



SUSTAINABILITY REPORT 2020

SILVERLINE

ABOUT THE REPORT

With the second sustainability report of Silverline, we aimed to present a summary of our sustainability understanding and performance in the economic, social, and environmental areas to all our stakeholders.

The information included in the report covers the period between 1 January - 31 December 2020, and aims to present the performance of our companies; Silverline Industry and Trade Inc. and Silverline Built-in Appliances Sales and Marketing Inc. These manufacture and sales companies, which constitute all the activities of Silverline Built-in, are shared as "Silverline" in the report.

This report has been prepared in accordance with the GRI Standards: "core" compliance level. In the report, we also included our contribution to the United Nations Sustainable Development Goals.

You can send us any questions, comments and suggestions about our Sustainability Report or our sustainability performance through our website at https://www.silverline.com/bize_yazin/

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MESSAGE FROM CEO



Mustafa Laçın

CEO

Thanks to our waste recycling, 17,634 kg of greenhouse gas formation was prevented and 196,159 kWh of energy was saved.

In addition, we prevented the emission of 113,714 kg of CO₂, saved 515 m³ of waste storage area and prevented the cutting of 261 trees.

Dear Stakeholders,

When 2020 is mentioned, the first thing that comes to people's minds all over the world will of course be the COVID-19 pandemic. We faced an epidemic that changed our entire lives, for which we were not quite prepared. This process, in which we locked ourselves in our homes and spent more time alone with ourselves, led us to see the world from a different perspective. As individuals, we began to realize how fragile our world is, and to see more clearly the problems related to society and the environment.

In this process, researches and developments show that both individuals and companies have become more aware of environmental problems all around the world. Many companies have increased their commitment to sustainability despite the economic difficulties caused by the pandemic.

According to the World Economic Forum's 2021 Global Risks Report, which is based on the views of nearly 700 experts and decision makers around the World, global leaders cite extreme climate events due to global warming and human damage to the environment at the top of the biggest risks of the next decade in comparison to the risk raised by the pandemic. According to the People's Climate Vote research under the United Nations Development Program, which covers 50 countries where 56% of the world's population lives, the rate of those who state that the climate crisis is one of the most urgent issues on a global scale despite COVID-19 is 64%.

It is an undeniable fact that we must take each step by taking our world into consideration. As institutions, the integration of sustainability policies among our main strategies is no longer a necessity, but a must. This is both important for leaving a "better world for future generations" and an advantage for corporations. Right now investors and consumers pay attention to the sustainability strategies of institutions and make their decisions accordingly. Activities that contribute to society and the environment are not only right for the future of our world, but also provide benefits for the long-term success of institutions.

In addition to the many problems, damages and losses caused by COVID-19, if there is any positive aspect, it is that the pandemic increased the importance given to Environmental, Social and Corporate Governance (ESG). Therefore, despite all the adversities experienced in 2020, we entered

2021 a little more determined and more sensitive to our world. As United Nations Secretary-General Antonio Guterres said in a speech at the General Assembly session, "2020 brought tragedy and peril. 2021 must be the year to change gear and get the world back on track. We need to move from death to health, from disaster to reconstruction, from despair to hope, from business as usual, to transformation. 2021 could be the 'year of possibility and hope'."

As Silverline, we adopt this perspective and take our steps accordingly. In 2020, we took the necessary precautions regarding COVID-19 and adapted to the new conditions brought by the pandemic, while we also put forward important projects on sustainability. With the opinions and suggestions of our Silverline Sustainability Working Group, which is responsible for the dissemination and management of sustainability issues within the company, we advanced our contribution to the United Nations' Sustainable Development Goals (SDGs) on the basis of our corporate values of innovation, respect for the environment and reliability.

We continued to work on digital transformation, which is one of the most important supporters of sustainability. We have implemented many projects on the digitalization of our production processes, products, and customer experience. The share of our innovative products in turnover came close to 40% this year. Our investments in the internet of things (IoT), which have been going on since 2018, reached TRY 2 million in 2020. We aim for our IoT-enabled products to exceed 10% of the total production in 2023, to reach 25% by 2025 and 50% by 2027. With our R&D investments, we continue to adapt environmentally friendly technologies to our products and to design smart and connected products. In the last four years, the expenditures made for our R&D and innovation activities have increased by nearly 700%. In 2020, we made 4 new patent filings.

On the other hand, sustainability in the supply chain continued to be among our priorities. We are committed to improving the environmental and social impacts of our suppliers in line with our sustainable growth target. We manage our supplier selection through our evaluations that measure the issues we have determined such as environmental management and working conditions. We conducted 7 environmental audits for our suppliers in 2020, 60% of our suppliers passed the audit.

At Silverline, we try to reduce our environmental impact in all our activities with a life cycle perspective. By minimizing natural resource consumption, we turn to renewable energy use with sustainable energy policies.

Our packaging groups consist of recyclable materials, we register our packaging with the use of green dot brand.

As a result of our zero-waste target and integrated waste endeavors that started in 2018, our production center was awarded the Zero Waste Foundation Level Certificate by the Ministry of Environment and Urbanization. We have implemented projects and practices that will save energy within the framework of the ISO 50001 Energy Management System, and we have achieved 141% more energy savings compared to 2018. We created added value by recycling a total of 268 tons of waste with our solid waste recycling project. 201,000 kg of raw material savings from metal raw material recycling; we saved 9,750 liters of oil from glass raw material recycling. Thanks to our waste recycling, 17,634 kg of greenhouse gas formation was prevented and 196,159 kWh of energy was saved. In addition, we prevented the emission of 113,714 kg of CO₂, saved 515 m³ of waste storage area and prevented the cutting of 261 trees.

We say that what we do today is the guarantee of what we will do in the future, and as always, we guarantee that we will pursue our activities in a way that is conscious to the environment and society and contributes to it.

Our investments in the internet of things (IoT), which have been going on since 2018, reached TRY 2 million in 2020. We aim for our IoT-enabled products to exceed 10% of the total production in 2023, to reach 25% by 2025 and 50% by 2027.



About Silverline

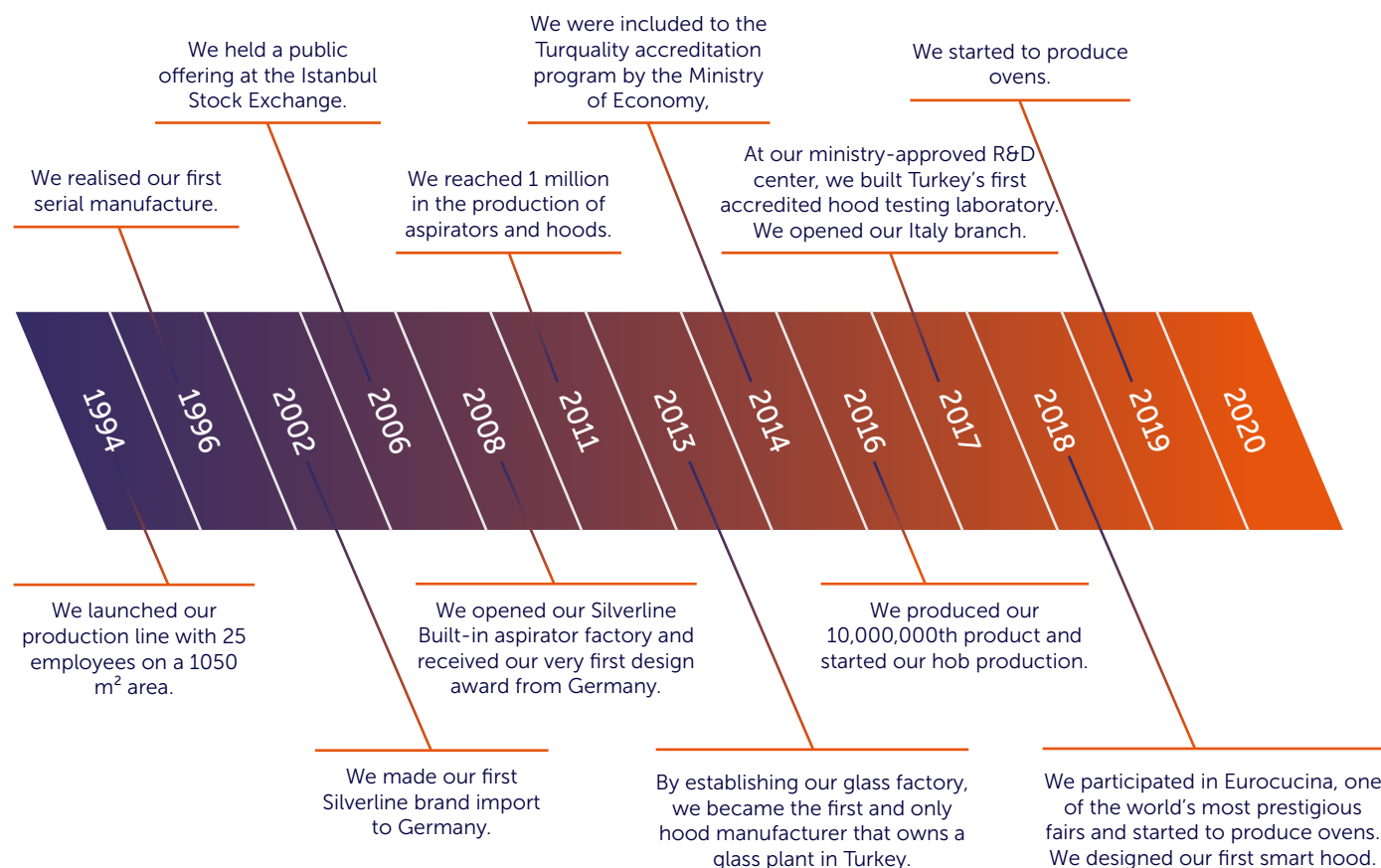


Our Vision

To be a reliable brand that makes your life enjoyable

Our Mission

Transforming kitchens into attractive living spaces with our innovative designs and environmentally friendly solutions



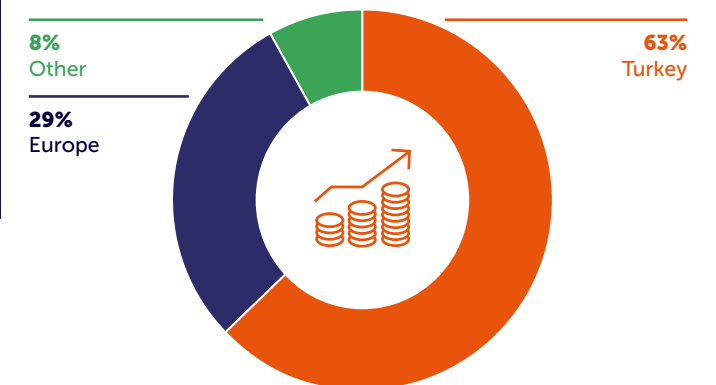
*First built-in company in the industry to have a glass processing plant.

The only manufacturer company that has ISO 17025 Standard while meeting all the requirements for energy label testings within our accredited laboratory.

