-team and cross-team collaboration.

Innovation

“We work with an entrepreneurial spirit and shape the future”

We always keep up with global developments. We prioritize continuous improvement and generate creative and innovative ideas.

Passion

“We think from the heart and bring excitement to our work”

We approach our work with enthusiasm and passion. We focus on success and work with care. We take responsibility and prioritize achieving good results.

Customer Focus

“We value our customers and aim to exceed their expectations.”

We build trustworthy relationships and maintain transparent communication with our customers. We always provide them with quality service and strive to exceed their expectations every time.

Agility

“We don’t shy away from change, we adapt to it.”

In our work, we focus on solutions, not problems. We prioritize adapting to change and move forward with planned and swift actions.

Ipekyol Group at a Glance

IPEKYOL G R O U P

82%

Female Employees

2,653

Employees

330

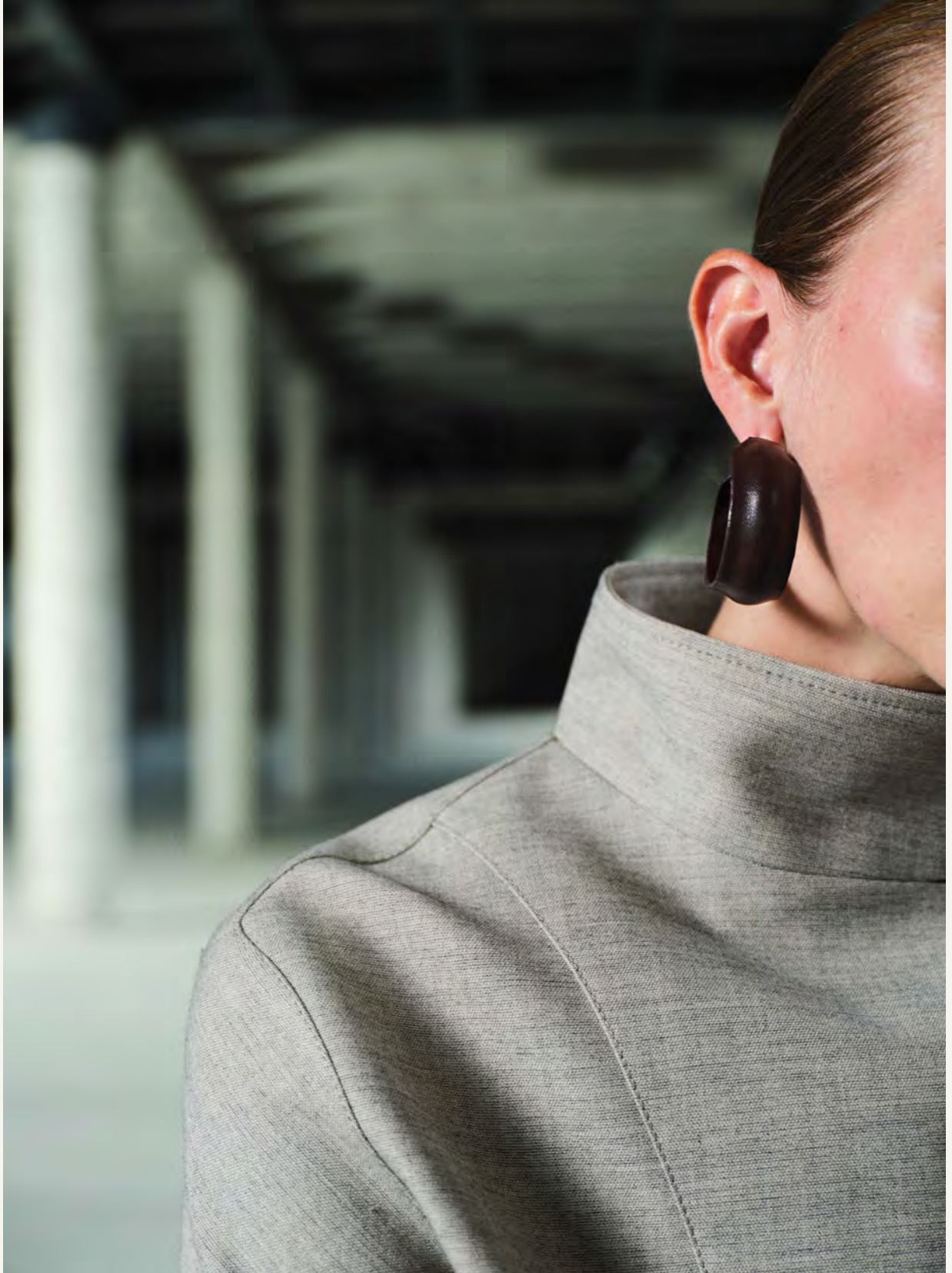
Stores

10+

Operations in 10+ Countries

100%

Renewable Energy
use at the Edirne Factory



Social Media

IPEKYOL

Instagram	Youtube	TikTok
1.2M	1M	15.6K
Followers	Followers	Followers
40M	1M	10M
Reach	Reach	Reach
85%	35%	45%
Engagement	Engagement	Engagement
45+	15+	30+
Influencer collaborations	Influencer collaborations	Influencer collaborations



TWIST

Instagram

615K

Followers

Youtube

200K

Followers

TikTok

16.4K

Followers

32M

Reach

500K

Reach

13M

Reach

55%

Engagement

25%

Engagement

55%

Engagement

35+

Influencer
collaborations

10+

Influencer
collaborations

35+

Influencer
collaborations



MACHKA

Instagram

288K

Followers

2M

Reach

20%

Engagement

15+

Influencer collaborations

Youtube

100K

Followers

85K

Reach

15%

Engagement

5+

Influencer collaborations



Customer Services and Channels

As a company, we continue our work in line with our 2030 vision, which targets sustainable growth through efficiency-driven operational excellence and strong customer loyalty. Within this structure, where we aim to continuously enhance the effectiveness of our customer touchpoints, we operate a total of 26 surveys running in real time across three channels: stores, online, and customer services. These surveys are delivered via SMS and email, and a total of 153,264 responses were collected throughout 2025.

8

Agents

1

Team Leader

91.01%

Call Center Answer Rate

92%

Rate of Incoming Calls Answered in Under 20 Seconds

80.65%

Rate of Incoming Calls Answered by Chatbot and IVR



Partnerships, Corporate Memberships, and Awards

Memberships



BMD - United Brands Association



DEİK - Foreign Economic Relations Board



İHKİB - Istanbul Apparel Exporters' Association



BCI - Better Cotton Initiative



ISO - International Organization for Standardization



UN Global Compact (UNGC)



KRYD - Enterprise Risk Management Association

Awards

Marketing Türkiye

- The One Awards – Most Reputable Brand of the Year / Women's Apparel Category

Capital

- 13th Women-Friendly Companies Survey
- We ranked 379th on the Capital 500 list of Türkiye's largest companies.



- SecretCV's HR Stars



- Sustainability Leaders / Uğur Ayaydın



- Zenna Research and Consulting Survey / Luxury Apparel Category
- Türkiye's 50 Value-Creating CEOs / Uğur Ayaydın
- Türkiye's 50 Value-Creating CFOs / Ayça Kural
- Türkiye's 50 Value-Creating CCOs / Mine Homriş İlhan
- Türkiye's 50 Value-Creating CTOs / Şevket Süreyya Çelikkanat



- Best Scoring / Production Award - Who Is This Woman



- Learning Experience Duration Champion



- Silver Award in the Crystal Apple Integrated Campaigns category "You Are the Woman"



- Bronze Award in the "Best Education and Development Program" category Foreign Customer Registration via QR Code

Industry Overview

The year 2025 was a significant period in which the Turkish apparel and ready-to-wear industry once again demonstrated its capacity to adapt to changing global conditions and its ability to transform. Macroeconomic developments, changing consumer expectations, and new balances in international markets accelerated efforts in the industry toward efficiency, digitalization, sustainability, and flexible production models. This transformation contributes not only to our industry's adaptation to today's conditions, but also to its stronger preparation for the competitive environment of the future.

Türkiye's deep-rooted textile and apparel expertise, combined with its strong production infrastructure, qualified human resources, flexible manufacturing capability, and distinctive design competence, provides our industry with a significant competitive advantage. In the period ahead, we believe that companies which further advance this strong foundation through technology, sustainability, quality, and brand value will create new opportunities in global markets. At Ipekyol Group, we too bring together our strong brand heritage and our innovative perspective; by correctly reading changing expectations, we resolutely continue our transformation to build a structure that is more efficient, more responsible, and generates long-term value.



Regulation, Transparency, and New Compliance Areas

One of the key factors accelerating transformation in the industry is developments in regulation and reporting. The Digital Product Passport (DPP) and the Ecodesign for Sustainable Products Regulation (ESPR), which have taken shape under the European Union's "Strategy for Sustainable and Circular Textiles," are making product traceability more systematic. While restrictions on the destruction of unsold products make inventory management and circular economy practices more important, customs regulations and CBAM preparations also require a more comprehensive assessment of cost structures. At this point, the flexibilities introduced in the revised Pan-Euro-Mediterranean (PEM) rules of origin offer alternatives in raw material sourcing, while the effective use of local supply networks is regarded as a strategic focus area. These customs dynamics, combined with new tax regulations on e-commerce and cross-border sales channels, make it essential that digital channels be operated in full compliance with regulations.

Türkiye's Strengths and Areas of Opportunity

Despite cost pressures, Türkiye continues to maintain its significant advantages in the apparel industry. Geographical proximity to Europe, short lead times, and flexible production capability keep Türkiye in a strong position in terms of the nearshoring supply model. The steps taken in sustainability and ethical production make Türkiye a more reliable sourcing hub for conscious buyers. In addition, growth areas emerging in new markets outside Europe and the development of e-commerce in the fashion segment show that the industry is evolving into a more resilient structure through market diversification and digitalization.

Changes in Consumer Expectations

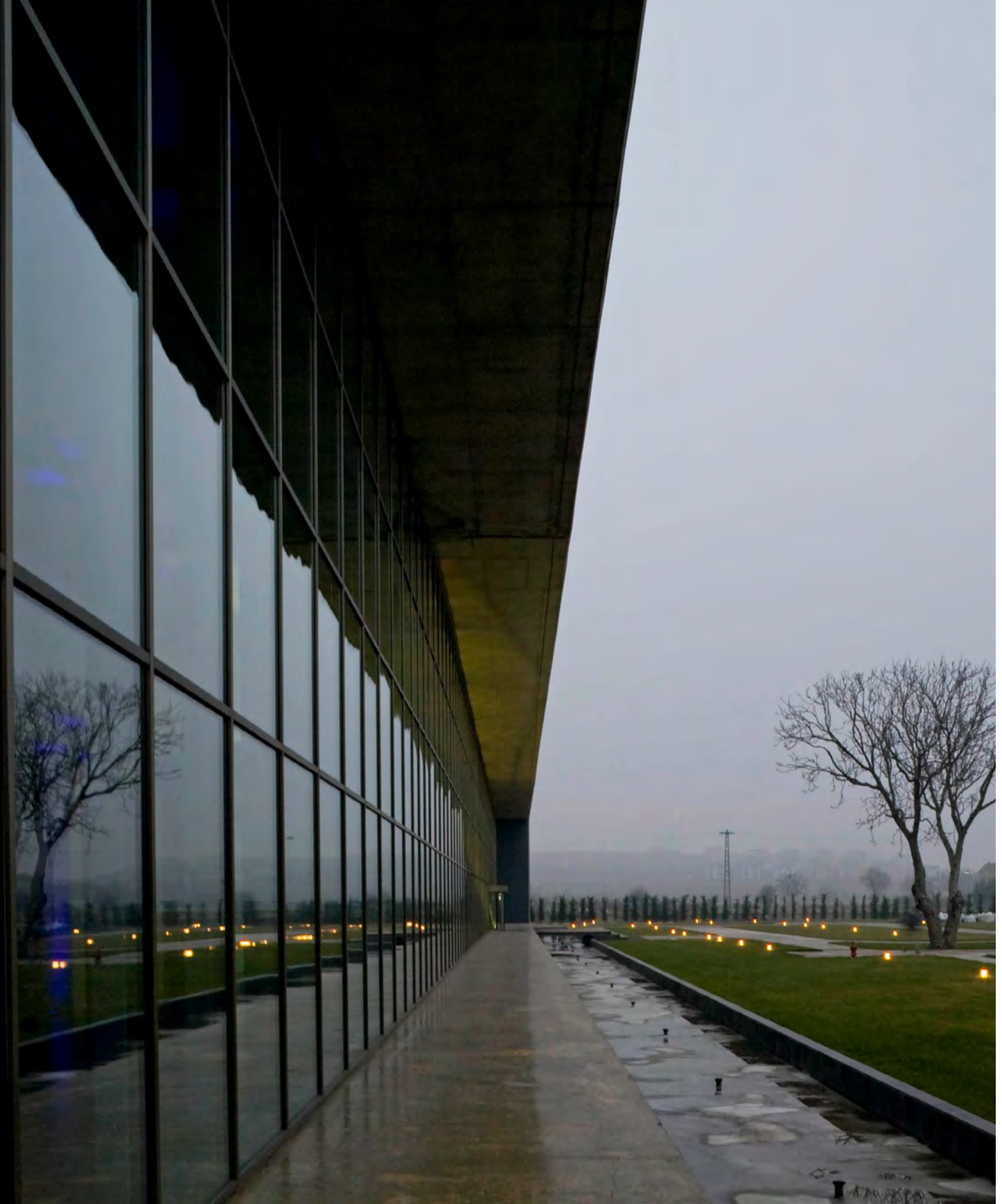
In 2025, consumer behavior was also among the key factors directly affecting the industry. Consumers are seen to have developed a more planned, more price-sensitive, and more selective approach to shopping. At the same time, Generation Z is charting a new course in the industry through the importance it places on design, sustainability, and ethical production. Although this consumer group is active in the digital world, it also values the physical store experience, turns to secondhand fashion platforms to access premium brands, and contributes to the spread of the circular economy.



Our Corporate Culture

Since 1986, Ipekyol Group has been shaping women's fashion, reinforcing its well-established position in the ready-to-wear industry through a strong corporate structure, an agile management approach and a long-term perspective. Today, we operate through an extensive store network across Türkiye and international markets, supported by our online sales channels and strong brand portfolio, with the aim of delivering a distinctive, high-quality experience to our customers. As we continue our global growth journey, we regard strategic partnerships and a robust corporate governance structure as integral components of our business model.

- ▶ Our Corporate Governance Approach
- ▶ Business Ethics and Compliance
- ▶ Internal Audit and Risk Management
- ▶ Data Security, Privacy, and Digitalization



As part of our international growth strategy, we regard the 50% partnership structure we established with Miroglio Ipekyol Group as one of the important steps supporting our domestic and international operations. We bring Turkish and Italian retail experience together under the same management umbrella.

Our shared history and values foster a strong sense of belonging across our Group and bring us together around a common purpose. Our governance structure combines a professional executive management approach with the involvement of family members at CEO and Board level, supporting agile decision-making and the timely delivery of outcomes. Through our international partnership structure, we operate as a global company while preserving our strong corporate culture.

We embrace our approach of supporting diversity and inclusion as an inseparable part of our corporate governance philosophy. We believe that bringing together different experiences, perspectives, and competencies supports our decision-making processes. We consider that this approach creates a significant competitive advantage for our sustainable growth and corporate success. Our women-focused brand structure and our people-centered approach are also among the elements that support our inclusive corporate culture.

In line with our corporate governance approach, we conduct our activities through a structure that is committed to ethical principles, encourages open communication, and is inclusive, agile, and development-oriented.

We continue to strengthen our management structure, our people-centered practices, and our sustainability approach in line with our goal of creating long-term value.





Our Corporate Governance Approach

At Ipekyol Group, at the center of our corporate governance architecture are our Chairman of the Board and our CEO, who guide the future of our company. All our strategic goals, foremost among them our sustainability vision, are managed and owned directly under this strong leadership umbrella.

At Ipekyol Group, the sustainability agenda is addressed under the direct responsibility of our Chairman of the Board and our CEO.

We shape our corporate structure with an approach that supports effectiveness in decision-making processes, strengthens cross-functional coordination, and aligns with our long-term goals. Through our directors who are competent in different areas of expertise, we carry out our activities from a multidimensional perspective.