Net Sales Revenue (Million TRY)



Sales Revenue by Region



EXPORT MARKETS: Algeria, Argentina, Australia, Azerbaijan, Bahrain, Bolivia, Bosnia and Herzegovina, Bulgaria, Chile, Colombia, Crimea, Croatia, Czech Republic, Cyprus, Denmark, Egypt, England, Estonia, Ethiopia, France, Gambia, Georgia, Germany, Ghana, Greece, Hungary, India, Iran, Iraq, Israel, Italy, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Latvia, Lebanon, Libya, Lithuania, Macedonia, Malaysia, Moldova, Montenegro, Morocco, New Zealand, Nigeria, Norway, Palestine, Poland, Portugal, Reunion Islands, Romania, Russia, Saudi Arabia, Serbia, Singapore, Slovakia, Slovenia, Spain, Sudan, Syria, Taiwan, Tajikistan, Thailand, Tunisia, Turkmenistan, UAE, Ukraine, USA, Uzbekistan, Venezuela, Vietnam

OUR MANAGEMENT APPROACH



//AT SILVERLINE, WE ARE WORKING TO BE A RELIABLE, RESPECTABLE, RESILIENT, RESPONSIBLE AND INNOVATIVE COMPANY FOR ALL OUR STAKEHOLDERS.//



Our management approach guides us in our goal of creating sustainable value for all our stakeholders. With this guidance, we, as a company, adapt to global trends.

While preparing our strategic plans at Silverline, we base not only financial success, but also the understanding of creating sustainable value. We measure, develop and improve the sustainability expectations that stand out for us and our stakeholders in our activities.

We adopt transparency and accountability in our business practice, and comply with all laws and regulations in the geographies where we operate. Our company, whose 46.6% shares are traded on Borsa Istanbul, is managed ethically and transparently in compliance with the corporate governance principles of the Capital Markets Board ("CMB"). In addition, as a publicly traded company, we provide financial reporting for financial and credit institutions such as KGK, BRSA, and relevant public institutions and organizations.

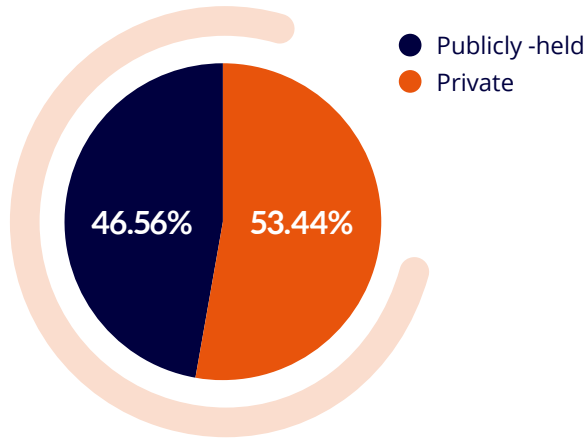


Detailed information about Silverline's corporate governance structure, policies and Board of Directors can be found at <http://yatirimci.silverline.com.tr/index.asp?id=5> and <http://investor.silverline.com.tr/index.asp?id=16> at the addresses.

CORPORATE GOVERNANCE

The Board of Directors is Silverline's highest level strategic decision-making body. It is responsible for determining corporate targets, ensuring compliance with corporate governance principles, determining and managing strategic orientations, and ensuring the operability of risk management and control systems. The Audit Committee, Corporate Governance Committee and Early Risk Detection Committee continue to work under the Board of Directors, representing Silverline.

Silverline Partnership Structure (%)





RISK MANAGEMENT AND COMPLIANCE

We regularly review all financial or non-financial risks that may affect our operations. Accordingly, the Early Detection of Risk Committee is responsible for the early detection of risks, taking the necessary measures against the identified risks and managing them. We proactively monitor our risk management activities under the responsibility of the Board of Directors. We identify and analyze risks and opportunities that may affect our company's goals that may also concern our stakeholders.

We take actions within the framework of the policies determined by the Board of Directors in order to prevent risks or to minimize their effects. We present the risk reports we create at the end of each year to the senior management.

We develop preventive approaches by identifying the factors that pose a threat to our 5-year strategic goals at Silverline. All departments manage the risks related to strategic goals in their areas of responsibility with their own internal control mechanisms.

In the process of rating risks and determining management strategies, the financial and operational impacts of risks as well as their environmental, compliance and social impacts are evaluated. In this context, issues such as fire, occupational health and safety, environment, employee rights and abuse are to be found in our corporate risk map.

The relations of our employees among themselves and with our stakeholders are shaped in line with the Code of Ethics and Implementation Principles in the disciplinary regulation. Our

business practice at Silverline is determined by the ethical codes of conduct, the fight against corruption and social responsibility as described in the said regulation.

We are trying to raise awareness among employees about the risks by dealing with occupational health and safety risks with a proactive approach. Our occupational safety experts and workplace doctor work in cooperation for all risky situations during daily field controls. We create OHS Risk Analysis Reports and determine preventive measures. We aim to eradicate all risks with the measures we take such as health surveillance, department-based trainings, and periodic controls of employees and equipment. We share our «Safe Workplace Booklet» with each of our employees and periodically raise awareness within the company on the subject. We aim to prevent and reduce our environmental and social risks with the trainings we provide to prevent work and vehicle accidents.

We also attach importance to combating cyber attacks and information security risks that arise with technological developments. Since 2016, we have been performing our IT processes with ISO 27001 management system

certification. Thus, we minimize the loss that may arise from the risks that may occur against our corporate information assets and ensure the continuity of our activities in a systematic way in case of any interruption that may arise.

In line with the Risk and Opportunity Management Procedure we have published, we determine the risks of Silverline against information assets and take precautions against these risks and evaluate the opportunities brought by the risks and implementation. Every year, we subject our work to internal and external audits. We are audited by TÜRKAK (Turkish Accreditation Agency) and update our certificates accordingly. Within the scope of the Information Security management system, we provide user development with periodic trainings at all points.

We receive training and consultancy services that will increase the knowledge and skills of our SOME (Computer Emergency Response Team) and IT teams on information technologies and cyber security. In order to strengthen our IT infrastructure, we secure our systems through independent organizations with periodic penetration tests.



INTERNAL AUDIT AND CONTROL

We carry out internal audit activities that secure our management systems with a risk and process focus in order to control compliance with corporate policies and principles and determined strategic targets. We convey the findings obtained regarding the risks identified in our internal audit activities, where we focus on corruption and abuse, to the relevant units and create improvement suggestions. The work carried out within the scope of internal audit and control at Silverline is presented to the Corporate Governance Committee, which continues its activities under the Board of Directors, through reports.

ANTI-CORRUPTION

At Silverline, we have high standards to prevent corruption and bribery. Our financial relations with all our business partners, especially public institutions and organizations, are subject to independent auditing. In accordance with our ethical principles, all of our employees are obliged to report situations that violate the rules or are suspected of bribery and corruption. Necessary confidentiality measures and other measures have been secured by the system in order to prevent our employees who have informed us from encountering a negative situation. All reports are meticulously evaluated by the Ethics Committee. Our rules regarding the fight against bribery and corruption are binding on all our stakeholders, primarily suppliers and business partners, as well as employees. During the reporting period, there were no penalties for non-compliance with social, environmental and corruption-related laws.

SUPPLY CHAIN MANAGEMENT

At Silverline, we prefer long-term collaborations with suppliers who adopt our business ethics approach and consider sustainability effects. We are based on improving the environmental and social impacts of our suppliers in line with our sustainable growth target. For this reason, sustainability in the supply chain is among our priorities.

We manage our supplier selection with our evaluations that measure the issues we have determined such as occupational health and safety management, environmental management and working conditions. After the answers to the 23-item question set, inspections and approval of our Quality Control and R&D units, we receive dummy orders.

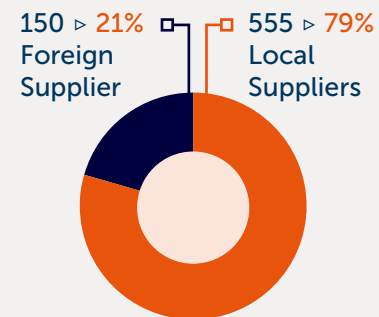
We support the local economy by focusing on local suppliers in our purchasing budget. Thus, we minimize our environmental impacts from logistics. Transparency, commitment, long-term cooperation and growth together lie at the core of our relationships with our suppliers.

Although the negative effects of the COVID-19 pandemic were clearly reflected on the supply chain in 2020, we significantly reduced the impact on production functions by making preliminary supplier agreements, purchasing from the spot market using cash if necessary, and taking quick reactions with alternative suppliers. As a result of our local procurement policy and trust-based relationships with our suppliers, we have ensured our business continuity.

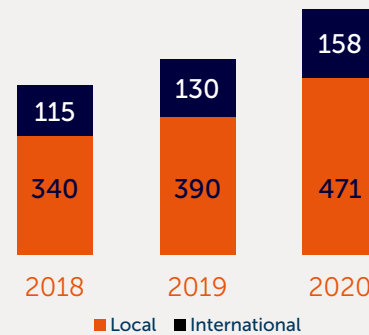
Supplier Evaluation Criteria:
ISO 9001, ISO 14001, ISO 45001 Standard,
Quality Policy and targets,
Corrective and preventive actions,
Inappropriate product management,
Employee development programs,
Material management



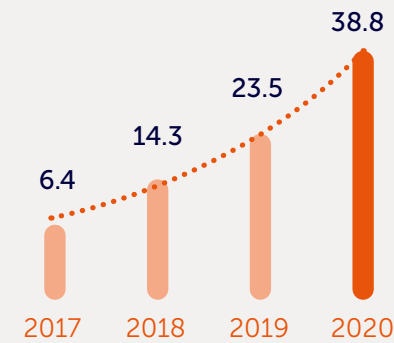
NUMBER AND RATE OF LOCAL SUPPLIERS IN THE SUPPLY POOL (%)



LOCAL SUPPLY RATE IN PURCHASING BUDGET BY YEARS - (MILLION TRY)



TURNOVER INCREASE OF SUB-INDUSTRY COMPANIES WE SUPPORT (MILLION TRY)



CONFLICT MINERALS

//In line with our understanding of responsible raw material use in our products, we prevent the use of conflict minerals in all our business processes. We comply with the guidelines and restrictions published by the UN and OECD, and do not participate in the financing of human rights violations and armed insurgencies.//

With the consultancy support we provide, we provide information to sub-industry companies on quality standards, investment areas and operating arrangements. Thus, in line with our sustainable growth target, we minimize the risks in the supply chain, increase efficiency in processes and earn together with our suppliers. The turnover of the sub-industry companies we supported in 2020 increased by approximately 65% compared to 2019. In addition, rapidly growing sub-industry companies created added value by providing employment in the region.

We conduct regular supplier process audits within the scope of our supplier audit plans. In case of nonconformity in the audit results, we follow the developments of our suppliers by taking actions such as

process improvements, material changes and the follow up of requests for quality control devices that we want to be purchased.

We monitor the performance of suppliers with critical impacts through weekly action and improvement follow-up meetings. We carried out 7 environmental audits for our suppliers in 2020, 60% of our suppliers passed the audit.

With our specification trainings, we ensure that the responsible purchasing principles that we expect from our suppliers are adopted. During the reporting period, we provided a total of 56 person*hour training to 28 companies in 28 days.

We increased the number of suppliers in our digital purchasing program by 6%.

The turnover of the sub-industry companies we supported in 2020 increased by approximately 65% compared to 2019.

We provided a total of 56 person*hour training to 28 companies in 28 days.