Our strong design orientation and creative department, which are among the most important elements determining our pioneering position in the fashion world, place our aesthetic vision at the heart of all our business processes. Shaped by the innovative and original touches of our creative teams, our designs reflect the spirit of our brands while forming the foundation of our collections.

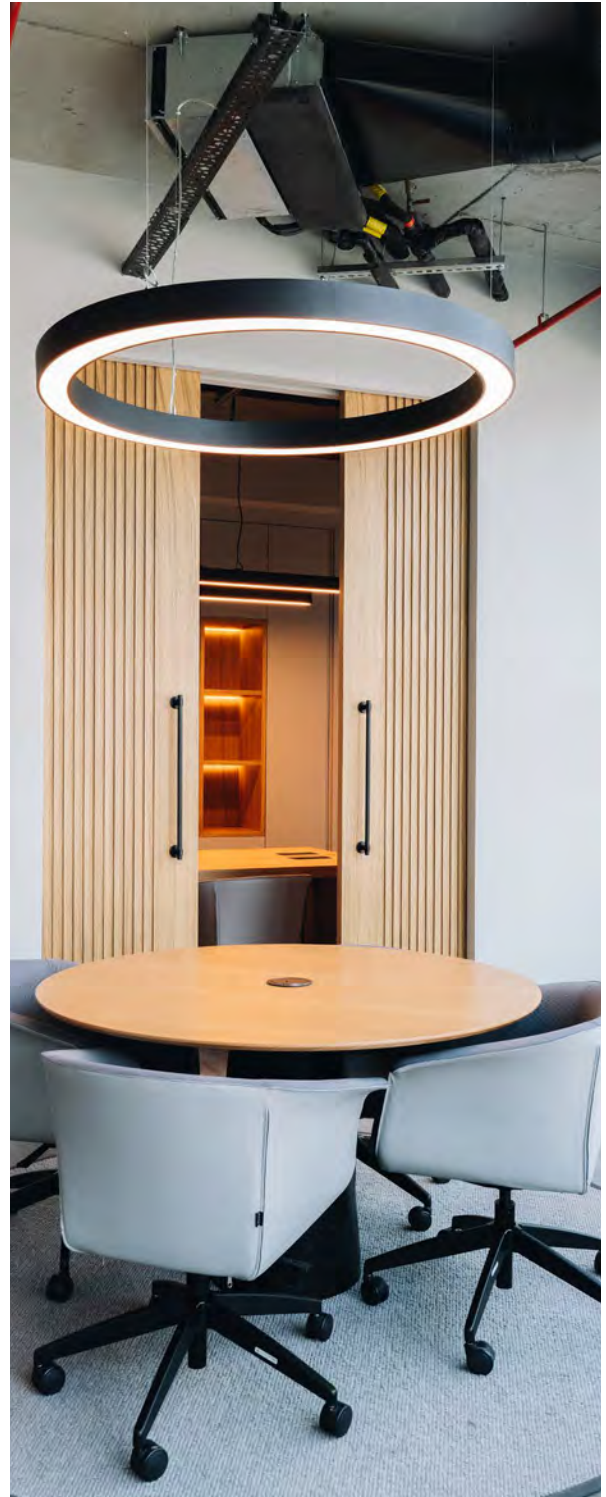
Our customer-facing functions such as retail, customer relationship management and strategic planning, marketing, and e-commerce support the coordination of our brand management, sales channel, and customer experience processes. In addition, our corporate support functions such as human resources, finance, business development, information technology, and logistics are among the core areas that strengthen the sustainability of our organizational structure and the effectiveness of our business processes.

Addressing product management, supply chain, and sustainability under the same management structure helps us establish a stronger link between our operational decision-making processes and our sustainability priorities. Our international operations and sourcing functions also support the more coordinated management of our international activities and business partnerships.

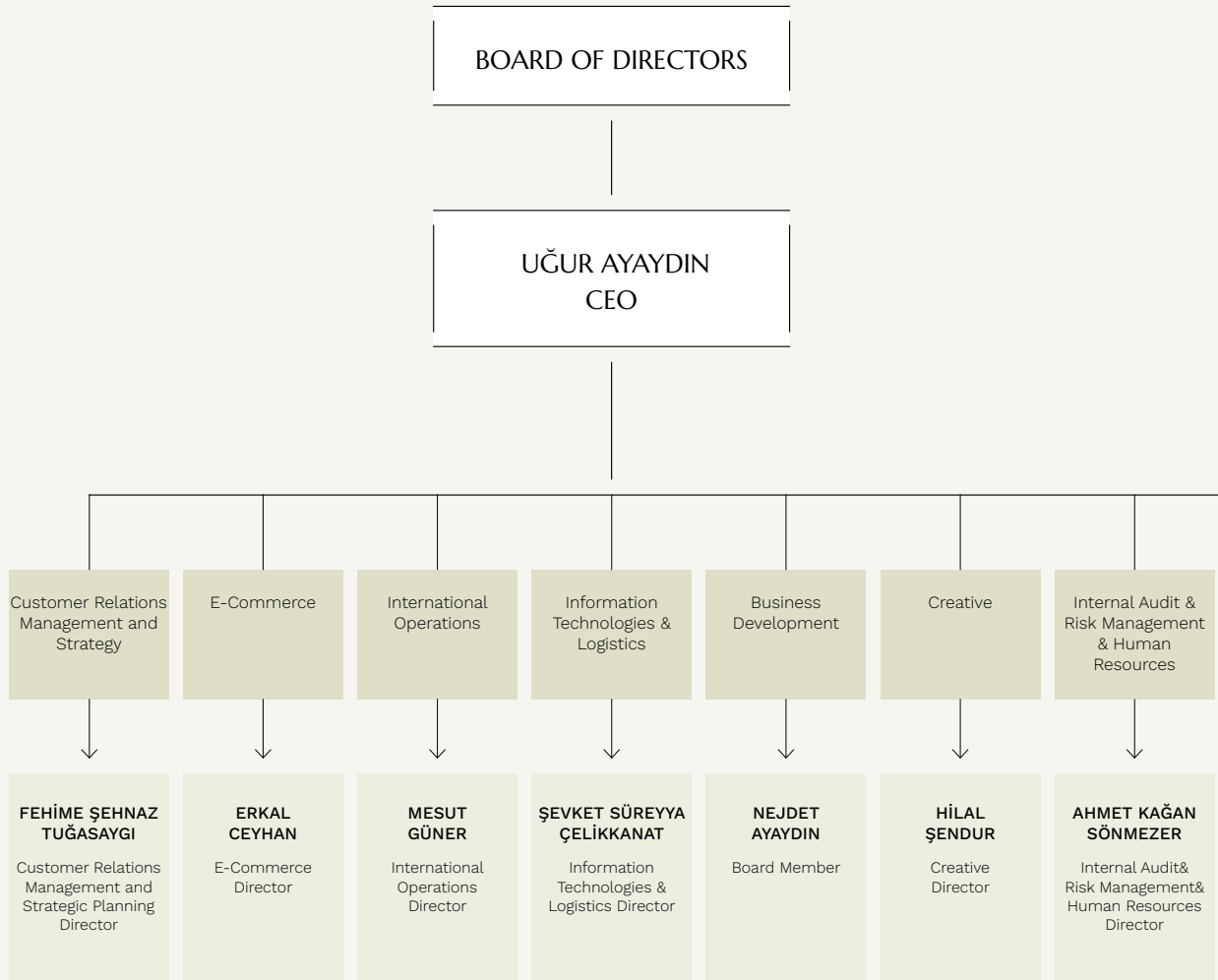
By managing our production, logistics, sourcing, and quality-focused practices together with centrally managed structures, we support the more effective functioning of operational flow. Our quality team, which works with uncompromising discipline at every stage of this value chain, ensures that our creative vision and high production standards reach our customers in the most flawless and reliable manner. In this way, we aim to sustain our value chain within a far more inspiring and integrated structure, beginning with the visionary sketches of our creative department, continuing through the meticulous checks of our quality team, and extending to sourcing, production, and sales channels.

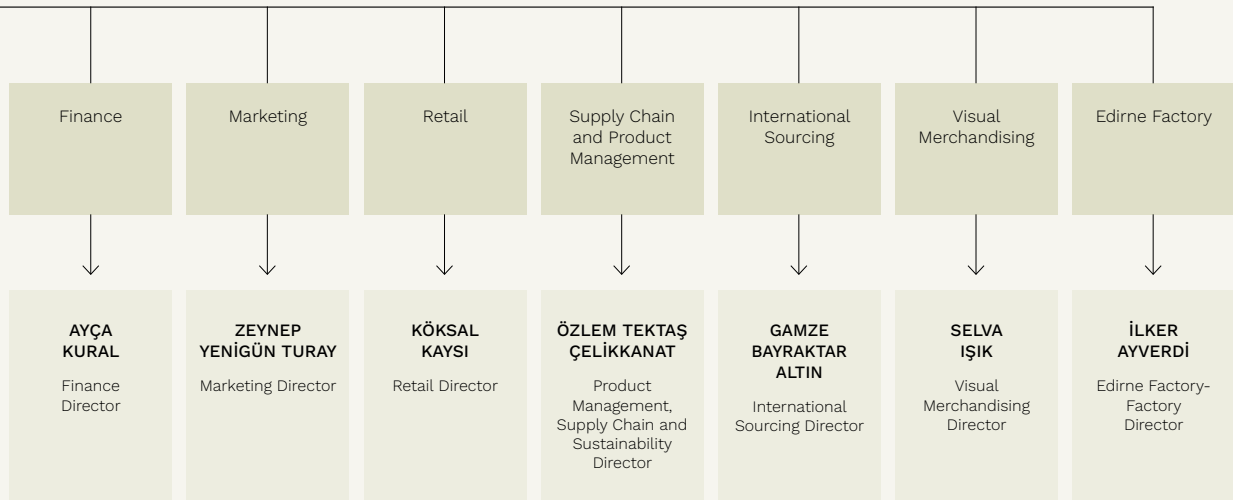
Through our Internal Audit and Risk Management function, we regularly assess the effectiveness of our processes, the adequacy of our control environment, and the management of our corporate risks. At the same time, we aim to make the development areas of our processes visible and to continuously strengthen our control structure.

We adopt a management model that supports collaboration, accountability, and a culture of acting in line with shared goals. By structuring different areas of expertise so that they complement one another, we carry out our activities with an organizational structure that can adapt to changing needs, has strong coordination, and supports sustainable growth.



Our Organization Chart





Our Value Chain

Upstream

Raw Material and Material Suppliers

Suppliers of cotton, fiber, organic and recycled raw materials, fabrics, auxiliary materials, accessories, packaging, and chemicals

Certification and Compliance Stakeholders

Certification bodies such as OEKO-TEX, OCS, RCS, GOTS, FSC, BSCI, SEDEX, BCI, and service providers offering supply chain audits and social and environmental compliance services

Logistics and Service Providers

Supply logistics, warehousing, consulting, auditing, and professional service providers

Financial Stakeholders

Financial institutions

Direct Operations

Production and Operations Teams

Ipekyol Group factory and store employees, as well as production, quality control, planning, and occupational health and safety teams

Headquarters and Management Functions

Headquarters employees, the Board of Directors, senior management, and the Internal Audit, Risk Management, Legal, and Human Resources teams

Design, R&D, and Digital Functions

R&D, design, product development, information technology, data security, cybersecurity, and company-operated e-commerce platforms

Sustainability and Corporate Functions

Sustainability, corporate communications, and marketing teams

Downstream

Customers and After-Sales Stakeholders

Customers, and teams handling returns, exchanges, and after-sales processes

Distribution and Logistics Partners

Warehousing, delivery, distribution, and logistics business partners

Circularity and Recovery Stakeholders

Recycling facilities and textile waste management companies

Communication, Community, and Collaboration Stakeholders

Strategic business partners, media representatives, fashion influencers, nongovernmental organizations, academic institutions and research partners, and industry partners

Investors and Public Sector Stakeholders

Ipekyol Group investors, sustainability-focused investors, ESG analysts, municipalities, public institutions, and regulatory authorities



Business Ethics and Compliance

We regard our approach to business ethics and compliance as one of the fundamental elements of our corporate culture and our risk management approach. We treat acting in line with our company values, our legal obligations, and stakeholder expectations as a shared responsibility across all our business processes. Accordingly, we aim to create a transparent, trustworthy, and accountable structure in our working environment through policies, procedures, and reporting mechanisms that support compliance with ethical principles.

Transparency and integrity are among the fundamental elements of our management approach. Thanks to our open-door policy, our employees can directly share the issues they encounter and the matters they have doubts about with the relevant units. This approach supports the early visibility of situations that could create conflicts of interest and the effective management of uncertainties. Through the policies and procedures set out in our Employee Handbook, we guide our employees on compliance with ethical principles, including conflicts of interest. Thanks to our culture of open communication, our employees can more clearly assess in which situations a conflict of interest may arise and how they should act in such cases.

Through our Code of Ethics and our Ethics Line, Whistleblowing and Reporting Line Regulation, we establish a structure that supports our employees' compliance with ethical principles and their reporting processes.

We implement our Code of Ethics in order to support our employees in acting in line with the company's interests and values. We ensure that all newly hired employees receive Code of Ethics training during their onboarding process, and we attach importance to strengthening awareness of ethical principles across the organization. We operate our Ethics Line mechanism for reporting breaches of ethical rules. This process is monitored by Human Resources; where necessary, reports are shared with the Internal Audit and Legal units and, when required, evaluated by the Disciplinary Committee. In addition, through our Whistleblowing and Reporting Line Regulation, we prioritize our framework regarding reporting processes.

In line with our Equal Pay Policy and our Anti-Bribery and Anti-Corruption Policy, we uphold fair and responsible practices in working life.



We regard the fight against bribery and corruption as an inseparable part of our business ethics approach. In this context, our Ipekyol Group Anti-Bribery and Anti-Corruption Policy provides a guiding framework for our employees and our business relationships. Through this policy, we support acting in line with the principles of integrity, impartiality, and legal compliance, and we set out our approach to preventing corruption risks at the corporate level.

We also support our human rights approach through our policies and procedures. Our human rights procedure and policy are assigned to all our employees as online training and are conveyed to new hires within the scope of the onboarding program. In this way, we aim for our employees to gain awareness of respect for human rights, equality, and the prevention of discrimination.

We also implement our Ipekyol Group Equal Pay Policy in order to strengthen fair and equal practices in working life. Through this policy, we aim to support a fair approach in remuneration processes, uphold the principle of equality in practices concerning our employees, and strengthen our sense of corporate responsibility.

Through our practices in business ethics and compliance, we are building a structure in which our employees can voice their opinions with confidence, ethically grounded decision-making processes are supported, and corporate risks are managed more effectively. In the period ahead, we will continue to support our ethical culture by strengthening our policies, training, and reporting mechanisms in this area.

Internal Audit and Risk Management

In order to strengthen the effectiveness of our corporate structure and the reliability of our processes, we conduct our internal audit and risk management activities through a systematic and risk-based approach. In this way, we identify development needs relating to our processes, strengthen our control environment, and track actions that support our corporate resilience.

Enterprise Risk Management

In order to support our decision-making processes and operational continuity, we assess and manage the risks that may affect our activities through a systematic approach.

We identify and analyze the risks that may affect our company's objectives, operations, financial structure, reputation, and stakeholders, and prioritize and manage these risks through appropriate control mechanisms. Through our Enterprise Risk Management Procedure, we define the principles for systematically identifying, analyzing, evaluating, and monitoring internal and external risks that may affect the achievement of our strategic goals.

In 2025, industry-specific material risk areas were identified as part of the Enterprise Risk Assessment Process. In this context, topics such as corruption risk in the supply chain, conflict of interest risk, and corruption risk through gifts, hospitality, and donations were assessed. In addition, in order to ensure that operations can be sustained without interruption and in a secure manner, a holistic

Business Continuity Management System (BCMS) and an Enterprise Risk Management process were designed, and procedures were established against operational, technological, and strategic risks.

We address risks relating to information security and data privacy as an integral part of our enterprise risk management approach. We also manage matters of access to customer data and confidentiality under the oversight of the relevant process owners, the Information Technology teams, and Internal Audit. We define access rights to the relevant information through Information Technology according to the needs of the relevant department. We grant user authorizations in channels such as e-commerce, retail, and CRM in line with the approval of the relevant channel director. As part of our process-based audits, we review access rights in these channels and assess whether the authorizations granted are consistent with employees' duties and responsibilities.

Through our Risk Bulletins, we share current risk developments and industry trends with our employees, thereby increasing corporate risk awareness.

We publish Risk Bulletins regularly in order to strengthen the corporate risk culture. In these bulletins, we share with our employees current internal and external risk developments, industry trends, and the measures that should be taken. The most recently published Risk Bulletin focused in particular on sustainability risks and addressed supply chain sustainability risks arising from climate change.

Internal Audit

We conduct our internal audit activities through a systematic approach in order to ensure that our processes operate in an effective, reliable, and controllable manner. We assess the adequacy and effectiveness of internal controls through process audits conducted on the basis of specific audit methodologies.

We prepare our annual audit plan taking into account our strategies, risk assessment results, previous audit findings, our growth targets, and our operational risks. The main risk areas we prioritize in this process are as follows:

- ▶ Operational Risks
- ▶ Financial Reporting Risks
- ▶ Fraud Risks
- ▶ Supply Chain Risks
- ▶ Information Systems and Data Security Risks
- ▶ Regulatory and Compliance Risks

By allocating more audit resources to high-risk areas, we focus on material topics in our audit work. We plan each audit engagement in line with its scope, objective, and sample, and we follow up findings through defined steps.

Our audit work consists of the following steps:

1	Fieldwork
2	Sample selection
3	Root cause analysis
4	Reporting
5	Development of action plans
6	Monitoring

Since 2020, we have carried out 23 process audits. We conduct an average of three to four main process audits per year and, where necessary, also examine these processes at sub-levels, thereby establishing broader control coverage.

In 2025, document and contract management systems, marketing processes, remote sales practices, Human Resources practices, and Information Technology demand management processes were among the areas we prioritized.

We classify the findings identified as a result of audits according to their level of significance as critical, high, medium, and low. For each finding, we develop corrective and preventive action plans together with the relevant units, and we regularly report the status of open findings to senior management.

The improvements we implement based on audit findings also aim to prevent the recurrence of similar situations. In this context, we review process flows, increase approval and control points, uphold the principle of segregation of duties, update authorization matrices, define transaction limits, and implement periodic reconciliation practices.

In line with needs analyses, we make system investments and assess the compatibility of these systems with our existing infrastructure and their long-term contribution. In addition, we establish data-driven monitoring mechanisms and create alert and reporting structures for unauthorized transactions. We support policy and procedure updates with awareness activities. We communicate the training needs we identify in areas such as store operations and fraud awareness to the relevant teams.

Once actions are completed, we perform closure verification and reassess the effectiveness of the measures taken. As a result of our internal audit practices, we implement the action plans we develop together with the relevant units, update process flows, enhance internal control points, revise authority and responsibility matrices, and strengthen systemic control mechanisms.

Store Audits

We regularly audit our stores on site in line with our annual audit plan. Through these audits, we assess the effectiveness of our operational processes and aim to protect our company against potential irregularity risks. The checklists we use in these audits cover topics such as inventory security, sales and operations processes, personnel management, and cash transactions.

Through a total of 236 store audits conducted since 2020, we regularly monitor our operational processes.

Since 2020, we have carried out a total of 236 store audits. By conducting an average of 50 store audits per year, we plan improvement steps with our relevant teams in line with the findings obtained and aim to strengthen the control structure in our store operations. In addition, our store audit checklists include questions and controls aimed at detecting fraud. In the event that potential fraud is identified, our Internal Audit unit conducts a detailed investigation. As part of the practices that complement the control structure in our store operations, we monitor the accuracy of store transactions through the Retail Accounting Department.



Business Continuity

At Ipekyol Group, in order to sustain our operations without interruption, we address our preparedness approach for potential risk and crisis situations within a systematic framework. Accordingly, we adopt a management approach that supports the continuity of our critical processes. We implement practices aimed at limiting financial, legal, operational, and reputational impacts.

In order to ensure that our business processes can continue without interruption in the event of potential crises or incidents, we address our business continuity efforts within a systematic framework. Through the Business Continuity Management System Procedure we implement in this context, we define our overall approach and core implementation principles.

We conduct regular business impact analyses, work on different crisis scenarios, and reinforce our preparedness for potential crises through both tabletop and hands-on drills.

Through our Crisis Management Procedure, we set out our framework for the management, coordination, and decision-making processes to be followed during a crisis. Through our Crisis Communication Procedure, we define communication authorities and responsibilities, approval mechanisms, message management, media and public communication, the principles for using digital communication channels, and stakeholder information processes to ensure accurate, timely, transparent, and consistent communication during a crisis.

Through our Emergency Management Procedure, we determine our response processes and implementation principles for emergencies. In this way, we aim to strengthen the resilience of our processes and our response capacity.

Through our IT Business Continuity Procedure, we address our approach and core implementation principles regarding the continuity of our information technology infrastructure.

Data Security, Privacy, and Digitalization

In order to support the traceability of our processes, our operational efficiency, and the protection of our information assets, we address digitalization, data security, and privacy together. While increasing our operational effectiveness through the digital applications we integrate into our business processes, we also focus on strengthening the structures that support data accuracy, access authorizations, and information security. In line with this approach, we regard our digital systems not merely as tools that deliver speed and efficiency, but also as applications that support reliable and traceable data management. We also structure our information security practices in line with the ISO 27001 standard, thereby ensuring the protection of confidentiality, integrity, and availability of data.

Digitalization in Operational Processes

Through the tablets we use as part of the Inspection Program launched in 2025, we moved our field and operational processes to the digital environment. We established the appropriate hardware infrastructure for field use, incorporated control mechanisms into the system to reduce data entry errors, and integrated approval processes with logistics and shipment steps. Through this transformation, we increased speed, accuracy, and transparency in our data collection, reporting, and audit processes. While reducing the risk of data loss by transferring paper-based forms to the digital environment, we aligned approval flows with logistics and shipment steps. Following pilot applications and user training, we rolled out the system on a full-time basis and supported our process management and quality-focused approach in alignment with the ISO 9001 Quality Management System.

Through the Inspection Program launched in 2025, we moved our field and operational processes to the digital environment and increased speed, accuracy, and traceability in our data collection, reporting, and audit processes.

In the same period, by transitioning to the PLM system, we achieved end-to-end visibility across our supply chain processes. Thanks to this structure, which allows us to manage the product life cycle more effectively, we increased planning accuracy, strengthened coordination among stakeholders, and achieved efficiency in terms of both time and cost. As a result, we established a traceable way of working across all processes extending from design to production and supply chain management.

With Ipekyol Robot, we are digitalizing our Human Resources processes, providing faster responses to our employees and running our processes in a more accessible and user-friendly structure



In 2025, by developing our AI-powered Ipekyol Robot application, we enabled our employees to access Human Resources processes more quickly via WhatsApp. Thanks to this application, supported by approval mechanisms, we simplify our communication processes and improve the employee experience. In addition to sending messages and surveys, we digitalized many HR processes, creating a more agile, accessible, and user-friendly way of working. Through this transformation, we increased speed and accessibility in processes that support the employee experience, while also enhancing effectiveness in internal communication and operational flows. We continue to develop digital solutions as easily accessible and sustainable systems that respond more quickly to our employees' daily needs.

Data Security and Customer Privacy

We manage our digital transformation processes together with the principles of data security and privacy. As our processes become digitalized, we focus on strengthening the structures that support data accuracy, access control, and information security. In this context, we regard the protection of customer and corporate data as an inseparable part of our digitalization approach.

In 2025, we experienced no breaches of customer privacy.

We regard this outcome as an important indicator of our approach to protecting customer data and of the control mechanisms we apply in our processes. While maintaining our diligence in data security and privacy, we continue to develop practices that support the more controlled and secure operation of our digital systems.

Our Approach to Sustainability

At Ipekyol Group, we act with an awareness of the responsibility to build a sustainable future. Accordingly, we embrace a comprehensive understanding of sustainability that addresses environmental, social, and economic dimensions through a holistic approach. In line with our principle of continuous improvement, we regularly review our business processes and actively evaluate opportunities for improvement and innovation in order to achieve our sustainability targets.

- ▶ Our Sustainability Strategy and Goals
- ▶ Our Sustainability Priorities



Our Sustainability Strategy and Goals

As we implement our sustainability strategy, we set our guiding targets from both a short-term and a long-term perspective. In 2025, we reviewed and revised our targets in line with our strategic material topics. While our short-term targets focus on improving our existing processes and achieving near-term gains, our long-term targets aim to steer our growth in line with sustainability principles. We consider reducing our carbon footprint and expanding environmentally conscious production practices among our strategic material topics. Accordingly, by developing projects aligned with the United Nations Sustainable Development Goals, we address our environmental, social, and economic impacts through a holistic approach.

In line with our target of reducing our greenhouse gas emissions, we are increasing the use of renewable energy sources and implementing practices that support energy efficiency in our production and operational activities. In this context, we regularly monitor and analyze our environmental performance and continuously improve it through an approach based on continuous improvement. Thanks to the solar power system installed on the roof of our production facility in Edirne, we meet all of our factory's energy needs from renewable sources.

At a time when recycled materials and environmentally friendly production processes are becoming increasingly important in the industry, we at Ipekyol Group position environmental sustainability at the center of our strategy. In this context, we identify reducing our carbon footprint, improving energy efficiency, and minimizing environmental impacts as key environmental material topics. From product design to production and logistics processes, we promote the use of sustainable, recyclable, and organic materials throughout our value chain while expanding environmentally friendly production techniques. We also continue our efforts to reduce waste generation by increasing the use of recyclable materials in packaging processes, reducing packaging volume, and supporting recycling practices. In addition, to help protect natural habitats and support ecosystems, we carry out afforestation and environmental restoration projects in cooperation with the TEMA Foundation. Through these efforts, we contribute to the conservation of natural assets by planting 10,000 trees annually.

In parallel, extending our sustainability approach across our entire value chain remains one of our key priorities. Accordingly, we expect our suppliers to comply with environmental and social compliance standards, and we encourage them to adopt sustainable practices and improve their performance. By acting in collaboration with all our business partners in our supply chain, we aim to reduce our environmental impacts and advance our level of sustainability together.

We regard our people-centered approach as one of the fundamental elements constituting the social dimension of our sustainability vision. We focus on creating an inclusive, safe, and motivating working environment through practices that support our employees' experience, engagement, and development. Through our work in training, talent development, occupational health and safety, diversity, and employee participation, we aim to create a corporate culture in which our employees can realize their potential.

We also regard the relationship of trust we build with our customers as an important part of our social sustainability approach. We address product quality, customer satisfaction, brand trust, and data privacy within a holistic framework, and we regularly monitor the experience our customers have with our brands. We view feedback as an opportunity for improvement and aim to offer our customers a reliable, transparent, and responsible brand experience.

We shape our business model and strategy in a way that creates positive and lasting impact across environmental, social, and economic dimensions. Through all this work, we create long-term value, build trust-based relationships with our stakeholders, and generate lasting impact for a more sustainable future. Accordingly, we regularly assess our sustainability performance and monitor our progress by maintaining transparent communication with our internal and external stakeholders.

In line with the strategic priorities we have identified, we have defined our targets and the related performance indicators in order to monitor our progress in sustainability in a systematic and measurable manner.

Our Sustainability Goals and Performance Indicators

Strategic Topic	Goal	2025 Action Plan	2025 Achievements	SDGs
Sustainable Product and Design Approach	▶ Reduce environmental impacts at the design stage by increasing the use of sustainable cotton, recycled content, and environmentally friendly materials in seasonal collections	▶ Increase the share of certified products with recycled or organic content by 10% each year ▶ Use 50% sustainable cotton and 30% recycled synthetic fiber in domestic production by 2030	▶ A 19% increase was achieved in the share of collections with sustainable content compared with the previous year. ▶ In domestic production, the share of sustainable cotton (OCS, RCS, Better Cotton) reached 30% and the share of recycled synthetic fiber reached 13%.	
Carbon Footprint	▶ Reduce Scope 1 emissions by 50%, Scope 2 emissions by 100%, and Scope 3 emissions by 25% by 2030 ▶ Reduce emissions by 90% by 2040 and achieve Net Zero in 2050	▶ Conduct regular annual emissions measurement and monitoring ▶ Reduce greenhouse gas emissions by 5% annually	▶ Greenhouse gas emissions were calculated in accordance with the GHG Protocol. ▶ Scope 1 emissions were reduced by 5.8% compared with 2024. ▶ Scope 2 emissions were reduced by 22.7% compared with 2024.	
Recycling and Circularity	▶ Increase the recyclability of consumable materials and improve waste management systems	▶ Reduce waste generation at source and increase recycling rates in line with the Zero Waste principle ▶ Obtain the Zero Waste certificate for Headquarters ▶ Achieve a sustainable material usage rate of at least 50% in woven, paper, and cardboard labels	▶ Efforts to extend Zero Waste certification to Headquarters are ongoing, and 100% of the paper waste generated was sent for recovery. At the Edirne Factory, waste generated was reduced by 51% and a recovery rate of 99.6% was achieved. ▶ All paper-based packaging materials of our brands were sourced as 100% FSC certified.	
Renewable Energy Use	Expand the use of renewable energy	▶ Install rooftop solar power plants at production facilities ▶ Implement practices to increase energy efficiency in stores	▶ 100% of the Edirne Factory's electricity needs were met from the solar power plant. ▶ Under the Store LED Conversion Project, lighting infrastructure was renewed in approximately 100 Ipekyol stores, creating a savings potential of 30% and enabling the transition to an energy-efficient, low-carbon system.	 
Sustainable Supply Chain and Compliance Management	Strengthen environmental, social, and quality-focused compliance in the supply chain and expand the sustainable sourcing approach	▶ Integrate sustainability criteria into supplier selection and evaluation processes ▶ Regularly monitor suppliers' social (Higg SLCP, BSCI, Sedex) and environmental (Higg FEM, ZDHC, OEKO-TEX) compliance status and sustainable raw material certifications (GRS, OCS, RCS, GOTS)	▶ The supplier audit rate reached 85%. Our suppliers' social, environmental, and quality-focused compliance status was regularly assessed. ▶ Suppliers began providing letters of undertaking regarding the conformity of the dyes and chemicals used with national and international standards; efforts were carried out to ensure that new purchases are sourced from sustainable sources.	  

Strategic Topic	Goal	2025 Action Plan	2025 Achievements	SDGs
Diversity, Equity, and Inclusion	Provide an equitable working environment	- Strengthen women's representation and leadership at management levels - Sustain practices that support return to work after parental leave and continuity in employment	- Women leaders make up 43.75% of the senior management team. The share of female employees across the organization reached 82%. - The award-winning "Yaparsa Annem Yapar" project, which offers flexible working opportunities in order to support the continuity of female employees returning from parental leave and to provide equal opportunity in employment, was resolutely sustained.	 
Employee Training and Development	Increase employees' knowledge, competence, and sustainability awareness	- Expand employee training - Implement career development programs	- In 2025, a total of 74,935 hours of professional and personal development training and 10,048 hours of OHS training were delivered. - Within the scope of career development, 44 employees were assessed and all of them were promoted successfully in 2025. - Employees' participation in industry fairs and events held in Türkiye and abroad was supported, contributing to their personal development, their networking within the industry, their more holistic understanding of the value chain, and their acquisition of an innovative vision. - Human Resources processes were digitalized through the AI-powered İpek Hanım project. This AI assistant aims to transform data into a more accessible, traceable resource that informs decision-making processes. - In-store task and sales tracking were integrated with the mobile gamification application KOZA in order to strengthen the employee experience. The KOZA application, which achieved an engagement rate of over 85%, contributed 2% positively to sales.	 
SDG-Linked Collaborations	Develop collaborations that contribute to the SDGs	- Become a signatory to the UN Global Compact - Develop collaborations on people- and environment-focused corporate social responsibility projects - Expand strategic collaborations with academic institutions	- By signing the UN Global Compact, our commitment to global sustainability principles was formally undertaken. - The education and vocational skills of younger generations were supported through the İMA Fashion Management Master Class program, the Necatibey Vocational and Technical Anatolian High School Workshop Construction Project, and the "Çık Kozandan Aç Kanatlarını" Program. - In addition to TEV scholarship support for 300 female students, our support for TEV was strengthened through corporate participation in the 47th Istanbul Marathon. - A Breast Cancer Awareness Seminar was held for all employees in order to support women's health. - Within the scope of the afforestation collaboration with the TEMA Foundation, 10,000 trees were planted. - Circular economy and eco-design projects were developed through collaborations with academia, industry stakeholders, and technology companies.	    