SUSTAINABILITY IN SILVERLINE

The COVID-19 pandemic has acted as a magnifying glass for many issues affecting the world. While mega trends such as climate change, demographic and social changes, increased urbanization and technological developments shape our world, the vulnerabilities of the global system are also emerging. Consumers' expectations, living conditions and habits are also changing rapidly in line with these trends. All these rapid changes invite the players of the business world to consider environmental and social performance beyond mere financial success.

At Silverline, we define innovation, respect for the environment and reliability as our corporate values. These values give us a long-term perspective. We strategically evaluate the impacts of our activities and products for our natural environment and all our stakeholders. Our participatory management structure and strong communication with our stakeholders make it easier for us to incorporate our sustainability understanding into our business processes and products.

The Silverline Sustainability Working Group, which is responsible for the dissemination and management of sustainability issues within the company, monitors our performance and trends in this area. The Board of Directors is involved in the process by evaluating the views and suggestions of the Working Group.

SUSTAINABILITY PRIORITIES

We formed our prioritization matrix as a result of the prioritization study consisting of research studies, stakeholder surveys and workshops in 2019. We have determined our sustainability priorities in line with global sustainability trends, peer company practices, corporate strategic plans and stakeholder expectations.



You can find the details of our materiality process on page 11 of our 2019 [Sustainability Report](#).

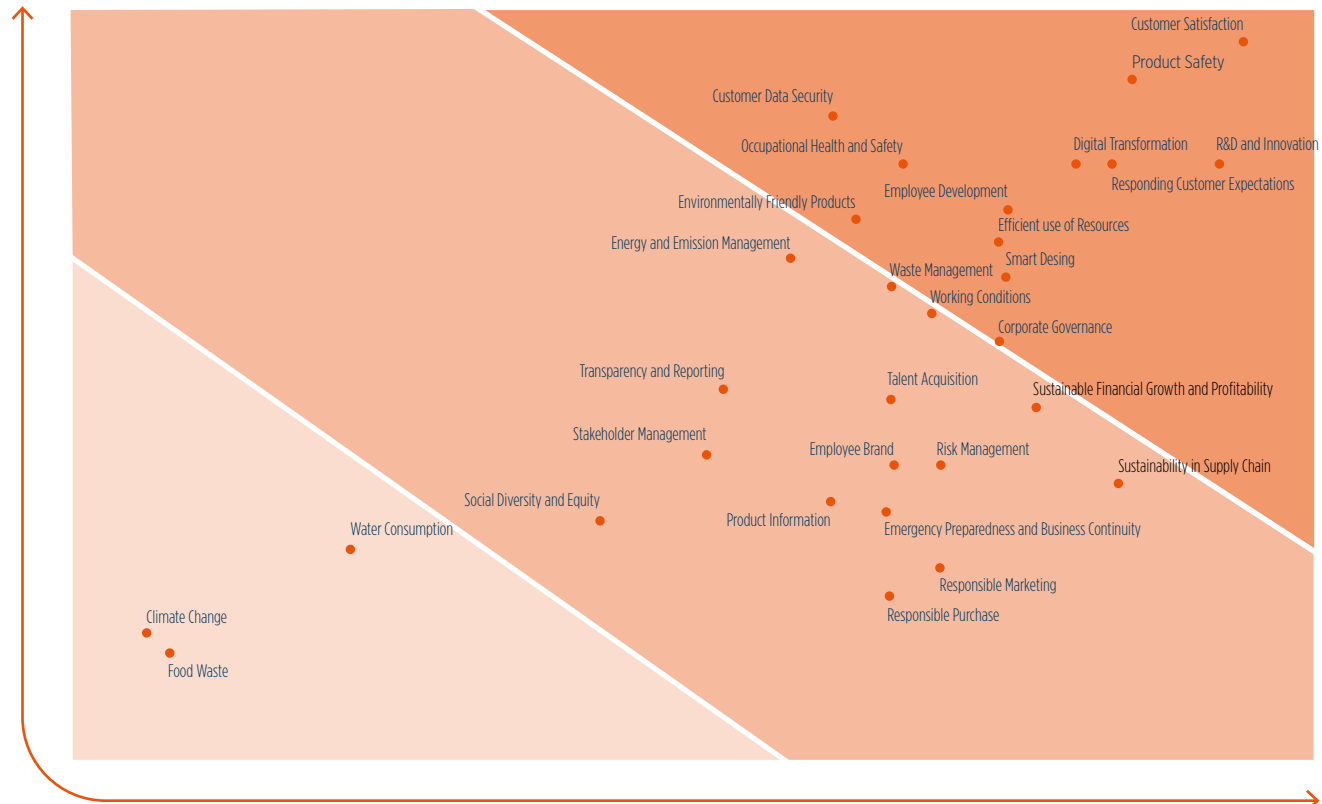
Resources we refer to when determining our sustainability priorities:

- » Corporate strategies
- » Corporate values
- » Stakeholder expectations
- » Global sustainability trends
- » Sectoral requirements
- » Corporate engagements
- » UN Sustainable Development Goals





MATERIAL ISSUES



SUSTAINABILITY EXPECTATIONS ACCORDING TO STAKEHOLDER GROUPS

Material Issues	Dealers	Business Partners	Academic Institutions	Suppliers	Customers
Product Quality and Safety	✓	✓	✓	✓	✓
Working Conditions	✓				✓
Customer Data Security	✓	✓			✓
Occupational Health and Safety	✓		✓		✓
Digitalization				✓	✓
Environmentally Friendly Products	✓	✓	✓		✓
R&D and Innovation			✓	✓	
Customer Satisfaction		✓	✓	✓	
Efficient Use of Resources	✓				
Responding Customer Expectations		✓			
Corporate Governance	✓		✓		
Smart Design				✓	
Employee Development				✓	
Sustainable Financial Growth and Profitability		✓			
Energy and Emission Management		✓			
Transparency and Reporting	✓				
Sustainability in Supply Chain				✓	

OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

Sustainable Development Goals (SDG) determined in 2015 is a call for action for governments, companies and non-governmental organizations to collaborate and act in areas critical to a sustainable future. As Silverline, we support the United Nations Sustainable Development Goals and fulfill our responsibilities for sustainable development. We believe that we directly contribute to 5 goals in line with our operations.



Goal 3: Good Health and Well-being: As a manufacturing company, we strive to provide the best possible health conditions for employees with occupational health and safety practices.



Goal 4: Quality Education: We provide access to vocational training and lifelong learning opportunities for our employees.



Goal 8: Decent Work and Economic Growth: To provide our employees with the working conditions they deserve, we take international standards as a guide. In procurement, we ensure fair working conditions and we are legally against

employing child labor and forced labor. We increase production and economic growth with our investments in R&D and innovation.



Goal 9: Industry, Innovation and Infrastructure: We support innovation and innovative products for sustainable development.



Goal 12: Responsible Consumption and Production: We adopt a circular economy-based production model, use natural resources efficiently, increase reuse with effective waste management, and prefer environmentally friendly disposal methods.

OUR MATERIAL ISSUES AND SDG'S WE CONTRIBUTE:



STAKEHOLDER RELATIONS

As Silverline, we pay attention to regular communication based on full-time interaction with our stakeholders. With the awareness that each stakeholder group has different expectations and characteristics, we continue our communication with our different stakeholder groups on many platforms. Within the scope of stakeholder communication, we contribute to our corporate knowledge with the organizations of which we are members.

Stakeholder Group	Expectations from Silverline	Our Response	Our Communication Methods
Authorized Services	Providing the necessary technical equipment	With regular technical training, we increase the speed of finding solutions for our authorized services.	Annual service meetings, technical trainings, service visits, audits, expectation surveys
Dealers and Distributors	Clear strategic plans	We share Silverline's targets with our dealers through regular dealer meetings.	Visits, surveys, call center, Sales Support Personnel Satisfaction Survey, dealer meetings held every 2 years
End Users/ Consumers	Technological products suitable for lifestyle; quality of after-sales services	We adapt to changing lifestyles with our product portfolio, which we update every year. We are constantly increasing the competency of our authorized services.	Consumer satisfaction surveys, Call center, sikayetvar.com, web sites and uninterrupted communication via social media accounts
Our Suppliers	Financial and Technical Support	We win together with our suppliers through long-term, trust-based relationships and supplier development programs.	Annual audits and training programs, Supplier support programs
Our Employees	A participatory, fair employer that cares about professional development	We invest in employee development programs. Via open communication, we understand the expectations of our employees and shape our systems and processes according to these expectations.	Annual employee satisfaction surveys, regular training programs, suggestion systems, complaint mechanisms



Our Memberships:

Istanbul Chamber of Commerce
 White Goods Manufacturers' Association of Turkey
 Merzifon Chamber of Commerce
 Central Anatolian Exporters' Union
 Istanbul Minerals and Metals Exporters' Association
 OAİB-Makine ve Aksamları İhracatçıları Birliği
 Istanbul Ferrous and Non-Ferrous Metals' Exporters' Association
 Elektrik ve Elektronik Geri Dönüşüm ve Atık Yönetimi Derneği İktisadi İşletmesi (ELDAY)
 Turkish Quality Association (KalDer)
 Kitchen and Bathroom Furniture Industrialists and Importers Association (MUDER)

144
Service
Satisfaction
Survey

82.5/100
Service
Satisfaction
Score

8.9/10
Dealer Satisfaction
Score

Brand
Participation
Quantity
4109

7
Supplier Audits





WHAT KIND OF A WORLD? GLOBAL TRENDS

While responding to today's needs, we do not forget to consider the future in light of global trends that shape our world. In a world of trends that is constantly changing, we are redefining the way we practice business through our evaluation work at Silverline.

DIGITAL TRANSFORMATION AND INDUSTRY 4.0

New technologies affect our lives as well as the business world. COVID-19, on the other hand, has accelerated the digital transformation in the world. While digital transformation changes the way companies relate to their stakeholders, it also changes corporate culture beyond digital products and services. Integrating this transformation into all areas of business processes helps us create a sustainable world.

While the internet of things, smart devices and fast access to big data are rapidly changing the way of making business; at Silverline, we implement projects on the digitization of our production processes, products and customer experience.

While we carry our internal processes to a large extent with SAP modules, we ensure a high degree of digitalization in our supply processes with the VEPO system. Connected, instant and remotely accessible devices are among the prominent digital trends in our industry. In this context, the share of our innovative products in turnover approached 40%. (39%) Our IoT investments reached 2 million TRY in 2020.

We are working to adapt our production areas to the smart factory concept for high efficiency,

flexibility and reducing unit costs in production processes, and we follow up-to-date automation technologies.

Cyber security is a risk that must be taken with strict measures brought by digitalization. At Silverline, we carry out studies and investments to protect information privacy and security.

EPIDEMIC DISEASES

The COVID-19 pandemic, the effects of which started to be seen in 2019, changed our lives, ways of doing business and our priorities all over the world. This period full of uncertainties threatened the health of our employees and our business continuity. With the decisions we made during the pandemic, we quickly adapted to the new conditions. Thanks to our digitalization investments, we have enabled remote job tracking and flexible working models.

By providing all necessary health and hygiene conditions in our factories and offices, we were entitled to receive the TSE COVID-19 Safe Production Certificate. We have provided our customers and healthcare professionals with privileges such as free care, priority in our home delivery service, and late-time service.