Our Sustainability Priorities

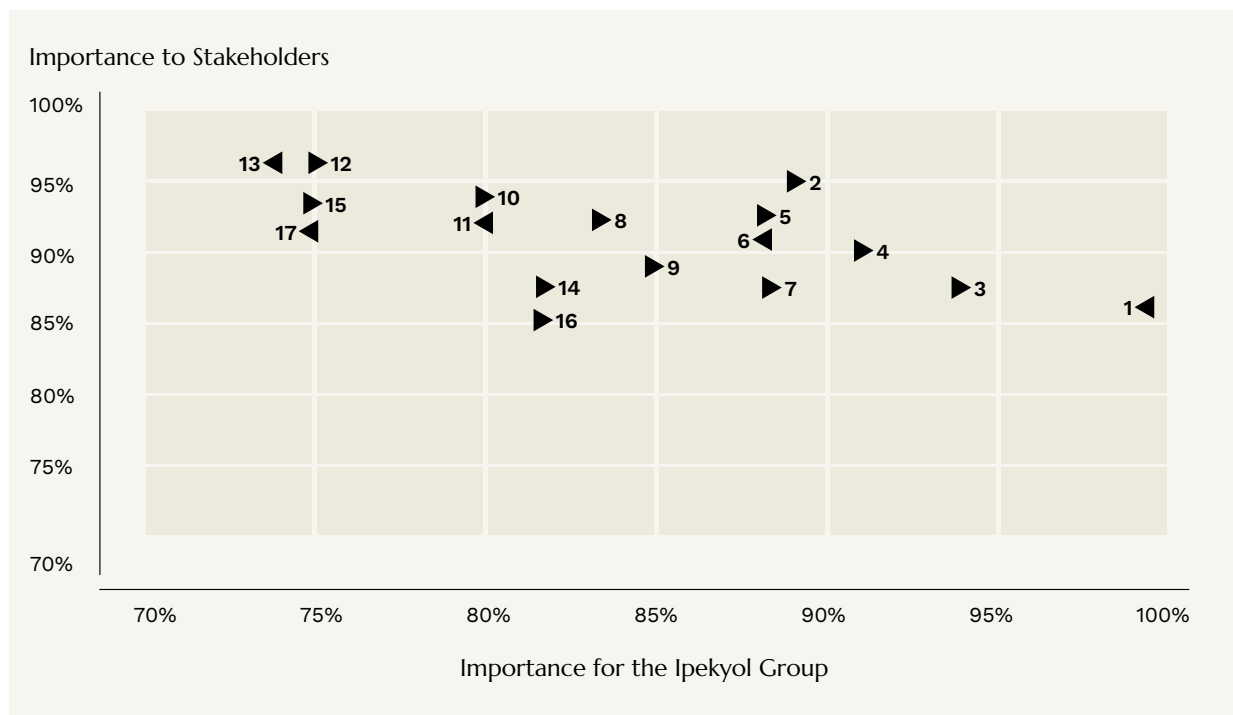
At Ipekyol Group, we embrace as a fundamental principle the shaping of our sustainability strategy in line with the contributions and expectations of our stakeholders. In this context, we completed our materiality analysis in 2023 by conducting stakeholder surveys. The feedback we obtained from the stakeholder groups involved in the process formed a strong basis for determining our sustainability material topics. As of 2025, this materiality analysis was reviewed and the significance of the material topics for Ipekyol was reassessed.

In this context, current reporting requirements, regulations, and general industry trends were taken into consideration. Based on the results of the analysis, we developed our current sustainability materiality matrix.

As of 2025, our high-material topics have been identified as “Combating and Adapting to Climate Change,” “Customer Satisfaction and Brand Trust,” “Energy Management and Efficiency,” “Sustainable Supply Chain,” and “Circular Economy and Waste Management.”



Ipekyol 2025 Materiality Matrix



1. Combating and Adapting to Climate Change
2. Customer Satisfaction and Brand Trust
3. Energy Management and Efficiency
4. Sustainable Supply Chain
5. Circular Economy and Waste Management
6. Social Contribution
7. Efficient Use of Natural Resources
8. ESG Governance and Risk Management
9. Chemical Management

10. Employee Satisfaction
11. Data Security, Privacy, and Digitalization
12. Talent Management and Career Development
13. Business Ethics and Compliance
14. Occupational Health and Safety
15. Business Continuity
16. Diversity, Equity, and Inclusion
17. Contribution to the Local Economy

Stakeholder Engagement

At the foundation of our sustainability approach lies trust-based, transparent, and open communication with all our stakeholders. We encourage the active participation of all our stakeholders in this process, foremost among them our customers, employees, suppliers, and the society in which we operate. While integrating ethical business practices into all our operations, we regard creating value for society through environmental and social responsibility projects as an inseparable element of our sustainability approach.

Stakeholder Group	Communication Method and Frequency
Customers	Social media accounts (continuous) — Instagram (TR & MENA), Twist (TR & MENA), Machka (TR & MENA), Corporate Website (continuous), Sustainability Report (once a year)
Employees	Social Media (continuous), Sustainability Report (once a year), Corporate Website (continuous), Ipekyol Robot/WhatsApp Application (regular), Humanist Suggestion/Complaint Digital Module (regular), Ethics Line (continuous)
Suppliers	Email (continuous), Telephone (continuous), Face-to-Face Meetings (continuous), Social Media (continuous), Sustainability Report (once a year), Corporate Website (continuous)
Local Communities	Social Media (continuous), Sustainability Report (once a year), Corporate Website (continuous), Corporate Social Responsibility Projects (continuous)
Public Sector and Regulatory Bodies	Social Media (continuous), Sustainability Report (once a year), Corporate Website (continuous), Official Processes (regular)
Business Partners	Email (regular), Social Media (continuous), Sustainability Report (once a year), Corporate Website (continuous)
Media	Social Media (continuous), Sustainability Report (once a year), Corporate Website (continuous), Press Releases (periodic)



Our Approach to Our Business

In line with our goal of creating long-term value, we address customer satisfaction, product quality, a sustainable sourcing approach, innovative product development, and operational continuity together. We support our business model with strong quality standards, data-driven decision-making processes, our investment focus, and the development-oriented collaborations we build with our stakeholders. We aim to strengthen, in tandem, the experience we offer our customers, the reliability of our products, the resilience of our supply chain, and our R&D capabilities.

- ▶ Our Economic Performance
- ▶ Sustainable Supply Chain
- ▶ Product Safety and Quality
- ▶ R&D and Innovation
- ▶ Customer Satisfaction and Brand Trust



Our Economic Performance

In 2025, we sustained our growth by increasing our net sales to TRY 12.2 billion.

At Ipekyol Group, we regard our economic performance as an important part of our understanding of long-term value creation. By addressing revenue growth, financial sustainability, and operational efficiency together, we aim to create lasting value for our stakeholders. In this context, we focus on using our resources more effectively and strengthening the practices that support our economic structure.

Our net sales amounted to TRY 12.2 billion in 2025. Our net sales came in 1.5% above our revised budget and increased by 31.5% compared with the previous year. We observed that this increase was predominantly supported by the retail channel, while the share of the e-commerce channel in total sales saw a limited decline.

Despite the increase in our sales revenue, our total costs rose by 39.9% compared with the previous year. As a result of the increase in our cost structure, our gross profit margin came in at 65.4%, 1.5 percentage points below the previous year.

On the operating expenses side, the increase in personnel and consultancy expenses in particular was decisive. Accordingly, our general expenses came in 3% above budget. The increase in expenses had a limiting effect on our operating profitability, and our operating profit margin declined to 14.5%, remaining below the previous year's level.



Our Investments

We shaped our 2025 investment strategy with the aim of supporting organic growth, strengthening our store network, developing our digital infrastructure, and improving our operational processes.

In line with this approach, we focused throughout the year on investments that both support our physical growth and enhance the effectiveness of our processes.

As of 2025, our total investment expenditure amounted to TRY 468 million.

We made a significant portion of our investments on the retail side. While store openings constituted the largest item of total investment, we supported our growth through new store acquisitions. In addition, as part of store renovations and refurbishments, we carried out concept updates and improvement works at various stores. Under central investments, we carried out trademark registration renewals and renovation work on the technical infrastructure of our headquarters.

Digitalization and system development investments were also among our material topics in 2025. Our total IT investment amounted to TRY 35.2 million. Of this, TRY 16.0 million consisted of hardware investments and TRY 19.2 million of software investments. The increase in software investments stemmed in particular from projects aimed at digitalization, system development, and the improvement of operational processes. Through these investments, we aimed to increase the efficiency of our processes, support decision-making mechanisms with a stronger data infrastructure, and strengthen our organizational functioning.

Physical Testing Laboratory Installation Project

One of our prominent investments in 2025 was the installation of the Physical Testing Laboratory at our Headquarters. Through this project, we aimed to reduce dependence on external laboratories and the associated cost burden, while also preventing time losses in approval processes. Evaluating more quickly and accurately the performance of sustainable materials, whose share in our collections is increasing, is also among the priority objectives of this initiative.

Through the laboratory investment, we aimed to centralize our quality assurance mechanism while establishing an infrastructure capable of assessing, prior to production, the physical durability criteria that will extend the useful life of products. We designed our laboratory space in accordance with textile testing standards. We established an infrastructure capable of managing temperature and humidity conditions with a focus on energy efficiency. We prepared quality documentation in line with ISO/IEC 17025 requirements and integrated into the system dedicated internal methods for evaluating the physical performance of sustainable fabrics.

In the period ahead, we aim to expand the laboratory's accreditation scope, collect performance data on the sustainable fabrics tested within a digital infrastructure, and turn this area into a center that supports our R&D capabilities.

Fixed Asset Barcoding Project

We strengthen our investment approach with practices that support more effective tracking of our assets. In this context, through our Fixed Asset Barcoding application, we established a structure that supports the systematic tracking of fixtures at our headquarters and stores.

As part of the project, we collaborated with Saymod, an inventory and fixed asset counting company. We barcoded the fixtures at our headquarters and stores and transferred them to the system via handheld terminals. Through this application, we placed the tracking of our fixed assets on a more systematic footing and strengthened the control mechanisms for safeguarding our assets.

Contribution to the Local Economy

We attach importance to creating economic value in the regions where we operate, supporting the local workforce, and contributing to the local economy through our operations. With our 273 stores across Türkiye and our expanding operations, we continue to support economic activity. By establishing long-standing collaborations with our local stakeholders across our processes extending from production to sourcing and from distribution to retail, we contribute to both employment and regional development.

Local stakeholders hold an important place in our supplier structure. In 2025, we worked with a total of 316 suppliers. Of these suppliers, 199 were domestic and 117 were international. As a result, local suppliers accounted for approximately 63% of our total suppliers. Compared with 2024, our number of domestic suppliers rose from 184 to 199, and our total number of suppliers rose from 299 to 316.

The collaborations we build with local suppliers contribute to the utilization of local production capacity, the closer and more flexible management of our sourcing structure, and our operational continuity. We regard our relationships with our suppliers not merely as commercial collaborations, but as long-term partnerships based on mutual development.

We also regard investing in our employees' development as an important part of our contribution to the local economy. Through training programs, talent development practices, and university-industry collaborations, we contribute to the development of qualified human resources that will benefit the future of the industry. Through these efforts, we encourage knowledge sharing and create space for bringing young talent into the fashion industry.

In the period ahead, we aim to continue creating economic value by preserving our local production capacity, our supplier network, and our long-term collaborations. In line with our understanding of sustainable growth, we aim to create lasting value for all our stakeholders in the ecosystem in which we operate and to contribute to our country's economic development.

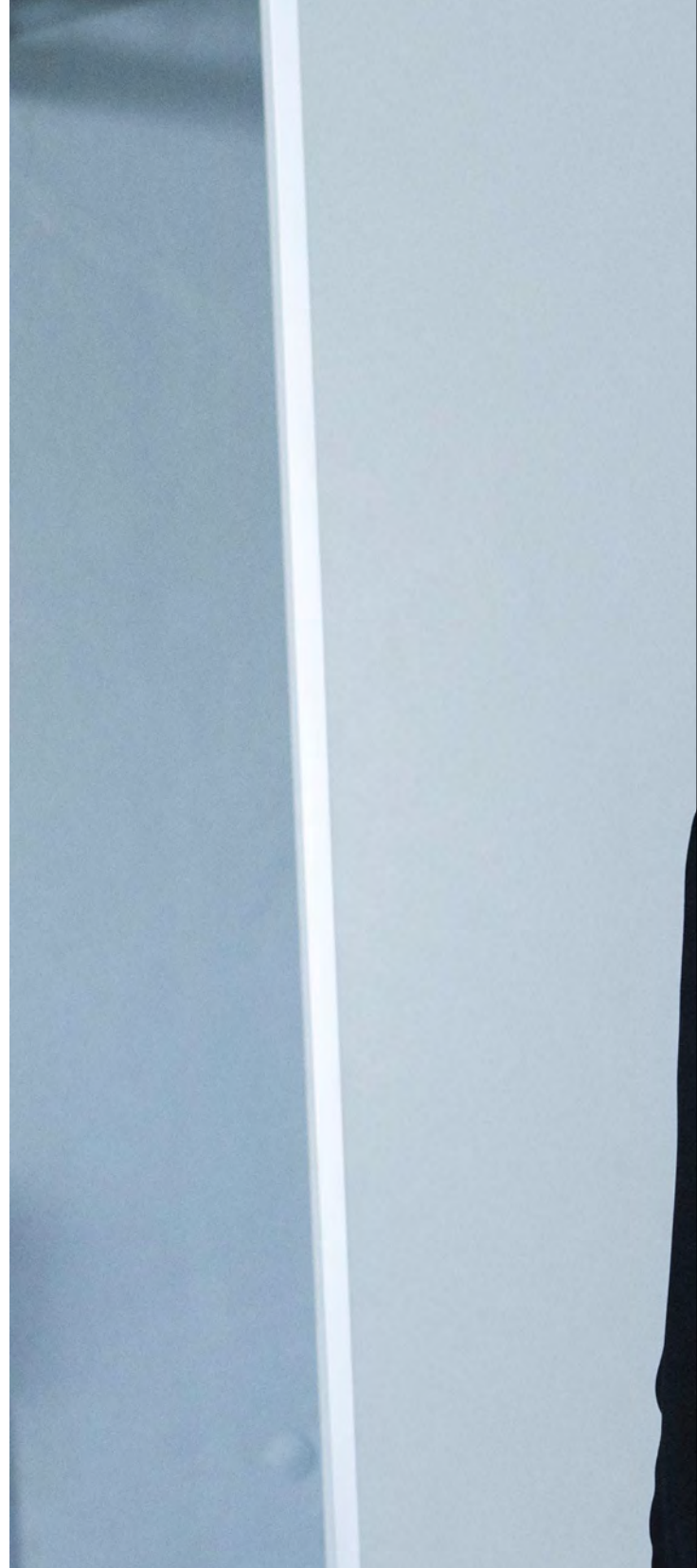


Sustainable Supply Chain

We regard the collaborations we conduct with our suppliers as an important element supporting our quality standards, our operational continuity, and our sustainability priorities. We adopt an approach aimed at upholding environmental and social compliance in the supply chain and strengthening traceability.

Throughout 2025, we focused on further strengthening our communication and planning processes with our suppliers. By holding regular supplier meetings and site visits, we aimed to enhance mutual coordination in capacity planning, lead-time management, and operational processes. Accordingly, we carried out work throughout the year to increase alignment with our business partners in lead-time management, capacity planning, logistics processes, and sustainability practices.

We expect our suppliers to share documents relating to audit and certification processes upon request, to keep these documents up to date, and to manage any relevant changes transparently.





Supplier Evaluation

We regularly assess the social, environmental, and quality-focused performance of our business partners and diligently monitor compliance processes in line with the criteria we have established. In this context, we share our social and environmental compliance undertaking with our suppliers and record their current status regarding social audits, environmental practices, and sustainable raw material certifications. We expect our suppliers to declare their status regarding Higg SLCP, BSCI, Sedex, and customer-specific audits on the social compliance side, and Higg FEM, ZDHC, and OEKO-TEX on the environmental compliance side. In addition, GRS, OCS, RCS, and GOTS certifications are among the core elements we consider when evaluating sustainable production practices.