TALENTED EMPLOYEES

Digital transformation, which changes the dynamics of business life, brings with it the need for a workforce with new competencies. The decline in the number of talented employees threatens companies. At this point, it is important that companies, public institutions, educational

institutions and individuals work together in order to realize the talent transformation in the face of developing technologies and changing needs.*

We believe in the power of talented, high-potential and competent employees in line with our strategic goals. As a young and developing company, we offer talent transformation programs to our employees at Silverline that will strengthen their personal development and professional competencies, with our focus on continuous improvement. With our dynamic organizational structure, we provide our current and potential employees the flexibility to open new areas in our organization. With the remote working model that we started with the pandemic, we aim to be a company of choice by adopting new generation working models and culture.

COMBATING CLIMATE CHANGE AND DIMINISHING NATURAL RESOURCES

Increasing world population and industrial production pose serious dangers to the protection of natural resources. According to the World Economic Forum's (WEF) 2021 Global Risk Report, environmental risks such as extreme weather conditions, climate crisis, human-induced environmental destruction, loss of biodiversity rank higher than their probability of occurring in the next decade. At Silverline, we address the climate crisis, which presents complex challenges for many stakeholders, along with its risks and opportunities. The future of water, energy and natural resources is at risk. In the face of this risk, we deem it an opportunity to extend the sustainable

production and consumption model to all our production processes and products. In this context, at Silverline, in line with our circular economy approach, we minimize our natural resource consumption and implement environmentally friendly energy and waste management.

COMPLIANCE WITH CHANGING REGULATIONS

Worldwide financial crises, political uncertainties and the changes brought about by the ongoing pandemic increase the prominence of following the changing regulations and compliance risk in the business world. As a company with a wide supply chain, we monitor and analyze new international regulations and proactively manage our processes for timely and accurate integration. The EU Green Deal, announced by the European Union as a new growth strategy, creates a driving force for companies to become

carbon neutral with the regulations it brings forth. In order to comply with these regulations, we use our resources efficiently and produce environmentally friendly products with a circular economy approach in the countries where we operate.

INCREASING EXPECTATIONS OF QUALITY OF LIFE

In all sectors, new generation consumers demand different products from companies, and their consumption patterns are changing. 40 percent of consumers shop more online than they ever did before. Services such as customizable products, experience-based shopping, and personalized discounts are expected to come to the fore in our sector.

Being active in digital channels is gaining importance in the eyes of consumers. It is predicted that companies that can satisfy their customers more with their operational processes, make their

lives easier, save time, guide them and feed with their experience in the coming years will gain a competitive advantage. To stay competitive, brands need to develop sustainable marketing strategies through wide channels.

At Silverline, we offer our customers the opportunity to choose products without leaving their homes, with our virtual store, which we launched in January 2021. We plan to implement the augmented reality application of our products in the coming years. With this application, we will enable our customers to view products with experiences specially designed for them.

As a company that follows innovation, we increase the share of hybrid and smart products that meet the expectations of consumers in our product range. We attach importance to acting together with the entire value chain to develop user-friendly products with reduced environmental impact.



RESPONSIBLE PRODUCTS



//INCREASING URBANIZATION, CHANGING LIVING CONDITIONS AND EXPECTATIONS OF CONSUMERS, INCREASING ENVIRONMENTAL AND SOCIAL SENSITIVITIES INCREASED THE DEMAND FOR SUSTAINABLE WAYS OF DOING BUSINESS AND PRODUCTS.//



As places we spend long periods of time in our daily lives, kitchens have become a versatile space in our homes. High-tech, integrated systems used in kitchens play an important role in this transformation.

At Silverline, we offer inclusive experiences that make life easier by meeting the expectations of consumers with the products we have developed with a high-tech and efficiency approach. While shaping our products in the processes from product features to design, we consider the environmental effects of the product and its relationship with today's people who use the product.



RESPONSE TO CONSUMER EXPECTATIONS AND CUSTOMER SATISFACTION

Achieving the highest quality in our products is among our high priorities. In order to achieve this goal, we carry out continuous improvement and development studies in our products and services. We increase the satisfaction of our customers, who

are our end users, with the after-sales services we offer.

We regularly conduct consumer satisfaction surveys. In 2020, our consumer satisfaction rate was measured as 8.6/10. We also receive complaints, information,

suggestions and requests from our customers through our call center, [sikayetvar.com](https://www.sikayetvar.com), websites and social media accounts. We identify our points for improvement in the feedback we receive and develop plans to improve our products and services.

WE HELD A DIGITAL DEALER MEETING WITH THE PARTICIPATION OF 750 PEOPLE



As Silverline, we organized the business partners meeting, which we hold face-to-face every year with all our dealers in Turkey and around the world, on the online platform for the first time this year. At the meeting attended by approximately 750 people, our management team shared the activities realized in 2020 and the targets for 2021.

After the presentations and the announcement of the best turnover and award-winning dealers in 2020, economist Prof. Dr. Emre Alkin gave information about the economic developments in the world and the steps to be taken in the shadow of the COVID-19 pandemic.

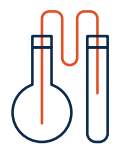


With our "VIP Service" and "Late Time Service" projects implemented in 2019, we provide faster and higher quality service, and we provide maintenance and repair services outside of working hours. During the reporting period, we provided free repair services to our consumers over the age of 65 and healthcare workers for products whose warranty period has expired.

With the strong collaborations we have established with our service, dealers and distributors, we advance the service we provide and increase customer loyalty. We work in coordination to ensure customer satisfaction through regular meetings, technical training organizations, visits and compliance audits. In this context, we listen to the expectations of our stakeholders and control compliance with the quality standards we have determined through audits.

In 2020, our consumer satisfaction rate was measured as **8.6/10**

TURKEY'S ONLY ACCREDITED TEST LABORATORY



As a company that owns Turkey's first and only accredited test laboratory, we perform aspirator and hood performance measurements in full compliance with EN 61591 Standard. In our Safety Laboratory, we conduct our safety tests in accordance with EN 60335-1 and EN 60335-2-31 standards. Our laboratory, which is managed according to EN ISO/IEC 17025 standard, is the only laboratory in Turkey authorized by TÜRKAK for hood performance tests.



PRODUCT SECURITY

As Silverline, we do not compromise on our high-level product safety principle in all processes from production to our logistics operations. We ensure the quality and safety of our products with many national and international standards. We carry out our quality management systems within the framework of the ISO 9001 standard. We test our products with customer usage simulations. We take samples according to the plan with the Quality Control plans and continue our comprehensive product safety work by completing our internal and external inspections.

ENVIRONMENTALLY FRIENDLY PROUCTS

At Silverline, we try to reduce our environmental impacts in all our activities from a life-cycle perspective, and we implement our best practices to design products with a cradle-to-cradle culture. We invest in improving the production processes of environmentally friendly products. Our product mitigation studies, energy labeling studies, chemical reduction project and many of our efficiency projects are examples of these investments. In line with our environmental goals, we are working towards becoming one of the pioneers of the sector with our initiatives.

MANAGEMENT OF CHEMICALS

We work with precision on the chemical properties of the materials we use in our products. Chemical management is based on international regulations. We do not prefer to use chemicals of high importance in our products.

We do not use banned chemicals on the "substances of very high concern" (SVHC) list determined by the European Chemicals Agency (ECHA). We comply with the Minamata Convention and do not include chemicals containing mercury in our products.

We pay close attention to the elimination of environmental effects such as harmful gas emissions during the life of our products. We regularly control the emissions caused by the use of our products and try to limit their emissions.

In our cooling product groups, we limit fluorinated greenhouse gases within the framework of the Kyoto Protocol and use environmentally friendly gas groups.



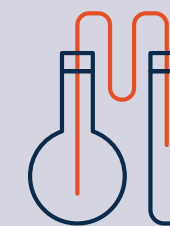
PROJECT FOR THE REDUCTION OF CHEMICAL CONSUMPTION

With the project that started in 2019, the paints in current use have been altered to thin film paints with high opacity. The use of chemicals has been reduced by providing waste improvements through operator trainings and mechanical improvements in the paint line.

- We achieved 30% improvement with the project for reducing paint waste.
- We achieved 57% improvement in chemical consumption with the pretreatment chemical project.
- We achieved a 5% increase in efficiency and a reduction in paint consumption with hanger revisions.

In 2020;

- We continued our efforts to reduce the amount of paint usage by increasing paint opacity. Trial studies have resulted in positive results and serial trials have been started.
- We launched the "oil separator" investment in order to reduce the consumption of pre-treatment chemicals by 15%. Our current gain was 16% above the targeted value.



SMART DESIGN

We offer solutions that make a difference with our designs to make life easier and to offer a more sustainable life in new generation kitchens.

At Silverline, we design our products in line with global trends such as connectivity, user orientation and digitalization. In line with our smart design approach, we meet the expectations of our consumers with our environmentally friendly, energy-saving and customizable innovative products.

85% of oven sales came from derivative projects commissioned in 2020.

60% of total hob sales came from new products.

During the reporting period, we commissioned 170 codes in the oven category. While 110 of these are derivative projects where our existing platforms are adapted to our customers; Structural design changes on 58 existing platforms; 2 of them became new platform projects. 85% of oven sales came from derivative projects commissioned in 2020.

In the hob category, we launched a total of 61 new codes, 36 of which are derivative projects where existing platforms are adapted to customers, 22 of which are structural design changes made on existing platforms, and 3 of which are new platform projects.

With the innovations realized, 2020 was a year in which hob sales increased and products were sold to many markets for the first time. 60% of total hob sales came from new products. In the ventilation product group, we commissioned 566 projects. The added value from innovations is expected to result in 2021.

As one of the leading brands that produce new kitchen technologies that create the new generation kitchen experience, our goal is to increase the number of our products that combine user-oriented approach, innovative perspectives and simple lines.

In the
ventilation
product group,
we commissioned
566
projects.



OUR INNOVATIVE PRODUCTS EQUIPPED WITH SMART DESIGN



SilverConnect -

Connecting the hood and the stove, SilverConnect automatically activates the ventilation as soon as the cooking starts and can adjust the ventilation level according to the cooking temperature. SilverConnect remains active not only during cooking but also afterwards until it cleans the air.

SilverCVS (Central

Ventilation System) - Developed by our R&D Center, SilverCVS provides a high level of energy efficiency by being integrated into the central ventilation system of the buildings. SilverCVS can clean the air without having to start the hood engine and is a remarkable product with its low noise level of 26dB and its self-cleaning features.

SilverFlex - By allowing the hood engine to be transported modularly, SilverFlex technology offers a comfortable kitchen experience to its user. A quiet and comfortable era begins in kitchens with this special technology that enables the ventilation engine, which is the main sound source of the hoods, to be mounted to an external place.

SilverWire - Our steel suspension system called SilverWire allows easy mounting for hoods and provides convenient installation by saving time. With the help of 4 steel ropes easily assembled by one person, the hood can be positioned in the area where it will be used.

PRODUCT INFORMATION

Honesty, reliability and compliance with quality standards in the promotion and information of our products are among our priorities. All kinds of up-to-date information and documents related to our products can be accessed through our website.

In the labeling of all our products, we include information on water, energy consumption and consumer safety of our products, as well as basic information about the product. In addition, the rewards of the products and the benefits they provide are also included on the labels. Our customers can also obtain our promotional materials for information about our products from our sales points whenever they wish.

All of our products are inspected within the scope of PGD, which is regularly conducted by the Ministry of Industry and Technology regarding consumer information. As a result of the inspections carried out in 2020, no non-compliance was detected in our hob, oven and ventilation product groups.

With digitalization manifesting itself in every aspect of life, we also attach importance to customer communication in digital environments. In addition to our TV and radio advertisements, we actively promote our products on social media platforms that allow us to interact with customers instantly.

Our virtual store, which was opened in the first month of 2021, offers our customers the opportunity to choose products without leaving their home. Nearly 100 products are displayed in our virtual store, which can be visited in an elegant store concept. There are also Schöck products, the world-famous sink brand, of which Silverline is the distributor. We plan to implement the augmented reality application of our products in the coming years. With this application, customers will be able to choose products with experiences specially designed for them. You can access the Silverline Showroom [here](#).



AN INNOVATIVE COMPANY



We ranked **126th** in the R&D 250, "Turkey's Top R&D Expenditure Companies" survey, rising **44** steps compared to the previous year.



R&D AND INNOVATION

We are looking for solutions with our R&D and innovation studies to make our products that make today's life easier, compatible with the future. With innovative solutions, we make life easier and safer, protect our resources and create economic added value for our customers.

In our Silverline R&D center, we create value-added projects that meet the needs of the changing world and the expectations of our consumers. We provide competitive advantage with environmentally friendly and technological products that we develop with our goal of developing innovative designs, which are part of our mission, and our understanding of sustainability.

We believe that effective innovation will only happen with the spread of integrated thinking

within the organization. We support our employees at every stage, from innovative ideas to product production. With our R&D investments, we focus on solutions for problems that closely concern our industry. We ensure the adaptation of environmentally friendly technologies to our products, and we design smart and connected products.

We protect innovative studies developed in our R&D Center with patents and utility models. We filed 4 patent applications in 2020. We maintain academic collaborations with universities, which we carry out with the understanding of Open Innovation.

In the last four years, the expenditures made for our R&D and innovation studies have increased by nearly 700%.

In the last four years, the expenditures made for our R&D and innovation activities have increased by nearly **700%**.

We filed **4** patent applications in 2020.

AWARDS GRANTED IN 2020



Award	Award Description	Model
IDA	Gold	7110
IDA	Bronze	4390

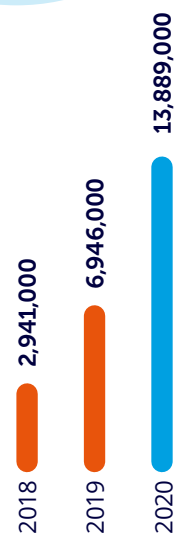


IN-HOUSE ENTREPRENEURSHIP FOR RECENT GRADUATES

It is important for us that the concept of innovation is embraced by the young workforce and added value is created with innovative ideas. Generation Y, who make up a large part of our employees, prefers a business environment where business processes will develop with their own ideas. For this reason, we provide in-house entrepreneurship opportunities to our newly graduated employees in our innovation team. We offer the opportunity to work in projects that they undertake responsibility for at all stages.

We allocated a total budget of **13,889,000 TRY** for R&D and innovation work.

R&D BUDGET (TRY)



HORIZON 2020 PROGRAM -> APRIL – FLEXIBLE HANDLING OF MATERIALS

In this project, which started in April 2020 and is planned to end in 2023, we support the creation of a robot hand supported by artificial intelligence. It is aimed to increase the quality of production and to make it more cost-effective by using the created robot hand in motor cable soldering, motor block assembly or electronic card grouping processes.

DIGITAL TRANSFORMATION

The digital transformation that developed with Industry 4.0 is growing rapidly and changing our ways of communication, life and making business. This change brings advantages such as operational efficiency, process efficiency, meaningful communication with customers and resource efficiency to companies that have assimilated digital culture properly. The digital transformation process that we

started in 2016 is managed by the Information Technologies Directorate. At Silverline, we handle digital transformation in 3 different areas: production processes, product groups and customers. Digitization, which accelerated with the pandemic, started to reveal new experiential approaches in every field from consumer habits to cultural interactions. Trends such as instant access to products, remote control,

and personalized products stand out in the white goods sector we are in. We produce future-oriented products by using technologies such as robotics, artificial intelligence, internet of things (IoT), data analytics in our production processes.

Our primary goal is to minimize errors and losses and increase productivity via new technologies. In this direction, we carry out all sales, order, SSH (Secure Shell), human resources and production processes in computer systems with SAP modules. With the VEPO system, we ensure a high degree of digitalization in our supply processes. We use the Trex MES system to collect data from production sites and to reflect work orders created in SAP to the field.

We are working on robot technologies under the leadership of our automation team. We pursue our projects regarding the realization of RPA processes and non-value-added business processes entirely by robots in

the following years. Since 2018, we have been making serious investments in the Internet of Things (IoT). Our IoT investments reached 2 million TRY in 2020. As a result of our IoT-focused projects, we have provided our customers with the comfort of remote accessibility with various applications in many of our products, from the ventilation product group to the cooker product group. We aim for our IoT-enabled products to exceed 10% of the total production in 2023, to reach 25% in 2025 and 50% in 2027.

You can find more detailed information about how we integrate digital transformation into our product groups in our "Smart Design, Innovative Products" section. We also enrich our customer experiences with digital transformation. We digitize our sales and after-sales processes and ensure that the workflow is faster and more efficient.

We digitized our sales and after-sales processes with the SAP CRM module. We have completely digitized the online ordering, collection and balance tracking processes of our customers at dealers. With the PIM system, we publish personalized digital content for our customers and make product promotions and campaign announcements.

Our long-term goal is to strengthen our digital infrastructures and channels and evolve into a more agile and flexible company together with all our stakeholders.

CUSTOMER DATA PRIVACY

With the risks brought by digitalization, the importance of information security and privacy has increased and it has become one of the critical issues in the world of business. We see the monitoring of information security and privacy issues as a necessary part of our digital transformation.

With our effective risk management mechanism, we protect the information of our customers and business partners and take precautions. In this context, we carry out our activities within the framework of ISO 27001 Information Security Management System standards. While SOME (Computer Emergency Response Team) provides internal audits against cyber risks that may arise, third parties regularly carry out external audits. We are audited every year by accreditation institutions, especially TÜRKAK (Turkish Accreditation Agency).

We are working and investing to strengthen possible weak points in audited inventories. We provide information security trainings to all our employees in order to strengthen user awareness within the company. We inform senior management about the subject with periodic case studies.

Our efforts to combat information security attacks, which we carry out systematically, are protected by firewall, antivirus and DLP systems, and are monitored instantly with central security policies.



HAPPY EMPLOYEES



//WE BELIEVE THAT HAPPY EMPLOYEES ARE THE MOST IMPORTANT FACTOR IN BECOMING A STRONG COMPANY. WE INCREASE THE SATISFACTION OF OUR EMPLOYEES WITH A PARTICIPATORY, FAIR AND SAFE WORK ENVIRONMENT THAT IS OPEN TO IMPROVEMENT.//



We give priority to the happiness of our employees, who make the greatest contribution to our corporate sustainability. We are aware that happy employees perform better in the business environment. To this end, we offer all our employees a work environment where they can develop themselves and where their motivation and commitment are high. We work with the goal of being a strong employee brand preferred by potential employees.



WORKING CONDITIONS

We guarantee the employee and human rights of all our employees. We organize the working conditions at Silverline through the regulations in the Human Resources Handbook. All human resources processes, guided by the Gümüş Group HR Regulation, are shared on platforms accessible to employees. Thus, we provide our employees with transparent information on issues such as recruitment and placement, rotation, promotion and assignment, working conditions, personal rights and resignations. We review and update our HR practices every year.

EQUAL TREATMENT PRINCIPLE

Providing a working environment enriched by various cultures and talents is among our priorities. At Silverline, we do not tolerate discrimination based on factors such as gender, language, religion, ethnicity and age in our human resources processes. We strive to create a respectful and inclusive work environment. In line with the principle of equal pay for equal work, we approach our female and male employees equally in remuneration. We determine our wage rates according to the job evaluation methodology we use, and we present a balanced wage distribution for our blue and white collar employees both inside and outside the company.

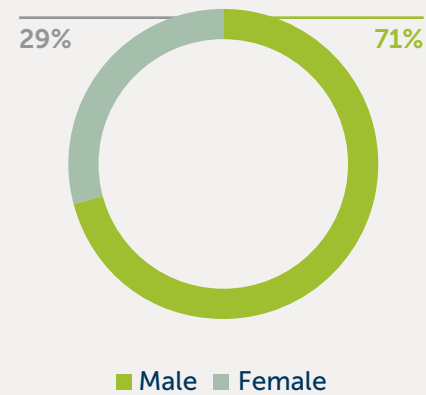
We prevent child labor and forced or compulsory labor, and strive to ensure fair working conditions in our operations and supply chain. We are aware of the importance of women's active participation in all areas of life and in the business world for a sustainable future.

We support the employment of female employees and their participation in managerial positions. We aim to increase the number of female employees working at all levels. We encourage the participation of disabled people in business life. Thanks to our facilitating practices, we design our workspaces to facilitate the work life of disabled employees. Since 2018, we have employed a total of 102 disabled citizens within our company.

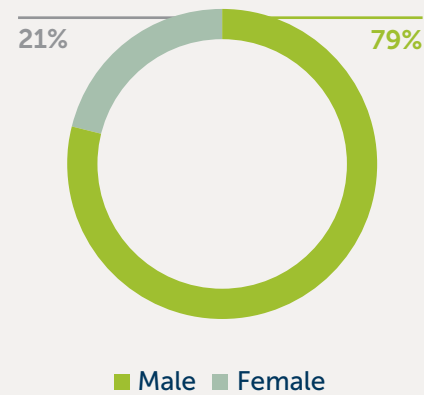
Female employees make up **21%** of our team and **29%** of our senior managers.



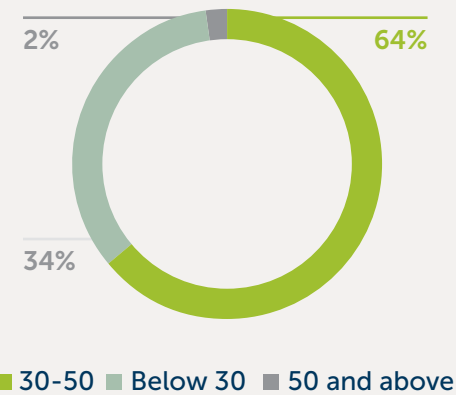
DISTRIBUTION OF SENIOR MANAGEMENT BY GENDER



EMPLOYEE BREAKDOWN BY GENDER



EMPLOYEE BREAKDOWN BY AGE GROUPS



EMPLOYEE ENGAGEMENT AND MOTIVATION

We organize an "Employee Satisfaction Survey" every year in order to increase the loyalty of our employees and strengthen their motivation. Employee engagement was measured at 76% in 2020. According to the survey results, we develop practices that increase the loyalty and motivation of our employees.

Employee engagement was measured at **76%** in 2020.

TALENT ACQUISITION

As a young and developing company, we aim to work with talented, dynamic and competent employees with high potential. In this direction, we consider it our duty to gain qualified workforce and to keep the acquired talents within our structure. We aim to be an attractive workplace for our current and potential employees.