We secure our supply contracts with robust provisions on quality standards, testing obligations, sustainability criteria, confidentiality, the protection of personal data, occupational health and safety, and the use of subcontractors. We require our business partners to comply fully with applicable legal regulations, social compliance standards, environmental protection principles, and ethical trade principles. The full alignment of all stakeholders in our supply network with Ipekyol Group's business ethics culture forms the foundation of our sustainable business model. With this approach, which places human rights at its center, we act with a zero-tolerance principle toward human rights violations such as child labor and forced or compulsory labor, and we maintain an uncompromising stance on these issues.

We regularly assess the social, environmental, and quality-focused performance of our suppliers and monitor development areas in line with our sustainable supply chain approach.

We manage our quality, environmental, and social compliance processes in an integrated manner through audit and testing mechanisms. We share technical documents, quality standards, and our procedures with our suppliers. Where necessary, we conduct announced or unannounced audits at production sites.

Within the scope of our ecological product approach, we require all sourced fabrics, raw materials, and products to meet the criteria set out in the current Ipekyol Group Global Test Standards Manual. Product safety and quality, which form the foundation of our brand value, are based on rigorous testing processes in which each material is evaluated in line with the highest standards of safety, durability, and sustainability.

Through the controls we carry out at the pre-production stage, we identify materials that do not meet Ipekyol Group standards. We do not allow these materials to enter our production line, and we share this quality-focused stance transparently with our business partners. We do not limit the reliability we offer our customers to our main fabrics alone. We apply the same care to all components that make up our product, from accessories and auxiliary materials to packaging details.



In line with our ecological compliance vision, we regard full compliance by all our suppliers with REACH standards and legal chemical limits as a fundamental condition of our business partnership. We closely follow current legal and technical requirements and rapidly integrate them into our production processes. In order to ensure end-to-end product safety, we regularly audit our supply chain through systematic ecological testing and multi-layered verification mechanisms.

We evaluate our suppliers' performance within the framework of quality, delivery, and environmental and social compliance criteria. In this context, we track processes through social compliance and environmental audit practices, quality management tools, the quality manual, and on-time shipment controls carried out via the ERP system.

In this way, we regularly monitor both product and material quality and delivery performance. In line with the findings we obtain, we map compliance levels. We analyze this information within a development-oriented framework and follow up on actions.

In the period ahead, we plan to prioritize long-term collaborations with suppliers that demonstrate the targeted sustainability performance, and to carry out training, consultancy, and monitoring activities in areas where development is needed.

Product Safety and Quality

We regard maintaining trust, consistency, and high standards at every stage where our products meet our customers as a priority. With this understanding, we address quality as a fundamental area of responsibility across all processes extending from material sourcing to design, from production to packaging, and from distribution to after-sales services. We manage our approach to product safety and quality within a holistic structure that supports customer satisfaction and strengthens brand trust.

Ipekyol Group Quality Policy

Our quality policy is shaped around the principles of:

- ▶ End-to-End Product Quality
- ▶ Customer Focus
- ▶ A Culture of Continuous Improvement
- ▶ An Ethical and Sustainable Approach

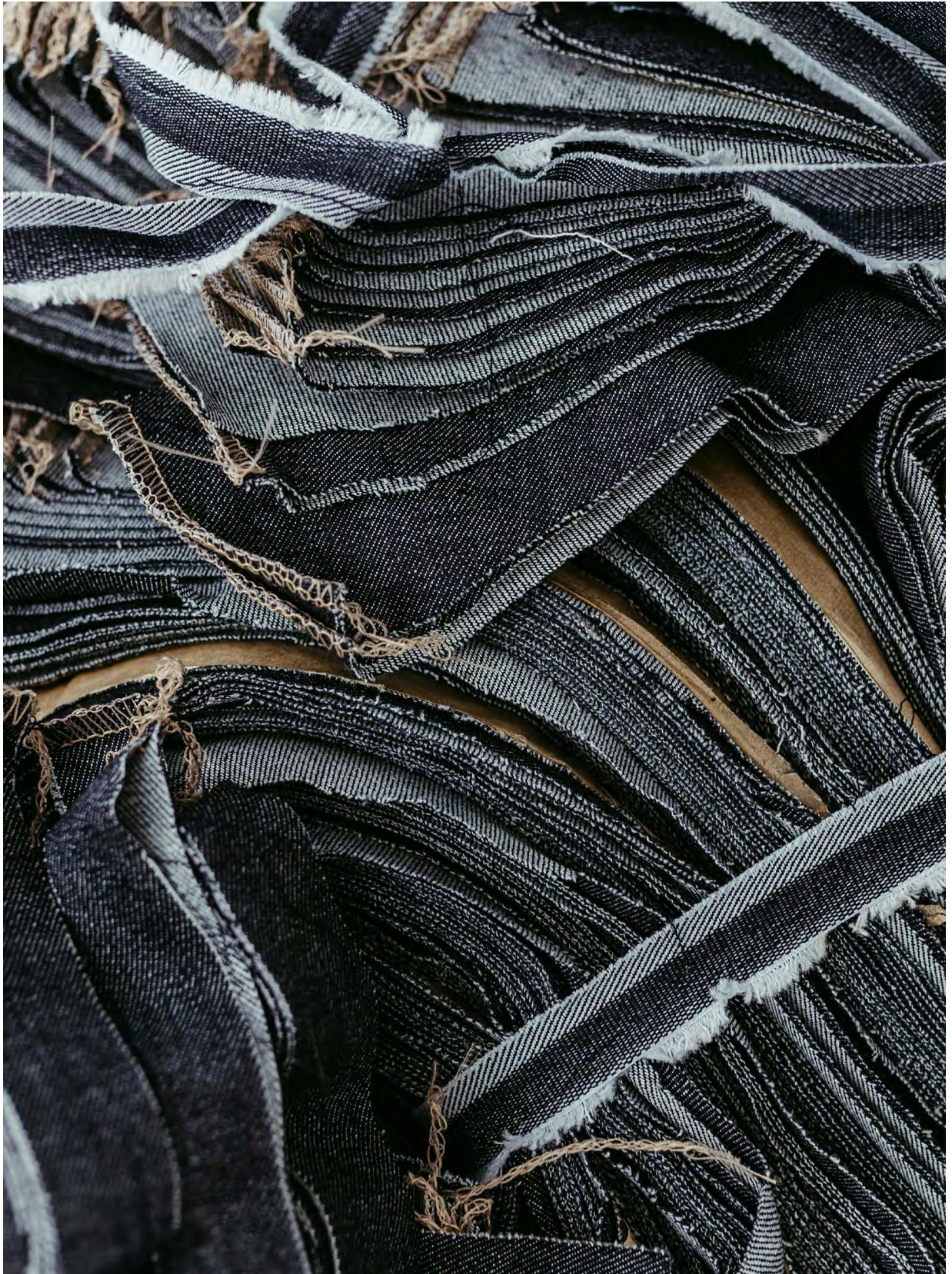
We recognize that the quality of our products begins with responsible material sourcing, and from the design stage onward we maintain a balance of aesthetics, comfort, and functionality. While managing all our business processes in line with national and international quality standards, we aim to offer our customers a consistent and reassuring experience at every touchpoint, from our physical stores to our digital channels.

We address our product safety and quality approach together with sustainable product sourcing standards. Accordingly, we uphold the traceability and compliance of our raw materials within the framework of OCS, RCS, and BCI practices. We evaluate the fabrics, accessories, and packaging elements used in our products in line with the quality criteria we have established. In this context, we obtained our organic product certificate for our factory. We attach importance to the inclusion of organic raw materials both in our own production processes and in the products we source from our product suppliers, and we aim to increase this share over the years.

Our Continuous Improvement Approach

We treat quality as an area we continuously improve in line with feedback, technical assessments, and process data. The continuous improvement approach we have adopted at our Edirne Factory also supports this structure. We systematically evaluate the improvement suggestions submitted by our employees and implement enhancements aimed at increasing efficiency, quality, and consistency of application in our processes.

While developing our practices that support the safety, durability, and conformity of our products, we continue to position quality as one of the core areas supporting our sustainable growth and our approach to long-term value creation.



R&D and Innovation

At Ipekyol Group, we support our product development processes with initiatives that strengthen our technical competence and advance our design philosophy. In this context, we evaluate material knowledge, technical testing, ergonomics, functionality, and user experience together, shaping our products through a multidimensional approach. In the projects we carry out, we address topics such as fabric structure, pattern, stitching, durability, comfort, and environmental impact together, thereby establishing a strong link between design and technical development processes. Through technical testing, prototype development, user-focused evaluations, and academic exchange, we enrich and advance both knowledge generation and our design and technical development capabilities. We attach importance to ensuring that the outputs of our work contribute to in-house development and provide a basis for broader knowledge sharing through conference papers and technical publications.





Customer Satisfaction and Brand Trust

We regard the relationship of trust we build with our customers as one of the fundamental elements supporting the long-term success of our brands. We regularly monitor the experience our customers have with our brands and address situations that could cause dissatisfaction with a rapid and solution-oriented approach. We manage these processes in line with our Customer Quality Complaints and Resolutions Procedure and our Customer Experience and Satisfaction Procedure. In the event that any negative feedback is received, we focus on resolving dissatisfaction within the framework of our procedures and treat each piece of feedback as an opportunity for improvement.

Measuring and Evaluating Customer Satisfaction

We regard closely monitoring our customers' satisfaction as one of the most important elements of improving customer experience. In order to measure customer satisfaction, we conduct approximately 25 different surveys across our three brands. We deliver our surveys via SMS and email according to the transactions our customers have carried out. We track survey results through the Net Promoter Score (NPS) and the satisfaction score. By regularly analyzing satisfaction scores, we determine the actions that will strengthen brand trust and manage our processes accordingly.

Feedback and Complaint Management

We track customer complaints through feedback received directly from our customers or through detections made by our systems. We record all reports received in the relevant application and manage resolution processes systematically. We act with an approach of leaving no issue unresolved, regularly monitor our complaint management processes, and track them through monthly reporting.

We also use the insights we gain from customer feedback to improve our processes. We address improvement needs together with the relevant departments and, where necessary, develop joint projects. In order to prevent recurring issues, we review our systems and implement the necessary improvements.

Our 2025 customer satisfaction survey result was 85 points.



Our Environmental Approach

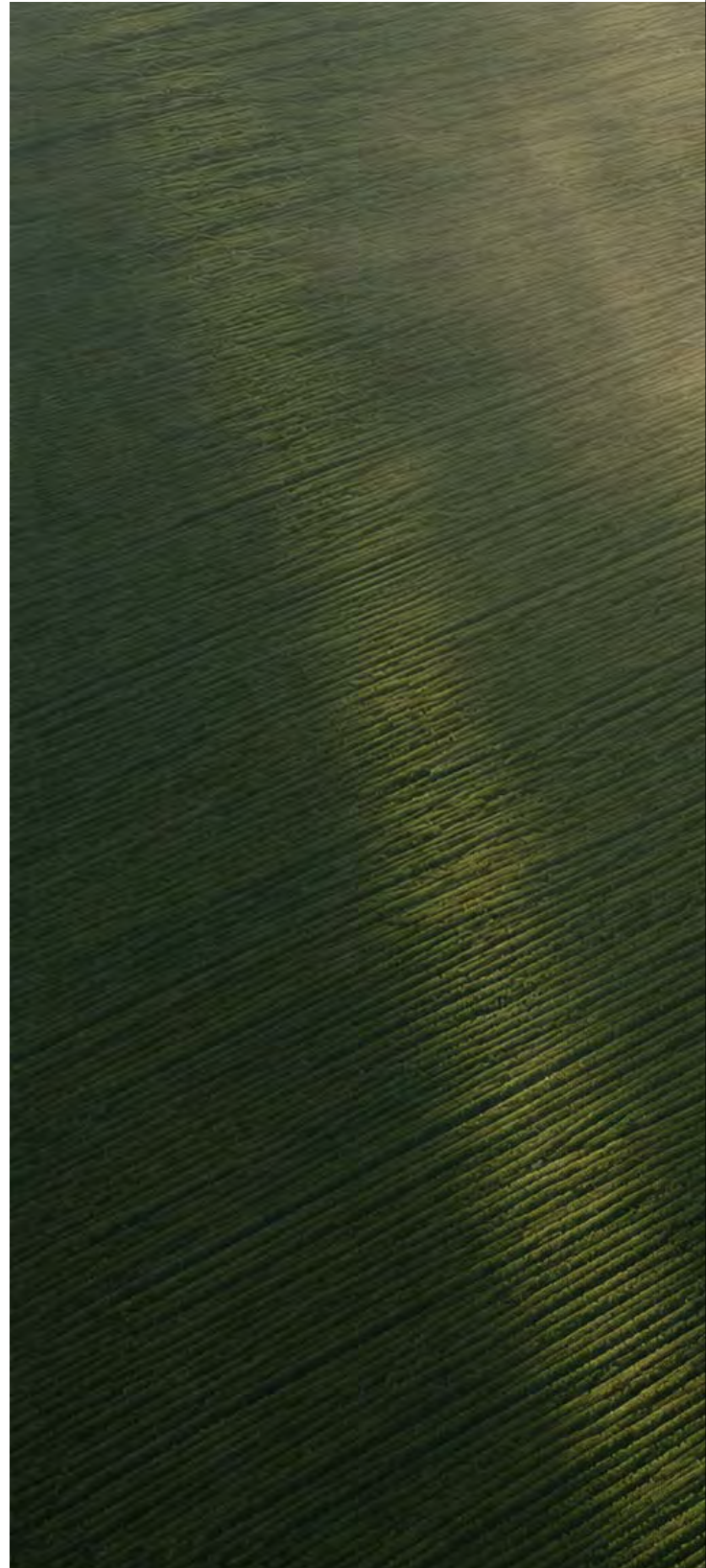
- ▶ Emissions Management
- ▶ Energy Management and Efficiency
- ▶ Circular Economy and Waste Management
- ▶ Water and Wastewater Management



We address environmental matters within the scope of the Ipekyol Group Environmental Policy and manage the impacts of our activities on natural resources, the climate, and ecosystems through a holistic approach. In line with our Environmental Policy, we aim to carry out our business processes in alignment with our environmental management strategy, to minimize environmental pollution, and to increase efficiency in the use of raw materials, resources, and energy. In this context, we regard compliance with legal regulations, the management of environmental risks, the use of renewable energy, the reduction of greenhouse gas emissions, and the improvement of water and waste management practices among our core priorities. We prioritize reducing our environmental impacts, improving resource efficiency, and developing our operations in a manner aligned with our long-term sustainability approach.

We carry out training and communication activities that strengthen environmental awareness across the organization. Through the Zero Waste Training we delivered in 2025, which was open to the participation of all our employees, we aimed to raise awareness of the efficient use of resources and waste management. In addition, we conduct regular communication activities to contribute to our employees' development on sustainability topics. In our monthly newsletters, we include content on environmental awareness and sustainable living habits, and through our "Sustainability Corner" we share environmentally friendly practices that our employees can easily integrate into their daily lives.

We manage our environmental impacts through our policy-based approach and our regular risk and opportunity assessments.





In managing our environmental impacts, we also take into account the potential consequences of climate change–related developments for our operations and our value chain. In this context, we regularly assess risks and opportunities and carry out the process through the following steps:

1. Risk assessment

We analyze current and potential future climate change risks. We address impacts such as extreme weather events, temperature changes, and water scarcity in line with the industry in which we operate, our geographic location, and our supply chain.

2.Opportunity analysis

We also evaluate the opportunities that may arise alongside climate change. In this context, we address development areas such as collection alternatives in different weights and thicknesses independent of the seasons.

3.Strategy development

We update our strategies in line with the information obtained. We carry out the necessary assessments in areas related to operational changes, investments, supply chain management, and our product portfolio.

4.Monitoring and reporting

We regularly monitor and report on the effectiveness of the strategies we implement. In this way, we increase our resilience to risks and track opportunity areas more systematically.

Emissions Management

At Ipekyol Group, we regard addressing climate change as one of the fundamental elements of our environmental approach. We regard greenhouse gas emissions, one of the principal causes of climate change, as a critical impact area directly linked to our operational processes. We focus on monitoring the greenhouse gas emissions arising from our activities more systematically, using energy resources more efficiently, and strengthening practices that support a low-carbon transition.

Within the scope of our greenhouse gas management approach, we address risk management, energy efficiency, renewable energy use, and low-carbon practices together. Within this framework, we identify the physical and transition risks arising from climate change and address these risks within our enterprise risk management processes. We evaluate the opportunities that may arise from energy efficiency and renewable energy use in light of various scenarios, with the aim of advancing our work in this area. In addition, we adopt an approach that supports the Science Based Targets initiative and seeks to reduce greenhouse gas emissions in line with the Paris Agreement.

Within the scope of our sustainability strategy, we aim to achieve a 50% reduction in our Scope 1 emissions, a 100% reduction in our Scope 2 emissions, and a 25% reduction in our Scope 3 emissions by 2030; to reach a 90% reduction level across all our emissions in 2040; and to achieve our net zero emissions target in 2050.

As part of reducing vehicle-related emissions, we anticipate evaluating hybrid or electric alternatives for the new vehicles planned to be added to our fleet by 2029.

We calculate our greenhouse gas emissions in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol, 2004). In 2025, our total Scope 1 emissions amounted to 684.6 tCO₂e, our total Scope 2 emissions to 4,751.8 tCO₂e, and our total Scope 3 emissions to 20,183.5 tCO₂e.

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Greenhouse Gas Emissions	Unit	2023	2024	2025
Scope 1 Emissions	tCO ₂ e	888.4	726.8	684.6
Scope 2 Emissions	tCO ₂ e	483.9	6,151.5	4,751.8
Scope 3 Emissions	tCO ₂ e	14,748.0	18,408.1	20,183.5
Total	tCO ₂ e	16,120.3	25,286.4	25,619.9

Energy Management and Efficiency

We focus on managing the energy consumption arising from our activities more efficiently and on increasing the share of renewable sources. Accordingly, we regularly monitor consumption data and plan our investments and practices in line with our efficiency targets. We support our energy management approach with renewable energy investments, efficiency practices in store operations, and process improvements.

Through the solar power system installed on the roof of our Edirne Factory, we are increasing the share of renewable energy in our production processes. We regard the **Edirne Solar Power Plant Project** as one of the important initiatives supporting our energy transition. Through this investment, launched in December 2022 and carried out at the Edirne Factory, we aim to manage our energy costs more effectively and contribute to the reduction of our indirect emissions.

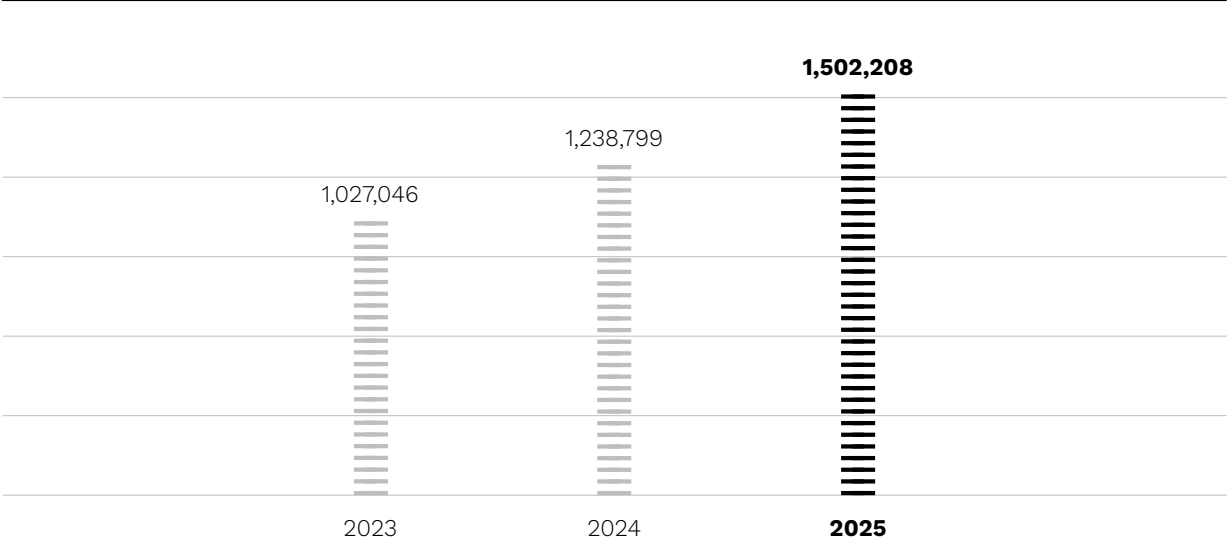
Another important practice supporting energy efficiency in 2025 was the **Store LED Conversion Project**. Under this project, which we launched in 2023, we carried out work to make lighting infrastructure more efficient in approximately 100 Ipekyol stores in Türkiye. By using energy-efficient LED lighting, we aimed to create a savings potential of approximately 30% in store lighting. We regard this practice as an important part of our efforts to increase energy efficiency in our store operations, and in the period ahead we plan to extend similar conversion practices to our Twist and Machka stores as well.

At the Edirne Factory, we reduced our grid-supplied electricity consumption by 1.6% compared with 2024. Meanwhile, we continued to increase the amount of energy obtained from renewable sources, reaching 1,502,208 kWh.

In 2025, we generated 1,502,208 kWh of electricity under the Edirne Solar Power Plant Project. With this generation, we reached a production level exceeding the electricity our factory requires, and we also sold TRY 3,645,961 worth of electricity to TEDAŞ.



Energy Obtained from Renewable Sources (kWh)



Circular Economy and Waste Management

At Ipekyol Group, we address the circular economy and waste management as one of the fundamental elements of our environmental sustainability approach. We focus on reducing waste generation at source, using resources more efficiently, and expanding recycling and recovery practices. Across all stages extending from product design to production processes and from packaging use to operational practices, we aim to use resources as effectively as possible and to strengthen solutions that return waste to the economy.

We carry out improvement initiatives aimed at reducing waste generation in our operations and regularly review our processes from a resource efficiency perspective. Within our “Life Friendly” collection, we include organic, recycled, and sustainable raw material options. Through the use of BCI and organic raw materials, we source our raw materials in line with sustainable agriculture strategies and contribute to farmers’ ability to produce cotton under healthier conditions. Accordingly, we increased our use of OCS/GOTS-certified organic cotton approximately threefold, from 18.7 tonnes in 2024 to 52.4 tonnes in 2025.

We carry out production with our OCS and RCS certifications, which support the traceability of processes from raw material to finished products, and we source the labels, shopping bags, paper, cardboard, and other packaging materials used at our offices, factory, and stores from sustainable sources. In this context, we ensure that the cardboard labels used on our products and the paper packaging materials used in stores are FSC certified, and we opt for alternatives with lower environmental impact in our product packaging and packing processes.

In order to ensure that waste is collected separately at source and managed appropriately, we continue to strengthen the necessary infrastructure at our facilities. We carry out training and informational activities to increase our employees’ awareness of waste management and encourage correct separation practices. As a result of the work we carried out at our Edirne Factory, we qualified for the Zero Waste Certificate issued by the Ministry of Environment, Urbanization and Climate Change. We continue our efforts to extend the same approach to our headquarters and store operations.

We reflect our circularity approach in our supply chain and product development processes. In collaboration with our suppliers, we encourage the use of recycled and environmentally friendly materials and, in order to strengthen the certified supply chain, we encourage our strategic manufacturers to undergo organic and recycled content production audits and obtain the relevant certifications. In this way, we aim to reduce our environmental impact, increase resource efficiency, and develop our processes with a stronger understanding of circularity.

We also support our circular economy approach through our R&D and innovation projects. As part of our work focusing on the recovery of textile waste, we examine the use in women's apparel of materials obtained from recycled textile waste. We evaluate the technical performance and environmental impacts of these materials together. The comparisons we carried out within the project revealed that recycled polyester-based fabrics offer environmental advantages such as lower carbon emissions and lower water consumption.

In 2025, we continued to effectively manage the waste generated in our Headquarters and Edirne Factory operations. Our total waste volume at Headquarters amounted to 25.03 tonnes in 2025. We directed all waste generated to recovery. At the Edirne Factory, a total of 90.38 tonnes of waste was generated, of which 90 tonnes was non-hazardous and 0.38 tonnes hazardous. In the same period, we reduced our total waste volume by 51% compared with the previous year and achieved recovery of 99.6% of the waste generated.

Water and Wastewater Management

In the apparel industry, water is used as an important resource at different stages of the value chain, from fiber production to dyeing, washing, and finishing processes. For this reason, the effective management of water is among our material topics both for the continuity of our operations and for the reduction of our environmental impacts.

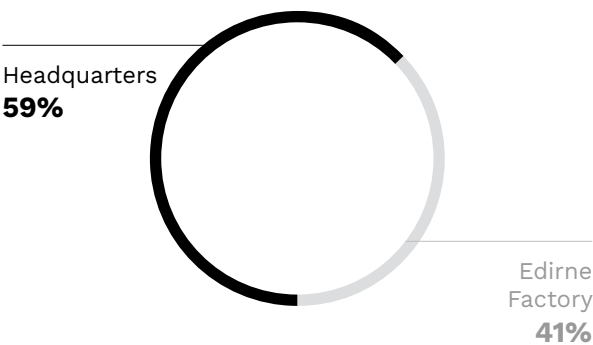
At Ipekyol Group, we regard water management as one of the important areas of work aimed at increasing resource efficiency. We regularly monitor our water consumption at our headquarters and the Edirne Factory, and we identify areas for improvement by evaluating consumption trends. Recognizing that water use may also create environmental impacts along the supply chain, we take the efficient and sustainable use of water into account in the evaluation and communication activities we conduct with our suppliers.

Aware of the importance of freshwater supply for the stability of our production processes and our supply chain, we monitor the potential impacts of water stress and scarcity risks on our operations, our material sourcing, and our production continuity. In this context, we address the protection and efficient use of water resources as part of our long-term resilience and continue to identify development areas for reducing our water footprint.

In 2025, our total water consumption at Headquarters was 3,078 m³, representing a decrease of 3.1% compared with 2024. At the Edirne Factory, our total water consumption was 2,172 m³. In line with the efficient use of water resources, we regularly monitor our consumption trends and regularly evaluate areas for improvement while taking our operational needs into account.

We regularly track our water consumption and strengthen our water management approach through efficiency-focused practices and supply chain collaborations.

Water Consumption



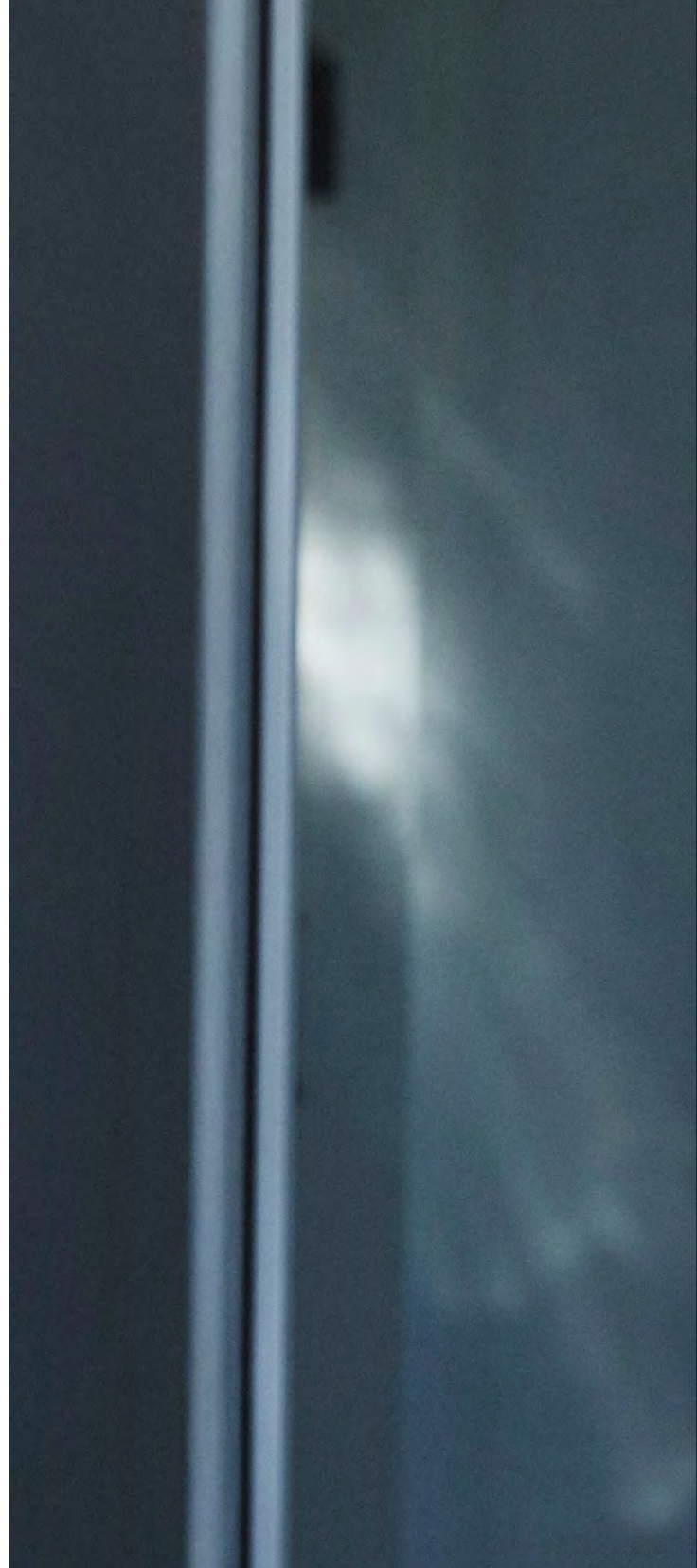


Our Approach to People and Society

- ▶ Employee Satisfaction
- ▶ Talent Management and Career Development
- ▶ Diversity, Equity, and Inclusion
- ▶ Occupational Health and Safety
- ▶ Social Contribution



At Ipekyol Group, in line with our social sustainability goals, we carry out initiatives that place people and social benefit at the center. Within this approach, we give priority to our employees. We implement talent management and career development practices aimed at increasing employee engagement, and we offer a working environment that upholds diversity and inclusion and is fully compliant with OHS legislation. In addition to our internal practices, we aim to create a positive impact at the societal level through corporate social responsibility projects focused in particular on women's empowerment.





Employee Satisfaction

We regard employee satisfaction and engagement as among the fundamental indicators of our social sustainability performance. At Ipekyol Group, we regularly monitor our employees' needs relating to business processes and implement improvement actions in line with the insights we obtain. We regard fringe benefits, flexible working models, internal communication activities, motivation practices, employee participation, recognition and rewards, volunteering activities, and leadership engagement as complementary elements of this approach.

Employee Participation

The approach focused on feedback that we have adopted across the organization plays a critical role in the continuity of employee satisfaction and engagement. We regard our employees' views and suggestions as a valuable guide, and we systematically collect this feedback through surveys, individual meetings, workshops, and various communication channels. We hold in-person evaluation meetings with employees who newly join us and conduct regular surveys via Ipekyol Robot. We hold regular feedback meetings with our Gen Z and MT teams and, through the participation of our Human Resources business partners in monthly departmental meetings, we obtain our employees' views directly. Each month we organize CEO breakfast conversations with newly hired employees, supporting their onboarding process while enabling them to engage directly with senior management. Within the scope of our "HR Talks at Breakfast" meetings, we come together with different departments to listen to employee feedback and share the actions taken accordingly.

Through CEO breakfast conversations, we strengthen our new colleagues' onboarding and their direct communication with senior management.

We attach importance to our employees' access to support mechanisms when they need them. In this context, we actively use the Humanist Suggestion/Complaint digital module, share weekly assessments with the relevant teams, and encourage the suggestions that are implemented. We handle reports submitted through the Ethics Line and the Whistleblowing and Reporting Line with diligence and, where necessary, evaluate them through the Disciplinary Committee. We also monitor employee satisfaction through regular surveys and periodic assessments. We likewise regularly review our fringe benefit practices, which support our employees' expectations of both financial and social benefits. We enhance employee satisfaction through additional benefits such as clothing vouchers, bonus schemes, and bank promotions.

Through platforms such as the Managers' Meeting, the Internal Trainers' Meeting, and Human Resources events, we create environments in which our employees can freely express their views. We continuously improve our feedback mechanisms through evaluation surveys on business outcomes, and we encourage our employees' active participation in this culture through title-based online training. Through "Team Connect Day" events, we bring teams together via games, competitions, and workshops, aiming to strengthen the bonds among employees.