We offer various career opportunities to young talents, who are very valuable for the future of our

During the reporting period, **22** students had the opportunity to pursue internships at Silverline.

country, and develop collaborations with vocational high schools and universities for technical and personal development. We provide them with new employment areas, and we introduce our company and business life closely through internships and technical trips. We provide trade vocational high school students with internship experience under our "Winter Internship Program" between September-June; and university students in the summer months under our "Team Of Stars Internship Program". After the internship, we demonstrate the flexibility to open new areas within the organization for young people with career aspirations. During the reporting period, 22 students had the opportunity to pursue internships at Silverline.

We attend career days organized by universities every year and communicate with students about our "Team of Stars Internship Program" and job opportunities at Silverline. We carry out projects with young people studying at universities at the undergraduate and graduate level and provide technical contributions to them. With our Workplace Training Program, which offers full-time workplace training and project experience to engineer candidates, candidates contribute to the development of their R&D projects.

EMPLOYEE DEVELOPMENT

We believe that an improvement-oriented approach will contribute to the development of both our employees and our company. We design training and development programs that will reveal the potential of our employees.

In 2020, we provided **6,515** person*hours of training to **1,629** employees.

We aim to have a competent, constantly improving, highly committed and solution-oriented workforce with the trainings we have organized within Gümüş Academy. Gümüş Academy trainings include training for dealer employees as well as Silverline employees.

We accompany the employees on their career and personal development journeys by ensuring that they meet with their managers at regular intervals. Thanks to our Leadership School development program, we pre-evaluate our executive candidates and reveal their strengths and aspects that need improvement. Then we prepare a personalized development program. Employees who successfully complete the training and coaching interviews that lasted for about a year, transition to managerial roles.

As an institution, we support the On-the-Job Training program organized by İşkur for job seekers



to gain professional experience, to observe the implementation of the theoretical training they received in practical professions, and to ensure their adaptation to the working environment. Within the scope of the program, we organize trainings for İşkur employees by our internal trainers.

Innovative ideas, being one of our corporate values, increase our work efficiency and make it easier for us to come up with innovative designs. Accordingly, we carefully listen to suggestions from our employees. With our suggestion system, which we launched in 2020, our employees can submit their suggestions via forms. In the suggestion system, which we maintain with the philosophy of Kaizen, 262 suggestions were recorded in 2020, and 77 suggestions were implemented.

We measure the success of our employees fairly through performance evaluation processes. As a result of the meetings we hold every year, we design a career development plan suitable for each employee. During the reporting period, we provided performance feedback to 90% of our employees.

In 2020, **262** suggestions were recorded, **77** suggestions were implemented.

EMPLOYEE TRAININGS (PERSON*HOUR)





OCCUPATIONAL HEALTH AND SAFETY

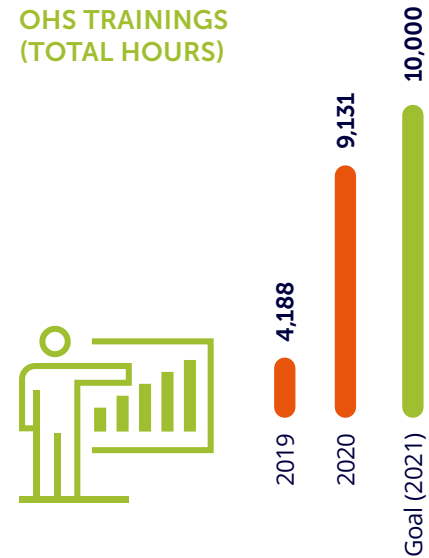
Providing a safe and reliable working environment for our employees is among our priority sustainability issues. With the occupational health and safety culture we have created within the company, we carry out our activities with legal regulations; We create awareness among employees to minimize risks.

We comply with national and international laws, directives and contracts in order to create a safer and healthier working environment for our employees. We constantly exchange ideas with our customers, employees, suppliers and other relevant stakeholders in order to ensure maximum safety standards in our business processes that we manage in accordance with ISO 45001:2018 Occupational Health and Safety Management System. The new security measures that emerged as the product of a common mind increase the satisfaction and productivity of our employees and ensure their safety.

A total of 20 members serve on the two Occupational Health and Safety Committees at Silverline. We aim to spread the safety culture throughout the company in the committees, which include 7 employee representatives, and that our employees actively participate in this process. In order to keep occupational diseases and injuries below the sector averages, we employ healthcare workers at all our locations. We minimize accidents and diseases with emergency action plans and preventive practices.

In 2020, we reduced the accident severity rate from 0.058 to 0.056. During the reporting period, there were no occupational diseases or fatal accidents in our operations at Silverline. With the occupational health and safety trainings we organize at regular intervals, we enable our employees to better internalize the OHS culture and increase their awareness. In 2020, we provided 9,131 hours of training to our employees, an increase of 118% compared to the previous year. In the next reporting period, we aim to provide a total of 10,000 hours of OHS training.

OHS TRAININGS (TOTAL HOURS)



In 2020, we provided **9,131** hours of training to our employees, an increase of **118%** compared to the previous year.

In the next reporting period, we aim to provide a total of **10,000** hours of OHS training.

	2019	2020	Hedef 2021
Accident Severity Rate	0.058	0.056	0.054
Accident Frequency Rate	3.67	3.92*	3.89

* There has been an increase due to the increase of shifts during the pandemic period, the changes in the shifts of the employees, the lack of attention given by the partial working period and the inability of the newly hired employees to fully adapt to the work due to the changing shift order.





RESPECT FOR THE ENVIRONMENT



Inefficient resource use and unconscious production activities increase the burden of environmental pollution, threatening the entire ecosystem and the lives of future generations. According to the 2021 Global Risk Report of the World Economic Forum (WEF), environmental risks such as extreme weather conditions, climate crisis, human-induced environmental destruction, loss of biodiversity are expected to dominate the next decade. We aim to be a part of the solution by addressing the climate crisis, which confronts governments and the business world with complex challenges, together with its risks and opportunities at Silverline.

We are trying to slow down the negative effects of the climate crisis to create a sustainable future. In this direction, we conduct all our operations in accordance with environmental legal regulations and practices; We reduce our environmental footprint in all our business steps, from our production processes to our product range. As Silverline, we aim to apply our sensitive environmental approaches throughout the entire value chain.

Accordingly, we regularly monitor the environmental performance of our suppliers and expect a similar approach from them. Our Environmental Policy guides us in improving the environmental footprint of our operations and products.

We aim to increase environmental awareness among employees through environmental trainings. In 2020, we provided 260 hours of training to our employees.

By minimizing natural resource consumption, we turn to renewable energy use with sustainable energy policies. Our packaging groups consist of recyclable materials, we register our packaging with the use of green dot brand.

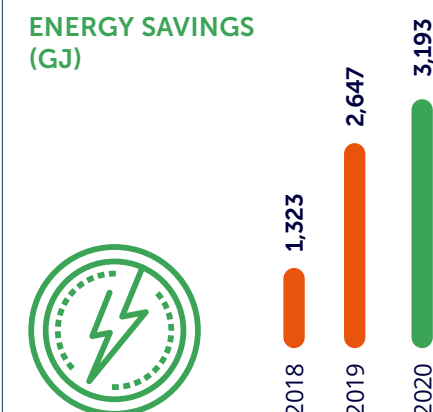
We make the wastewater generated in our production processes comply with the discharge standards with the chemical pre-treatment process. With the "Zero Waste Management System" that we started three years ago, we attach importance to maximum recycling and zero waste understanding in all processes of production by separating at the source. We were honored to receive the Zero Waste Certificate in 2020.

ENERGY AND EMISSION MANAGEMENT

One of the most important causes of the climate crisis, which is one of the serious problems our world is facing, is increasing greenhouse gas emissions. As Silverline, we control our energy consumption resulting from our production and logistics activities and try to limit our emissions.

We implement projects and practices that will save energy within the framework of ISO 50001 Energy Management System. With the projects and practices we carried out during the reporting period, we achieved 141% more energy savings compared to 2018.

ENERGY SAVINGS (GJ)



//RESPECT FOR THE ENVIRONMENT IS ONE OF OUR MAIN PRINCIPLES IN ALL OUR BUSINESS PROCESSES. IN THIS CONTEXT, WE IMPROVE THE ENVIRONMENTAL IMPACT OF OUR ACTIVITIES AND PRODUCTS WITH SUSTAINABLE STEPS.//



Within the scope of our energy efficiency studies, we aim to reduce the amount of energy and limit the emissions we create. During the reporting period, we implemented 7 ongoing efficiency projects:



RESOURCE EFFICIENCY

The environmental damage brought about by industrial activities causes the rapid decrease of natural resources. In line with our understanding of resource efficiency, we are trying to obtain more efficient products with less resources. We use all resources responsibly, especially natural resources. Thus, we reduce the cost of our final products and reduce our environmental footprint.

PROJECT FOR THE REDUCTION OF PLASTIC USE

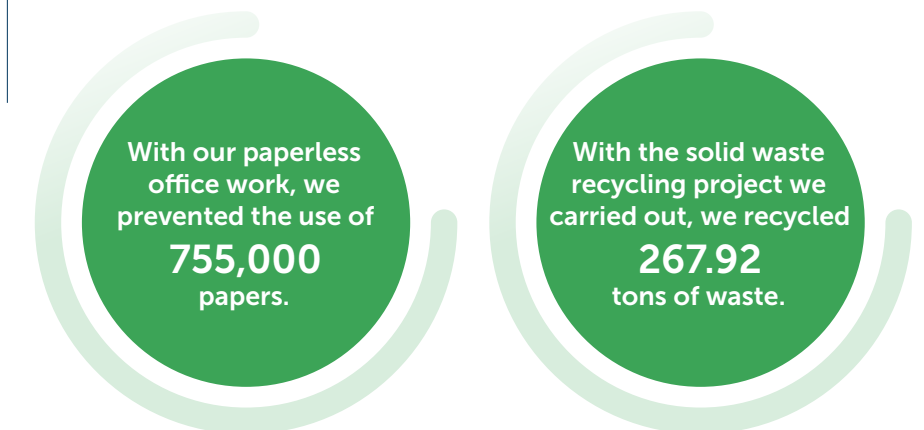
With a project we implemented in 2019, we achieved plastic raw material efficiency with the improvements made in the engine outer plastics in our products.



WASTE MANAGEMENT

Today, the rapidly increasing amount of waste threatens the environment and all ecosystems. Waste management with sustainable methods makes positive contributions to the protection of resources and the devastating consequences of climate change. We carry out our waste management in line with the circular economy approach we have adopted at Silverline. We aim to minimize the waste generated as a result of our activities, and we care about recycling.

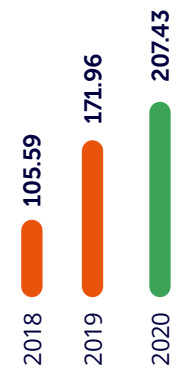
We created added value by recycling a total of 267.92 tons of waste with the solid waste recycling project we are continuing. 201,000 kg of raw material savings from metal raw material recycling; we saved 9,750 liters of oil from glass raw material recycling. During the reporting period, 17,634 kg of greenhouse gas formation was prevented and 196,159 kWh of energy was saved thanks to our waste recycling. In addition, we prevented the emission of 113,714 kg of CO₂e, saved 515 m² of landfill and prevented the cutting of 261 trees.