In order to increase interaction across different departments and locations, we organize regular visits to our Edirne Factory and our Arvato warehouse. We arrange factory tours for our store employees and store visits for our headquarters teams. Through the visits our General Manager and senior management team make to stores, the factory, and various work areas, we listen directly to our employees' experiences and help build a stronger connection between the center and the field.

Initiatives Supporting Social Life

In order to contribute to our employees' interests outside of work, we organize various social and cultural activities. In addition to thematic workshops such as Spring Bouquet, Painting, Astrology, and Spirit and Art, we hold events integrated with social responsibility activities on special occasions such as Valentine's Day, International Women's Day, International Day of Happiness, and Republic Day.

Through happy hour gatherings, New Year's events, kick-off events, prize competitions, and raffles, we increase employee motivation and internal interaction. By honoring colleagues who reach certain seniority milestones, we make visible the contributions they have made to our organization.

We also carry out practices that support our employees in sports, the arts, and volunteering. While strengthening team spirit through initiatives such as the Ipekyol Football Team and the Ipekyol Volleyball Team, we create environments in which employees with skills in areas such as music and theater can express themselves. Through our volunteer club, we encourage participation in corporate social responsibility projects, making the awareness of social benefit a part of our corporate culture.

Within our “5 About Me” practice, each month we introduce a colleague from our headquarters, stores, factory, and international teams to the entire company, with the aim of helping our employees get to know one another better and building connections across different teams. Through our internal communication channels, we regularly share developments about our company, employee stories, achievements, and projects.

Digital Employee Experience

In order to take the employee experience and engagement to a more advanced level, we integrate digital solutions into our Human Resources processes. Thanks to the Ipekyol Robot infrastructure we developed in this context, we provide rapid communication with our employees via WhatsApp and conduct survey applications. We share the data obtained with senior management on a monthly basis and provide direct input to decisions taken by management.

We regard artificial intelligence applications that facilitate access to data and accelerate decision-making processes as an important part of our digital transformation approach. Through the İpek Hanım project we developed in this context, we bring together store, e-commerce, product, inventory, sales, order, and customer data within a shared analytics infrastructure. Our employees can obtain reporting and analysis support from İpek Hanım through written, voice, or visual requests. The system matches user requests with the relevant data sources, generates reports within a short time, visualizes results with charts, and can offer new analysis suggestions. With İpek Hanım, we are making reporting processes more standardized, traceable, and accessible. We enable our employees to access information more quickly and help teams devote their time to more strategic work. Through this in-house developed application, we protect data security and privacy within the company’s boundaries while also strengthening our digitalization and efficiency targets.

Through the AI-powered İpek Hanım project, we are transforming data into a more accessible, traceable resource that informs decision-making processes.

Another of our innovative practices supporting the employee experience is KOZA, our gamification module available on the Android and iOS platforms. Through this platform, we not only organize short-term competitions that support sales performance, but also effectively track in-store operational tasks. On this platform, which has an engagement rate of over 85%, our employees can monitor their performance daily and manage their tasks. We calculated that KOZA contributes approximately 2% positively to sales on an annual basis. In addition, we increase the motivation of our store employees through engagement-focused activities such as styling competitions.

Work-Life Balance

In order to make the employee experience more comfortable and productive, we carry out various improvements in our working environments. In this context, we designed a spacious, bright, and modern working environment at our headquarters, creating terraced areas and rest zones. Under our hybrid working model, which takes work-life balance into account, we offer remote, office-based, or hybrid working options in line with teams’ needs.

Under the New Generation Working Arrangement, which we have maintained since 2023, we restructured our working hours with an approach that gives greater consideration to work-life balance. Through these practices, we aim to support employee well-being and strengthen our working arrangements in a more sustainable structure.

Employee Journey

1 Talent Attraction

- ▶ Employer brand and value proposition
- ▶ University collaborations
- ▶ MT and internship programs
- ▶ Continuous improvement in the recruitment process
- ▶ 82,000+ LinkedIn followers
- ▶ Great Place to Work, Happy Place to Work awards

2 Onboarding

- ▶ Structured onboarding program
- ▶ Monthly meet and greet with the CEO
- ▶ Direct engagement with the field and the factory
- ▶ First 90 day follow up
- ▶ Buddy program
- ▶ Store onboarding
- ▶ Structured first month meetings
- ▶ Face-to-face evaluation meetings
- ▶ Evaluation survey

3 Career Planning and Succession

- ▶ Comprehensive career guide
- ▶ Alternative career path discussions
- ▶ Career enrichment (T-Role)
- ▶ Participation and empowerment
- ▶ Tracking of future leaders
- ▶ Assessment and Development Center design
- ▶ Promotion committee

4 Training and Development

- ▶ Digitalization of processes
- ▶ Sales, blue-collar, and leadership academies
- ▶ Actively positioning employees in projects
- ▶ Collaborations with more than 10 universities
- ▶ “We Plan the Future Together” workshops with more than 50 managers
- ▶ New generation management training with more than 70 employees

5 Performance Management

- ▶ Appreciation, recognition, and reward project
- ▶ Departmental meetings within the scope of Employee Engagement; Talent Review (TR) meetings with more than 500 employees
- ▶ Individual competency based mid-term and year end evaluations
- ▶ Individual goal and performance evaluations

6 Engagement and Retention

- ▶ Internal communication strategy and master plan
- ▶ Employee voice (surveys, focus groups)
- ▶ Digital social platform project for employees
- ▶ Activity and communication research
- ▶ GPTW, HPTW surveys
- ▶ Employee Engagement Survey
- ▶ Instant Feedback and Knowledge Sharing Surveys; Human Resources Meetings: one-on-one meetings with all employees

Talent Management and Career Development

At Ipekyol Group, we consider employee development one of our strategic priorities. As an organization that encourages learning, supports continuous development, and embraces a lifelong learning approach, we strengthen our employees' individual and professional competencies through a variety of training programs. By supporting this approach with in-house academy structures, university collaborations, digital learning solutions, and experience-focused development programs, we create a structured development ecosystem for our employees.

Throughout 2025, a total of 74,935 hours of employee development training was delivered, consisting of 74,289 hours of professional development and 646 hours of personal development training.

Our Training and Development Ecosystem

Our employees' development directly feeds our company's corporate strength and sustainable success. Accordingly, we shape the training catalog we prepare each year in line with employee needs and the performance indicators we have established. The lasting impact of training and its reflection in the field are of critical importance to us. Under the Sales Academy we run in collaboration with Bahçeşehir University, we include our store employees in a program that supports their individual and technical development from the moment they begin work.

For our newly hired Sales Consultants, we offer a development journey of approximately six months that includes mentoring and on-the-job training. For Store Managers and Assistant Store Managers, we run dedicated training programs covering technical, managerial, and personal development topics. We support the effectiveness of the training process through follow-up by our regional managers and monitor participants' development through our digital learning infrastructure. Employees who complete their training earn the right to receive a certificate approved by Bahçeşehir University.

Among the training we offer in personal development, topics such as Design with Artificial Intelligence (Midjourney), effective communication, personal image and branding, feedback culture, and presentation skills stand out. In addition, we address our employees' competency development through a multidimensional approach and organize training that meets different needs in technical and behavioral development areas. We offer our employees development opportunities in topics such as basic SQL, project management, communication, feedback, stress and conflict management, and time and priority management. Through the "Leaders Shaping the Future" program, which we run with a focus on leadership development, we help our current and potential leaders mature their strategic perspective, team management, and decision-making skills. Through our "Train the Trainer" program, we support the culture of in-house knowledge sharing. Through talent programs such as "Genç İpekler" and interview techniques training, we open the way for our employees' career development and internal

mobility processes. By supporting the career development of our female employees, we offer training, mentoring, and leadership opportunities and prioritize helping them realize their potential.

In order to strengthen the learning culture at the corporate level, we continue to offer our employees development opportunities across different disciplines through awareness training delivered by internal trainers and through collaborations established with universities. Through the Machka Academy we launched for our store employees, we aim to strengthen the luxury retail culture and provide participants with a deeper perspective on topics such as luxury customer experience, style consultancy, brand language, and premium-segment service.

Within the scope of the “Digitalization and Applications in Fashion Retail” training we run in collaboration with Bahçeşehir University CO-OP, we also deliver training on topics such as marketing, claims handling, human resources, branding, and e-commerce with the contribution of experts from our company. As of 2025, we have a total of 37 internal trainers and regularly deliver awareness training at Headquarters and our stores. In order to encourage our internal trainers’ knowledge sharing and development, we organize monthly online coffee meet-ups and come together face-to-face once a year.

We deliver the comprehensive onboarding programs we design for newly hired employees in an integrated manner with Occupational Health and Safety training. A pilot initiative was carried out under the Blue-Collar Academy, launched to support the technical and operational skills of our blue-collar headquarters employees. In this context, Stress and Conflict Management Training was held in April and May 2025 for two groups of 20 participants each. With the completion of these sessions, this pilot initiative was concluded.

Career Journey and Talent Processes

We attach importance to supporting our employees’ career development, managing promotion processes within a systematic structure, and strengthening our talent pool. In line with the Career Guide we have created in this context, we address career moves through a holistic approach. Through the Talent Review meetings, we hold following the completion of the performance evaluation process at the end of each year, we assess our employees’ potential and performance.

We support our employees’ talent management and career development processes through the Career Guide.

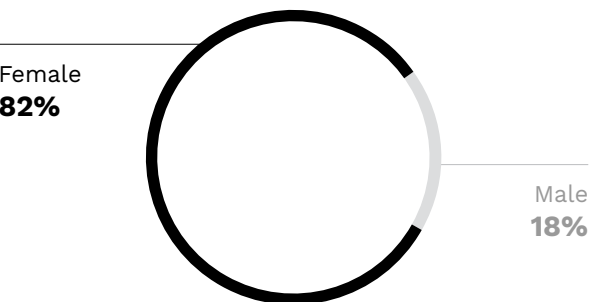
We conduct our talent management processes in a data-driven structure. In this process, which covers our employees at manager level and below, we administer a preliminary assessment survey through an independent survey company. We analyze our employees’ competency perceptions, development areas, career goals, and lateral and vertical career expectations. In this process, we hold face-to-face assessments with our department directors, managers, and employees. Subsequently, we carry out Assessment Center activities for employees who stand out in terms of potential and performance and prepare individual development plans for each of them. We regularly track these plans, which we support with monthly, quarterly, and annual goals. Since the beginning of 2024, 44 of our employees have been assessed and all of them were promoted in 2025. Through the individual development plans prepared for our employees whose competency-based development areas have been identified, we continue to enrich their career journeys with concrete practices.

Diversity, Equity, and Inclusion

At Ipekyol Group, we regard diversity, equity, and inclusion as among the fundamental elements of our corporate culture. We believe that different experiences, perspectives, and life circumstances add value to our working life, and we attach importance to offering a fair, respectful, and accessible working environment for everyone. We aim to create a workplace in which our employees feel they belong, can access equal opportunities, and can realize their potential.

Through our headquarters and our store network across Türkiye, we provide employment in 33 provinces. Of our total workforce of 2,653 people, 2,151 are white-collar and 502 are blue-collar employees. In line with our strong position in the women's fashion industry, we embrace an inclusive approach that supports women's employment across the organization. In this context, approximately 82% of our employee profile consists of women and 18% of men. In 2025, 17 of the 53 female employees who took parental leave returned to their positions afterward. We resolutely continue our practices aimed at supporting women's continuity in working life.

Employee Distribution by Gender



The importance we place on women's employment is also reflected in our senior management structure. Of our senior management team of 16 people, including C-level positions, seven are women managers. In this way, we embrace a strong representation structure in the area of gender equality.

At our company, we do not tolerate discrimination on the basis of any factor such as religion, language, belief, opinion, gender, age, disability status, or socioeconomic status.

Accordingly, with our 28 female and 28 male employees with disabilities, we support a more inclusive workforce structure and aim to provide a working environment that is accessible and offers equal opportunities for everyone.

We also reflect our approach to inclusion in our working life practices. We attach importance to practices that take into account the different needs of all our employees, support the principle of equality, and facilitate participation in working life. Accordingly, we continue to strengthen an inclusive corporate culture that upholds gender equality.



Occupational Health and Safety

The health and safety of our employees is one of our most fundamental material topics. Accordingly, we aim to make the occupational health and safety (OHS) approach an inseparable part of all our business processes. We prioritize achieving full compliance with applicable legislation, raising awareness among our employees through regular training, and creating a participatory working environment that supports open communication. In addition, we aim to continuously monitor and improve our OHS performance and to be prepared for potential emergencies.

We address OHS not merely as a legal obligation, but also as one of the fundamental elements of our corporate culture. In line with this understanding, together with our entire management team and our employees, we embrace occupational health and safety as a shared responsibility and take an active role in sustaining a safe working environment. Thanks to this perspective, which is integrated with our sustainability approach, we resolutely maintain a work culture that prioritizes safety across the organization.

Within this framework, throughout 2025 we implemented various practices and projects in order to advance our OHS culture and ensure full compliance with legal requirements.

Throughout 2025, we delivered a total of 10,048 hours of training within the scope of OHS. We planned 1,272 hours of this training for our headquarters employees and 8,776 hours for our store teams. Through these activities, carried out with the participation of 159 employees at Headquarters and 1,097 employees at our stores, we continued to strengthen our employees' OHS awareness and to fully meet our legal obligations.

In addition, in order to monitor the effectiveness of the activities we carry out in OHS, we regularly track and analyze occupational accidents and related performance indicators. We operate our OHS committees regularly, meeting every four months to evaluate agendas, risks, and improvement areas relating to occupational health and safety. In 2025, at the Edirne Factory there were a total of 9 members and 3 employee representatives across 3 committees, and at our Headquarters a total of 9 members and 2 employee representatives in 1 committee.

As a result of our meticulous approach to OHS, we continue to improve our performance. In 2025, at the Edirne Factory, the accident frequency rate declined from 354.26 to 171.02 and the accident severity rate from 1.02 to 0.28. No occupational diseases or fatalities occurred within the scope of our operations during the period.

Expanding OHS Training Face-to-Face and Digitally

We periodically deliver mandatory and supportive occupational health and safety training for all our employees both face-to-face and in the digital environment. We regularly update training content and record participation and successful completion, thereby establishing a sustainable training infrastructure.

Updating Risk Assessments

We regularly carry out risk analyses supported by field observations across all our units. By rapidly implementing preventive measures, particularly in high-risk areas, we ensure safe working environments.

OHS Improvement Reporting System

We have established a reporting system through which our employees can communicate the risks they observe and the suggestions they have relating to occupational health and safety. We regularly evaluate these reports and take the necessary actions promptly.

Increasing Emergency Drills

We periodically conduct emergency drills based on scenarios such as fire, earthquake, and chemical spills. Through the drills we conducted in 2025, we are increasing our employees' levels of awareness and preparedness.

Strengthening Audit Processes

We conduct our internal audits periodically throughout the year. We prepare and implement corrective action plans in response to audit findings. In addition, we document our OHS performance through the high compliance rates we achieve in independent audits.

Equipment and Hardware Revisions

We are increasing the frequency of our checks on the use of personal protective equipment (PPE) and promptly replacing any equipment identified as missing or unsuitable. We carry out information and training activities on PPE use at planned intervals, aiming to strengthen our employees' safe working habits.

Social Contribution

At Ipekyol Group, we approach our corporate social responsibility activities with the aim of creating lasting value for society and industry. We shape our social contribution approach around strengthening educational opportunities, supporting women economically and socially, encouraging the development of young talent, and implementing practices that support our employees' volunteer participation. Through the collaborations we develop with universities, non-governmental organizations, and educational institutions, we aim both to create social benefits and to contribute to the future of our industry.

In 2025, we carried out projects focused on awareness, support, education, and development. While sustaining practices that support women's empowerment, we focused on projects contributing to young people's education and professional development journeys. At the same time, we continued to support our social approaches a part of our corporate culture through internal communication and social impact practices that encourage our employees' volunteer participation.

Practices for Women's Empowerment

We continued to implement awareness, support, and education focused projects that reinforce our commitment to gender equality. Through the seminars we organized in October within the scope of Breast Cancer Awareness Month, we aimed to increase health awareness among our employees. In addition to the seminars, we reinforced our awareness message through the distribution of pink ribbons and the symbolic kick our female employee took with a pink ball in our corporate football team.

Through the activities we organize as part of Breast Cancer Awareness Month and our "Yaparsa Annem Yapar" project, we implement initiatives that support women's health, employment, and continuity in working life.

In 2025, we actively continued our "Yaparsa Annem Yapar" project, which we have been running for a long time and which we are proud to note is an award-winning initiative aimed at supporting women's employment. Accordingly, within the scope of the project, which supports the reintegration into employment of women who have taken a break from working life for reasons such as childbirth and marriage, we continued to consistently support women in maintaining their continuity in working life and managing their family responsibilities in a more balanced way by offering flexible working hours.

Education and Development Focused Projects

Through the Fashion Management Master Class program, we implemented within the scope of our strategic collaboration with Istanbul Fashion Academy (IMA), we brought our sustainability approach, our ethical values, and our understanding of environmental responsibility together with young professionals. Within the program, students evaluated Ipekyol Group's sustainability activities, ethical principles, and environmental sensitivities through creative project work. The campaign proposals and social impact projects developed offered different communication approaches aimed at conveying our sustainability messages to stakeholders more effectively, clearly, and credibly. Through this collaboration, we aimed to benefit from young talents' perspectives in the field of sustainability while strengthening university-industry collaboration and a culture of shared learning.



Through the Fashion Management Master Class program we run in collaboration with İMA, we brought our sustainability vision together with young professionals.

Through the Necatibey Vocational and Technical Anatolian High School Workshop Construction Project, we aim to support vocational education and contribute to the development of the qualified workforce needed by the textile and apparel industry. Within the scope of the project, which we carry out under the ownership of our Human Resources and Corporate Communications departments, we opened the first school workshop in Bursa in 2025. Through this project, we aim to support students studying in the field of fashion design technologies in becoming individuals who can develop creative, contemporary, and original designs and who have command of current technology, material knowledge, and production techniques. Accordingly, we contribute to the school's educational, social, and professional development needs and aim to strengthen students' technical skills and help them build a stronger connection with the industry. We plan to open new workshops in 2026 and aim to ensure the continuity of technical and vocational development opportunities for Necatibey Vocational and Technical Anatolian High School students on their career journeys.

We run the “Çık Kozandan Aç Kanatlarını” program as an education and development program launched to support the education and personal development journeys of young girls, university students, and women.

Within the scope of the program, we aim to increase young women's access to education and to support their academic and professional development through scholarship, internship, and mentoring opportunities.

Through the “Çık Kozandan Aç Kanatlarını” program and the Necatibey Vocational and Technical Anatolian High School Workshop Construction Project, we contribute to students' education, skills development, and professional journeys.

Through our strategic collaborations with academia, we integrate advanced technologies and innovative approaches into our processes and bring young talent into the industry. While blending our cultural heritage with modern designs, we take product comfort and functionality to the highest level. By placing circular economy principles and environmentally friendly materials at the center of our production processes, we create sustainable collections that minimize our ecological footprint. Through academic partnerships supported by our innovative vision, we aim to add lasting value to the fashion industry.

Thanks to the strategic collaborations we conduct with academic institutions, we bring our cultural heritage together with advanced technology and build the future of sustainable fashion together with young talent through innovative, circular economy focused designs.

Equal Opportunity in Education

We run our TEV Scholars project with the aim of supporting equal opportunity in education, contributing to social development, and supporting the educational journeys of disadvantaged students. Within the scope of the project, which we carry out under the ownership of our Human Resources and Corporate Communications departments in collaboration with TEV, we provided scholarship support to 300 female students in 2025. Through this project, we aim to support young women's education, contribute to the development of their professional skills, and help them enter the better prepared business world.

In 2025, we supported equal opportunity in education by providing scholarship support to 300 female students in collaboration with TEV.

Within the scope of International Women's Day on March 8, we published announcements about the project in newspapers and invited the scholarship recipients to our headquarters, bringing them together with our organization. In the period ahead, we plan to actively include our female scholarship students in mentoring processes as well as in internship and employment opportunities.

Through the 47th Istanbul Marathon Corporate Run Participation Project, another collaboration we conduct with TEV, we aimed to support young people's education and contribute to equal opportunity in education. Within the scope of this initiative, carried out under the ownership of our Corporate Communications and Human Resources teams, we completed the application processes in August 2025 and participated in the Istanbul Marathon on November 2, 2025. In this project, carried out with the support of TEV, the İyilik Peşinde Koş Platform, and Adım Adım, we took part in the marathon with our 54 member Ipekyol Group Running Team and provided financial support to the project through individual campaigns. By taking part in the 47th Istanbul Marathon with our 54-member running team, we raised TRY 16,000 in donations and contributed to young people's educational journeys.

Among the 76 organizations running for TEV at the 2025 Istanbul Marathon, we ranked 37th in terms of donation amount, raising a total of TRY 16,000. During the project, we made participation announcements to our employees, managed applications, ensured our runners were informed about the campaign processes, and regularly conducted communication regarding the race-day organization. We also designed a special jersey for the run and shared it with members of the press. In line with the positive impact created by our employees' active participation in this good cause, we aim to increase participation in the 2026 Istanbul Marathon and the support given to the campaigns.

Our Culture of Social Impact

We strengthen our social contribution approach not only through projects aimed at external stakeholders, but also through practices that support our employees' participation. To strengthen internal communication, we support our employees' volunteer participation through social projects such as İMECE. Through the "We Plan the Future Together" managers' meetings, we aim to disseminate our strategic values across the organization.

Through the İMECE social projects and the "We Plan the Future Together" managers' meetings, we carry out practices that support employee participation and strengthen our culture of social impact.

Through the internal communication calendar, training programs, and social events we implement throughout the year, we contribute to strengthening our shared corporate culture. While increasing interaction among our employees through the events we hold, we create a sustainable and inclusive working environment. Through all this work, we aim to contribute to sustainable development goals in social and environmental areas as well as beyond economic value creation. Women's education and environmental sustainability are among the core strategic priorities of this approach.

EMPOWERED BY WOMEN, GROWING STRONGER TOGETHER



Women make up 83% of Ipekyol Group's workforce. From design and production to retail and management, this strong collective presence plays an integral role in shaping our brand identity.

We believe that investing in the future of women begins with education.

Through our collaboration with the Turkish Education Foundation (TEV) and the "Ipekyol Group Workshop" at Bursa Necatibey Girls' Vocational and Technical Anatolian High School, we support young women throughout their educational and professional journeys.

Happy International Women's Day.

IPEKYOL GROUP



Appendices

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Performance Indicators

Financial Performance Indicators

Economic Value Generated	Unit	2023	2024	2025
Economic Value Generated	TRY	5,640,438,985	9,306,843,416	12,235,260,832

Environmental Performance Indicators

ENERGY AND EMISSIONS MANAGEMENT

Headquarters				
Non-Renewable Direct Energy	Unit	2023	2024	2025
Gasoline	liters	43,592	49,037	51,292
Diesel	liters	69,491	74,438	57,995
Natural Gas	Sm ³	30,435	31,462	31,484
Non-Renewable Indirect Energy	Unit	2023	2024	2025
Electricity	kWh	703,041	868,846	794,261
Street Stores				
Non-Renewable Indirect Energy	Unit	2023	2024	2025
Electricity	kWh	-	799,537	766,678

Environmental Performance Indicators

Edirne				
Non-Renewable Direct Energy	Unit	2023	2024	2025
Diesel	liters	1,889	1,312	1,242
Natural Gas	Sm³	1,142	163,313	168,149
Non-Renewable Indirect Energy	Unit	2023	2024	2025
Electricity	kWh	280,758	368,637	362,916
Energy Obtained from Renewable Sources	Unit	2023	2024	2025
Solar	kWh	1,027,046	1,238,799	1,502,208
Greenhouse Gas Emissions				
Greenhouse Gas Emissions	Unit	2023	2024	2025
Scope 1 Emissions	tCO ₂ e	888.4	726.8	684.6
Scope 2 Emissions	tCO ₂ e	483.9	6,151.5	4,751.8
Scope 3 Emissions	tCO ₂ e	14,748.0	18,408.1	20,183.5
Total	tCO ₂ e	16,120.3	25,286.4	25,619.9

WASTE MANAGEMENT**Total Waste – Headquarters***

By Type	Unit	2023	2024	2025
Hazardous Waste	tonnes	-	-	0.35
Non-Hazardous Waste	tonnes	20.28	25.30	24.68
Total Waste	tonnes	20.28	25.30	25.03
By Disposal Method	Unit	2023	2024	2025
Recovery	tonnes	20.28	25.30	24.68
Total Waste Disposed	tonnes	20.28	25.30	24.68

* At the headquarters, only paper waste is generated. All waste generated is recovered.

Total Waste – Edirne

By Type	Unit	2023	2024	2025
Hazardous Waste	tonnes	0.03	0.22	0.38
Non-Hazardous Waste	tonnes	220	184	90
Total Waste	tonnes	220	184.2	90.4
By Disposal Method	Unit	2023	2024	2025
Recovery	tonnes	220	184.1	90
Other Disposal Method	tonnes	-	0.22	0.38
Total Waste Disposed	tonnes	220	184.2	90.4

Environmental Performance Indicators

Total Waste – Edirne					
By Type		Unit	2023	2024	2025
Hazardous Waste	Contaminated Waste	tonnes	-	-	0.18
	Waste Oil	tonnes	-	0.16	-
	Waste Fluorescent Lamps	tonnes	-	-	0.2
	Medical Waste	tonnes	0.027	0.06	0.03
Non-Hazardous Waste	Waste Paper	tonnes	-	-	5.5
	Textile Waste	tonnes	205.2	172.5	84.5
	Mixed Packaging	tonnes	15.2	11.6	-
By Disposal Method		Unit	2023	2024	2025
Recovery		tonnes	220	184	90

WATER MANAGEMENT**Water Data – Headquarters**

	Unit	2023	2024	2025
Total Water Consumption	m ³	3,095	3,176	3,078
Total Volume of Water Withdrawn	Unit	2023	2024	2025
Third-Party Water	m ³	3,095	3,176	3,078

Water Data – Edirne

	Unit	2023	2024	2025
Total Water Consumption	m ³	-	-	2,172
Total Volume of Water Withdrawn	Unit	2023	2024	2025
Third-Party Water	m ³	-	-	2,172

Social Performance Indicators

WORKFORCE

By Employment Type	Unit	2023	2024	2025
White-Collar – Women	Persons	1,598	1,805	1,836
White-Collar – Men	Persons	259	310	315
Blue-Collar – Women	Persons	359	366	350
Blue-Collar – Men	Persons	156	155	152
Total	Persons	2,372	2,636	2,653

By Contract Type	Unit	2023	2024	2025
Indefinite-Term – Women	Persons	1,898	2,093	2,137
Indefinite-Term – Men	Persons	412	457	457
Fixed-Term – Women	Persons	59	78	49
Fixed-Term – Men	Persons	4	8	10
Total	Persons	2,372	2,636	2,653

By Gender	Unit	2023	2024	2025
Men Share	Persons	415	465	467
	Percentage	17%	18%	18%
Women Share	Persons	1,957	2,171	2,186
	Percentage	83%	82%	82%
Total	Persons	2,372	2,636	2,653

By Gender	Unit	2023	2024	2025
Ages 18–30	Women	940	1,005	1,073
	Men	107	125	128
Ages 31–40	Women	628	723	683
	Men	139	155	153
Ages 41–50	Women	328	364	362
	Men	121	124	121
Ages 51–60	Women	58	75	63
	Men	43	54	55
Over 60	Women	3	7	6
	Men	5	4	9
Total	Persons	2,372	2,636	2,653

	Unit	2023	2024	2025
Employees with Disabilities	Women	25	16	28
	Men	30	23	28

Social Performance Indicators

By Management Category	Unit	2023	2024	2025
Senior Management	Women	7	8	7
	Men	9	10	9
Middle Management	Women	385	427	451
	Men	75	92	94
Other	Women	1,564	1,736	1,728
	Men	332	363	364
Total	Persons	2,372	2,636	2,653

Working Hours	Unit	2023	2024	2025
Part-Time	Women	149	310	303
	Men	4	12	8
Full-Time	Women	1,808	1,861	1,883
	Men	411	453	459

EMPLOYMENT AND TURNOVER

Employment and Turnover (Türkiye)	Unit	2023	2024	2025
Total Number of New Hires	Persons	1,515	1,577	1,246
White-Collar	Persons	1,272	1,362	1,052
Blue-Collar	Persons	243	215	194
Total Number of Departures	Persons	1,312	1,304	1,284
White-Collar	Persons	1,082	1,094	1,097
Blue-Collar	Persons	230	210	187

By Gender	Unit	2023	2024	2025
Men – Number Hired	Persons	227	250	158
Men – Number of Departures	Persons	190	210	176
Women – Number Hired	Persons	1,288	1,327	1,088
Women – Number of Departures	Persons	1,122	1,094	1,108

Social Performance Indicators

By Age	Unit	2023	2024	2025
Ages 18–30 – Hired	Persons	1,083	1,149	932
Ages 18–30 – Departures	Persons	855	913	875
Ages 31–40 – Hired	Persons	277	270	184
Ages 31–40 – Departures	Persons	273	227	274
Ages 41–50 – Hired	Persons	130	133	114
Ages 41–50 – Departures	Persons	153	128	123
Ages 51–60 – Hired	Persons	22	23	25
Ages 51–60 – Departures	Persons	28	31	25
Over 60 – Hired	Persons	3	2	1
Over 60 – Departures	Persons	3	5	2

Employees Taking Parental Leave	Unit	2023	2024	2025
Employees entitled to parental leave	Persons	39	36	53
Employees who took parental leave	Persons	39	36	53
Employees who returned to work after parental leave ended	Persons	31	29	17

TRAINING

Employee Development Training	Unit	2023	2024	2025
Professional Development	Hours	13,296	17,170	74,289
Personal Development	Hours	639	949	646
Total Training Hours	Hours	13,935	18,119	74,935

OHS

Occupational Health and Safety – Edirne				
Occupational Accidents	Unit	2023	2024	2025
Near Misses	Count/Year	0	0	0
Number of Lost-Time Accidents	Count/Year	6	7	4
Lost Days	Count/Year	46	72	23
Number of Non-Lost-Time Accidents	Count/Year	95	18	10
AFR – Accident Frequency Rate*	Rate	-	354.3	171
Fatalities	Count/Year	0	0	0
ASR – Accident Severity Rate**	Rate	0.6	1.02	0.28
Occupational disease rate (ODR)***	Rate	0	0	0

* (Lost-Time Injury Rate) (Number of Accidents x 1,000,000) / Total Working Hours

** (Severity Rate) (Lost Days x 1,000) / Total Working Hours

*** Number of Occupational Diseases x 1,000,000 / Working Hours

Social Performance Indicators

Occupational Health and Safety Training – Edirne				
Occupational Health and Safety Training	Unit	2023	2024	2025
Total Number of Participants	Persons	300	370	339
Total OHS Training	(Person*Hours)	2,400	2,960	1,712
Committee	Unit	2023	2024	2025
Number of Established OHS Committees	Persons	9	9	3
Total Number of Members in Established OHS Committees	Persons	9	9	9
Number of Employee Representatives in Established OHS Committees	Persons	3	3	3
Occupational Health and Safety – Headquarters				
Occupational Accidents	Unit	2023	2024	2025
Near Misses	count/year	34	34	55
Number of Lost-Time Accidents	count/year	1	1	0

Occupational Health and Safety Training – Headquarters				
Occupational Health and Safety Training	Unit	2023	2024	2025
Total Number of Participants	Persons	-	286	159
Total OHS Training (person*hours)	(Person*Hours)	-	2,288	1,272
Committee	Unit	2023	2024	2025
Number of Established OHS Committees	Persons	1	1	1
Total Number of Members in Established OHS Committees	Persons	9	9	9
Number of Employee Representatives in Established OHS Committees	Persons	2	2	2
Occupational Health and Safety Training – Stores				
Occupational Health and Safety Training	Unit	2023	2024	2025
Total Number of Participants	Persons	154	662	1,097
Total OHS Training (person*hours)	(Person*Hours)	1,232	5,296	8,776

GRI Content Index

Statement of use	Ipekyol Group has reported the information cited in this GRI content index for the period January 1, 2025 to December 31, 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No applicable GRI Sector Standard was used.

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Contact

You may share with us your comments, suggestions, and questions regarding the Ipekyol Group 2025 Sustainability Report.

Ipekyol Group

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- Your feedback on our reporting process and our sustainability activities is an important part of the transparent and open communication approach we maintain with our stakeholders. Accordingly, we would be pleased to review all your comments and suggestions regarding our report.

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