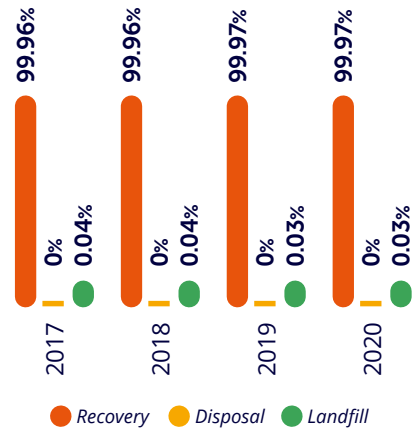
ZERO WASTE

Our production center was certified by the Ministry of Environment and Urbanization in 2020, as a result of our zero-waste target and integrated waste studies that started in 2018. As a result of the inspections carried out according to the Zero Waste Regulation, we were honored to receive the Zero Waste Basic Level Certificate.

AMOUNT OF HAZARDOUS WASTE RECYCLED (TON)



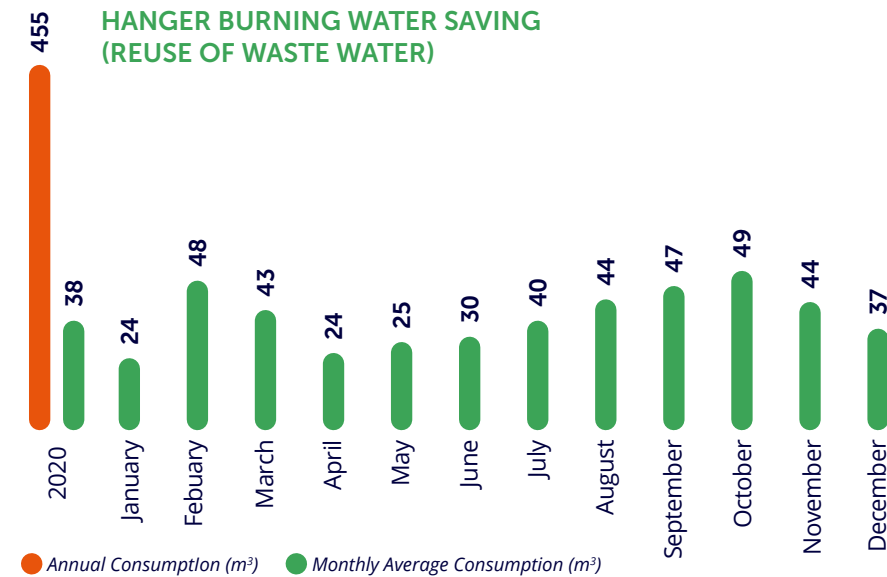
HAZARDOUS WASTE RECOVERY RATES*



*Hazardous Waste Recovery Rates Between 2017-2020

//In the hanger burning process dyehouse section, we save water by using the second round of waste water generated in the pure water device. As of January 2020, we continue to monitor the records that have started to be taken with the mechanical water clock on a monthly basis.//

HANGER BURNING WATER SAVING (REUSE OF WASTE WATER)



COMBATING COVID-19

During the COVID-19 pandemic, which started in 2019 and continued in 2020, we have taken numerous measures to protect the health of our employees and ensure our business continuity. By providing all necessary health and hygiene conditions in our factories and offices, we were honored to receive the "TSE COVID-19 Safe Production Certificate". We updated our Safe Workplace Guide regularly according to needs and informed our employees by including COVID-19 precautions and rules in our guide.

Within the scope of COVID-19 measures;

- We maintain safe social distance in our workplaces and if possible prefer remote access methods in our internal and external communication.
- We meticulously pay attention to the new hygiene rules in common areas.
- We regularly monitor the health status of our employees within the scope of COVID-19.
- We support health institutions. We provided N95 masks, protective overalls, face shields and contactless sampling cabins to health institutions in Amasya and the surrounding provinces.
- We provide health care workers with privileges such as free care, priority in our home delivery service, and late-time service.
- We completed and delivered the grocery shopping during the priority service to our customers aged 65 and above.





PERFORMANCE INDICATORS

Economic Performance Indicators			
	2018	2019	2020
Net sales revenue (TRY)	468,965,256	511,055,055	760,877,848
<i>Turkey</i>	254,804,029	321,509,275	480,321,098
<i>Europe</i>	174,541,401	154,479,811	222,945,176
<i>Other</i>	39,619,827	35,065,969	57,611,574
By product group	468,965,256	511,055,055	760,877,848
<i>White goods*</i>	435,426,607	487,608,955	738,017,871
<i>Other**</i>	33,538,650	23,446,099	22,859,977
	2018	2019	2020
Number of active suppliers	640	690	705
<i>Number of local suppliers</i>	510	550	555
<i>Local supplier rate</i>	0,79	0,79	0,79
Total purchasing budget (million TRY)	450	520	629
<i>Local supply</i>	340	390	471
<i>International supply</i>	115	130	158
Local supply rate in the purchasing budget	0.76	0.75	0.75
Number of supplier companies that received training	50	55	28
Customer satisfaction score ***	96%	98%	8.6
Dealer satisfaction score ***	84%	90%	8.9
Technical service satisfaction score(%)	98%	95%	82%
	2018	2019	2020
R&D Budget (TRY)	2,941,428	6,945,692	13,888,620
Number of Patent Applications	4	6	4
Number of Patents Obtained	-	-	-
Number of Utility Models	-	-	-
Number of R&D Employees	50	69	81
Number of university/industry R&D collaborations	6	15	15
Technical Collaboration Grants (TRY)	-	88,414	222,417

*Washing machine, dishwasher and refrigerator are grouped under white goods. The list also encompasses built-in products (ventilation, oven, hob).

** It refers products such as water dispenser, Schock sink, fan etc.

***Evaluation method has changed and scoring is made out of 10 in 2020.

Environmental Performance Indicators			
Use of Material	2018	2019	2020
Amount of production (unit)	1,164,804	1,123,004	1,329,272
Total amount of materials used (ton)			
<i>Plastic Raw Material (kg-4300 TTPLAS)</i>	702,074	771,466	861,986
<i>Metal Raw Material (kg)</i>	5,615,603	5,689,659	5,751,819
<i>Packaging Materials (unit)</i>	13,157,462	13,658,312	16,261,342
<i>Glass Materials (unit)</i>	1,129,925	1,259,330	1,622,769
<i>Electronic Materials (unit)</i>	29,739,162	26,712,358	18,306,242
<i>Chemicals (kg)(BOYA H701*)</i>	521,601	661,639	331,944
<i>Amount of plastic used during production processes(unit)</i>	26,170	35,782	12,283,892
Amount of reclaimed packaging materials (ton)	20.10	42.89	11.44
Amount of saving by cause of paper-free office efforts (unit)	230,000	450,000	755,000
Energy and Emissions	2018	2019	2020
Total energy consumption (GJ)	36,943	39,780	48,580
<i>Natural Gas (m3)</i>	572,076	635,343	813,570
<i>Electricity (kWh)</i>	4,226,631	4,347,369	4,911,325
Energy intensity (GJ/unit)	0.032	0.035	0.032
Amount of energy saving (GJ)	1,323	2,647	3,193
Carbon emissions (tonCo2e)	2,583	2,668	3,036
Emission intensity (tonCo2e/unit)	0.0022	0.0024	0.0020
Water Consumption	2018	2019	2020
Total amount of water withdrawal (m3)			
<i>Total amount of water consumption</i>	22,374	22,796	25,951
Water intensity (m3/unit)	0.019	0.020	0.016
Waste	2018	2019	2020
Hazardous waste (ton)	105.63	172.01	207.49
<i>Recovery</i>	105.59	171.96	207.43
<i>Medical waste</i>	0.037	0.053	0.06
Non-hazardous waste (ton)	437.46	241.66	267.92
Number of significant spills	0	0	0
Collected waste through solid waste recycle project	437	241	267.92
<i>Metal</i>	367.04	134.89	154.52
<i>Glass</i>	55	93,26	97,5
<i>Paper</i>	4.48	4.6	5.2
<i>Plastic/Nylon</i>	2.32	3.29	4.6
<i>Wood</i>	8.63	5.63	6.1
Amount of collected waste in the scope of WEEE (ton)	19	76.4	68.5
Environmental Trainings	2018	2019	2020
Trainings for employees (total hours)	164	228	260



Social Performance Indicators			
Employee Demographics	2018	2019	2020
Employees			
<i>Total number of employees</i>	1308	1319	1355
<i>Total number of female employees</i>	283	288	286
<i>Total number of male employees</i>	1025	1031	1069
<i>White collar female employees</i>	139	129	127
<i>White collar male employees</i>	246	247	254
<i>Blue collar female employees</i>	141	156	157
<i>Blue collar male employees</i>	767	777	795
<i>Total number of disabled employees</i>	34	35	33
<i>Total number of interning university students</i>	4	20	7
<i>Total number of interning high school students</i>	10	60	15
Employees by age groups			
<i>Below 30</i>	547	518	465
<i>30-50</i>	748	786	865
<i>Above 50</i>	13	15	25
Employees by nationality			
<i>Native</i>	1308	1319	1355
<i>Foreigner</i>	0	0	0
Average years of seniority by employee categories			
<i>Senior executives</i>	7	7	8
<i>Mid-level managers</i>	7	8	9
<i>Experts and clerks</i>	4	5	5
Employees by type of contract			
<i>Permanent</i>	1308	1319	1355
<i>Temporary</i>	0	0	0
Senior executive demographics			
<i>Total number of senior executives</i>	19	19	17
<i>Total number of female senior executives</i>	5	5	5
<i>Total number of Turkish senior executives</i>	19	19	12
Senior executives by nationality			
<i>Native</i>	19	19	17
<i>Foreigner</i>	0	0	0
Senior executives by age groups			
<i>30-50</i>	17	17	14
<i>Above 50</i>	2	2	3
Employee retention rate after maternity leave			
<i>Number of employees on maternity leave</i>	11	3	16
<i>Number of employees returning from maternity leave</i>	9	1	14

Employee Development	2018	2019	2020
Employee trainings - Number of participants			
<i>Blue collar</i>	580	791	1144
<i>White collar</i>	315	412	485
<i>Female</i>	185	238	460
<i>Male</i>	710	865	1169
Employee Trainings - Total Hours (person*hours)			
<i>Blue collar female</i>	803	334	1155
<i>White collar female</i>	4122	1436	480
<i>Blue collar male</i>	7591	1752	3674
<i>White collar male</i>	7379	2566	1206
Number of employees that receive regular performance evaluation feedback			
<i>Blue collar female</i>	129	125	135
<i>White collar female</i>	109	106	113
<i>Blue collar male</i>	671	643	744
<i>White collar male</i>	221	226	232
Employee engagement rate	64%	66%	76%
Employee Turnover	2018	2019	2020
Employee turnover by gender			
<i>Female</i>	3%	4%	3%
<i>Male</i>	10.1%	11.8%	7%
Employee turnover by age groups			
<i>Below 30</i>	9.6%	13.2%	11.1%
<i>30-50</i>	5.2%	4.4%	3.7%
<i>Above 50</i>	0.1%	0.2%	0.2%
Recruited employees			
<i>Number of recruited female employees</i>	67	45	44
<i>Number of recruited male employees</i>	191	133	160
<i>Number of recruited employees below 30 years old</i>	159	137	151
<i>Number of recruited employees between 30-50 years old</i>	98	40	50
<i>Number of recruited employees above 50 years old</i>	1	1	3
Employees who have resigned			
<i>Number of female employees who have resigned</i>	45	56	40
<i>Number of male employees who have resigned</i>	132	155	99
<i>Number of employees below 30 years old who have resigned</i>	114	157	94
<i>Number of employees between 30-50 years old who have resigned</i>	62	52	43
<i>Number of employees above 50 years old who have resigned</i>	1	2	2
Occupational Health and Safety	2018	2019	2020
OHS Committees			
<i>Number of OHS Committees</i>	2	2	2
<i>Number of OHS Committee Members</i>	20	20	20
<i>Number of employee representatives at OHS Committees</i>	7	7	7
OHS Trainings			
<i>Total OHS training hour for employees</i>	4524	4188	9131
<i>Number of employees participated to OHS trainings</i>	377	349	760
Accident Severity Rate	0.035	0.058	0.056
Occupational Disease Rate (ODR)	0	0	0
Accident Frequency Rate	3.71	3.67	3.92



GRI CONTENT INDEX



Disclosure	Descriptions and Page Numbers
GRI 101: Foundation 2016	
GRI 102: General Disclosures 2016	
Corporate Profile	
102-1	About the report, page:3
102-2	About Silverline, page:6-7
102-3	Contact, page:50
102-4	About Silverline, page:7
102-5	http://yatirimci.silverline.com.tr/index.asp?id=19;
102-6	Corporate Management, page:9
102-7	About Silverline, page:6-7
102-8	About Silverline, page:6-7; Performance Indicators, page:44
102-9	Happy Employees, page:31-32 ; Performance Indicators, page:44
102-10	Supply Chain Management , page:11-12; Performance Indicators, page:42
102-11	GRI Content Index: During the reporting period, there was no significant change in the operational or financial structure of the company and its supply chain.
102-12	Risk Management and Compliance, page:10 ; Combating COVID-19,page:41
102-13	Stakeholder Relations, page:16
Strategy	
102-14	Message from CEO, page:4-5
102-15	What kind of a world? Global Trends, page:18-19; Risk Management and Compliance, page:10
Ethics and Integrity	
102-16	Risk Management and Compliance, page:10
102-17	Risk Management and Compliance, page:10
Governance	
102-18	Corporate Governance,page: 9
102-19	Corporate Governance,page: 9; Sustainability in Silverline, page:13

102-20	Sustainability in Silverline, page:13
102-21	Stakeholder Relations, page :16
102-29	Sustainability Priorities, page:13
102-30	Risk Management and Compliance, page:10
102-31	Sustainability in Silverline, page:13
102-32	Sustainability in Silverline, page:13
Stakeholder Engagement	
102-40	Stakeholder Relations, page :16
102-41	GRI Content Index: There is no collective bargaining agreement in Silverline.
102-42	Stakeholder Relations, page :16
102-43	Stakeholder Relations, page :16
102-44	Stakeholder Relations, page:16 ; Sustainability Priorities, page:14
Reporting Practices	
102-45	About the report, page:3
102-46	About the report, page:3
102-47	Sustainability Priorities, page:14
102-48	GRI Content Index: During the reporting period, there was no significant change.
102-49	GRI Content Index: During the reporting period, there was no significant change.
102-50	About the report, page:3
102-51	GRI Content Index: Silverline 2020 Sustainability Report is Silverline's second sustainability report. The previous report is Silverline 2019 Sustainability Report.
102-52	GRI Content Index: Reporting is annual.
102-53	About the report, page:3
102-54	About the report, page:3
102-55	GRI Content Index: page:46
102-56	GRI Content Index: There is no external assurance.

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

Material Issues		
Standard	Disclosure	Descriptions and Page Numbers
Sustainable Financial Growth and Profitability		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Sustainability in Silverline, page:13
	103-2 The management approach and its components	Sustainability in Silverline, page:13
	103-3 Evaluation of the management approach	Sustainability in Silverline, page:13
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	About Silverline, page:6-7
	201-2 Financial implications and other risks and opportunities due to climate change	What kind of a world? Global Trends, page:18-19
	201-4 Financial assistance received from government	GRI Content Index: The financial support received from the government is 9,732,983 TRY.

Standard	Disclosure	Descriptions and Page Numbers
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	R & D and Innovation, page:27-28 ; Talent Management, page:32
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain Management , page:12 ; Performance Indicators, page:42
Corporate Governance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our management approach, page:9
	103-2 The management approach and its components	Our management approach, page:9
	103-3 Evaluation of the management approach	Our management approach, page:9
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Anti-corruption, page:11
	205-2 Communication and training about anti-corruption policies and procedures	GRI Content Index: No such penalty was received during the reporting period.
Resource Efficiency		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Resource Efficiency, page:39
	103-2 The management approach and its components	Resource Efficiency, page:39
	103-3 Evaluation of the management approach	Resource Efficiency, page:39
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Performance Indicators, page:43
	301-3 Reclaimed products and their packaging materials	Performance Indicators, page:43
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Resource Efficiency, page:39
	303-5 Water consumption	Performance Indicators, page:43
Energy and Emission Management		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Energy and Emission Management, page:37
	103-2 The management approach and its components	Energy and Emission Management, page:37
	103-3 Evaluation of the management approach	Energy and Emission Management, page:37
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Performance Indicators, page:43
	302-2 Energy consumption outside the organization	Performance Indicators, page:43
	302-3 Energy intensity	Performance Indicators, page:43
	302-4 Reduction of energy consumption	Energy and Emission Management, page:37-38 ; Performance Indicators, page:43
	302-5 Reduction in energy requirements of products and services	Energy and Emission Management, page:37-38 ; Performance Indicators, page:43
GRI 305: Emmissions 2016	305-1 Direct (Scope 1) GHG emissions	Performance Indicators, page:43
	305-4 GHG emissions intensity	Performance Indicators, page:43
	305-5 Reduction of GHG emissions	Waste Management, page: 39
Waste Management		
GRI 306: Effluents and Waste 2016	306-2 Waste by type and disposal method	Waste Management, page:39 ; Performance Indicators, page:43
	306-3 Significant spills	Performance Indicators, page:43
	306-5 Water bodies affected by water discharges and/ or runoff	GRI Content Index: There are no water sources significantly affected by Silverline's operations.
Working Conditions		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Happy Employees, Working Conditions, page:31
	103-2 The management approach and its components	Happy Employees, Working Conditions, page:31
	103-3 Evaluation of the management approach	Happy Employees, Working Conditions, page:31



Standard	Disclosure	Descriptions and Page Numbers
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	GRI Content Index: There are no gender-based salary differentiation. Silverline employs "equal work-equal pay" understanding. Regardless of gender, the starting level wage is determined with a rate of 1.03 of minimum wage for blue collar; and a rate of 1.52 for white collar employees.
	202-2 Proportion of senior management hired from the local community	GRI Content Index: All senior level managers are Turkish citizens.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Performance Indicators, page:45
	401-3 Parental leave	Performance Indicators, page:44
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	GRI Content Index: Legal notice periods are taken into account for significant changes.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Equal Treatment Principle, page:31-32 ; Performance Indicators, page:44
	405-2 Ratio of basic salary and remuneration of women to men	GRI Content Index: There are no gender-based salary differentiation. Silverline employs "equal work-equal pay" understanding.
GRI 406: Non-discrimination 2016	406-1: Incidents of discrimination and corrective actions taken	GRI Content Index: No discrimination incident occurred during the reporting period.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Equal Treatment Principle, page:31
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Equal Treatment Principle, page:31
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	GRI Content Index: All security personnel have completed the necessary legal training.
Employee Development and Talent Management		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Employee Development, page:33
	103-2 The management approach and its components	Employee Development, page:33
	103-3 Evaluation of the management approach	Employee Development, page:33
GRI 404: Employee Development 2016	404-1 Average hours of training per year per employee	Employee Development, page:33 ; Performance Indicators, page:45
	404-2 Talent management and life-long learning programs	Employee Development, page:33
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Development, page:33 ; Performance Indicators, page:45
Occupational Health and Safety		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Occupational Health and Safety, page:34
	103-2 The management approach and its components	Occupational Health and Safety, page:34
	103-3 Evaluation of the management approach	Occupational Health and Safety, page:34
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety, page:34
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety, page:34
	403-3 Occupational health services	Occupational Health and Safety, page:34
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, page:34 ; Performance Indicators, page:45
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, page:34 ; Performance Indicators, page:45
	403-6 Promotion of worker health	Occupational Health and Safety, page:34; Combating COVID-19, page:41
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, page:34
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety, page:34 ; Performance Indicators, page:45
	403-9 Work-related injuries	Occupational Health and Safety, page:34 ; Performance Indicators, page:45

Standard	Disclosure	Descriptions and Page Numbers
Customer Health and Safety & Product Security		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Product Security, page:22
	103-2 The management approach and its components	Product Security, page:22
	103-3 Evaluation of the management approach	Product Security, page:22
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	GRI Content Index: There are no cases of non-compliance in the reporting period.
Product Information		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Product Information, page:25
	103-2 The management approach and its components	Product Information, page:25
	103-3 Evaluation of the management approach	Product Information, page:25
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Product Information, page:25
	417-2 Incidents of non-compliance concerning product and service information and labeling	GRI Content Index: There are no cases of non-compliance in the reporting period.
	417-3 Incidents of non-compliance concerning marketing communications	GRI Content Index: There are no cases of non-compliance in the reporting period.
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Customer Data Security, page:29
	103-2 The management approach and its components	Customer Data Security, page:29
	103-3 Evaluation of the management approach	Customer Data Security, page:29
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	GRI Content Index: There are no incidents of breach in customer data security.
Stakeholder Management		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Stakeholder Relations, page:16
	103-2 The management approach and its components	Stakeholder Relations, page:16
	103-3 Evaluation of the management approach	Stakeholder Relations, page:16
Other Material Issues		
R&D and Innovation		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	R & D and Innovation, page: 27-28
	103-2 The management approach and its components	R & D and Innovation, page: 27-28
	103-3 Evaluation of the management approach	R & D and Innovation, page:27-28; Performance Indicators, page:42
Digital Transformation		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Digital Transformation, page: 28-29
	103-2 The management approach and its components	Digital Transformation, page: 28-29
	103-3 Evaluation of the management approach	Digital Transformation, page: 28-29
Smart Design & Environmentally Friendly Products		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Smart Design, page:23-24; Environmentally Friendly Products, page:22
	103-2 The management approach and its components	Smart Design, page:23-24; Environmentally Friendly Products, page:22
	103-3 Evaluation of the management approach	Smart Design, page:23-24; Environmentally Friendly Products, page:22
Response to Consumer Expectations and Customer Satisfaction		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Response to Consumer Expectations and Customer Satisfaction, page:21-22
	103-2 The management approach and its components	Response to Consumer Expectations and Customer Satisfaction, page:21-22
	103-3 Evaluation of the management approach	Response to Consumer Expectations and Customer Satisfaction, page:21-22

CONTACT

Silverline Ev Gereçleri Satış ve Pazarlama A.Ş.

Orta Mah. Topkapı-Maltepe Cad. No:6 Silkar Plaza Kat:3-5 Bayrampaşa / İstanbul
Tel: 0212 484 48 00 (pbx)
Fax: 0212 481 40 08

Reporting Consultant:



info@kiymetiharbiye.com
T: 0212 279 13 13

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