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As Arkas Line, with our investments that shape the Turkish maritime sector, we are transforming from a regional carrier into a key player in global trade. Through our new routes to America, the Red Sea, and India, we are strengthening our ability to connect all the geographies we serve.

While expanding our business, we advance with an awareness of our responsibilities to the environment, people, and communities, directing our investments toward the benefit of all.

Our journey of creating value for the economy, humanity, and the environment will continue in pursuit of a sustainable future.





# NEW GEOGRAPHIES

Building on our robust service network across the Mediterranean, Black Sea, West and North Africa, we extended our reach to new geographies in 2024. We launched services to the U.S. East Coast in March and to the Red Sea in June. Our next destination is India, one of the fastest-growing economies, which will enable Arkas Line to interconnect all the regions we serve.





# RENEWED FLEET

As Türkiye's largest container fleet owner, we continue our new vessel acquisitions in line with our sustainability goals. With an investment of USD 560 million, we have reached an agreement with one of the leading shipyards in China for the purchase of 10 new eco-design vessels. Through this investment, we aim not only to increase our fleet capacity by 44% to 124,630 TEU, but also to rejuvenate our fleet with more efficient vessels, enabling us to provide low-emission transportation services.





# BIOFUEL AND SUSTAINABLE TRANSPORTATION

With the vision of protecting the seas and giving breath to the future, we pioneered a first in Türkiye's maritime sector by initiating the use of biofuels. Through BI024F biofuel supplied by our group company Arkas Bunker, we transitioned our vessels to a more sustainable and lower-emission transportation model. In 2024, with the introduction of this biofuel — the first of its kind used in Türkiye — we not only launched an operational shift but also initiated a transformation at the sectoral level. With determination, we are steering our course toward sustainability for cleaner seas and a more livable future.





# RENEWED PROPELLERS AND SCRUBBER SYSTEMS

As a company that prioritizes environmental sustainability, we are taking significant steps to enhance energy efficiency in our vessels and reduce our carbon footprint. By replacing the propellers of selected vessels in our fleet, we aim to achieve up to an 8% increase in energy efficiency. At the same time, through the installation of scrubber systems, we are reducing the sulfur content in emissions from our global operations to below 0.1%.





# RESPECT FOR THE PLANET

The protection of seas and marine ecosystems lies at the heart of our sustainability approach. Within the scope of our collaborations with Turmepa and the Marine Life Conservation Society, we carry out initiatives to prevent marine pollution, support biodiversity, and raise public awareness. As the first container shipping company from Türkiye to become a member of the Clean Cargo Working Group, we are committed to reducing the environmental impact of our transportation operations. Compared to 2011, we achieved a 27.9% reduction in emissions in 2024. We continue to implement long-term projects to safeguard the continuity of marine ecosystems and to leave livable seas for future generations.







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INTRODUCTION



ARKAS LINE  
AT A GLANCE



2024 YEAR- END  
REVIEW



OUR SUSTAINABILITY  
APPROACH



OUR ROUTE:  
A LIVABLE WORLD



OUR ROUTE:  
SOCIETY



OUR ROUTE:  
THE FUTURE



OUR ROUTE:  
TRUST



APPENDICES

## ABOUT THE REPORT

This report covers the international maritime transport and agency activities of the Arkas Maritime Group, including Arkas Line Türkiye and international offices, and EMES Feederling offices.



Our reporting process was carried out under the coordination of the Arkas Maritime Group Sustainability Directorate.



This sustainability report is part of Arkas Line's regularly published annual reporting series. As an organization headquartered in Istanbul, this report covers both our vessels and 59 different locations across 17 countries, including Türkiye. This report plays a key role in determining our company's impact across this wide geography and in improving our current performance.

In order to convey our commitment to sustainability and our sense of responsibility towards society and nature to our stakeholders in the most effective way, we have prepared our report in two different languages: Turkish and English.

For us, sustainability is a commitment. As a testament to this commitment, our sustainability report reflects our effort to build a better world not only for today but also for the future by embracing environmental, social, and governance principles across every aspect of our business.

This report outlines the activities we carried out, the achievements we attained, and the work we conducted in the geographies we served as Arkas Line between January 1, 2024, and December 31, 2024. Prepared in accordance with the GRI Standards: Core option, our report includes both our past and future projects.

Our reporting process was carried out under the coordination of the Arkas Maritime Group Sustainability Directorate; with all relevant departments contributing through data sharing and content input.

This report covers the international maritime transport and agency activities of the Arkas Maritime Group, including Arkas Line Türkiye and international offices\*, and EMES Feederling offices.

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\* Arkas Container Transport S.A., Arkas Shipping & Transport S.A., EMES Feederling S.R.L., Arkas Bulgaria Ltd-Bulgaria, Romar Shipping Agency S.R.L.-Romania, Arkas Russia Ltd-Russia, Arkas Ukraine Ltd-Ukraine, Arkas Georgia LLC-Georgia, Arkas France-France, Arkas Italia S.R.L.-Italy, Arkas Portugal S.A.-Portugal, Arkas Spain S.A.-Spain, Arkas Hellas S.A. Shipping Agency-Greece, Arkas Egypt S.A.E.-Egypt, Arkas Levant S.A.R.L.-Lebanon, Arkas Maroc S.A.-Morocco, Arkas Algeria SPA-Algeria, Arkas Tunisie-Tunisia, and Arkas Ghana-Ghana.





## MESSAGE FROM ARKAS HOLDING VICE PRESIDENT

# We create a safe and inclusive working environment for our employees and offer programs that support their development.



**We support the growth of younger generations through sports, arts, and education.**

Dear Employees, Customers, and Business Partners,

At Arkas Line, while carrying our maritime legacy of more than a century into the future, we believe that growth gains true meaning not only through numbers, but through the value we create for people, nature, and society. We view sustainability as an integral part of our business; beyond protecting the environment, we consider it our responsibility to contribute to every aspect of social life by supporting the development of our employees, young athletes, and the arts.

Today, the world is experiencing an era of profound transformation — from the climate crisis to digitalization — and the maritime industry stands at the forefront of this change. At Arkas Line, our goal is not only to adapt to this transformation, but also to lead this change and asset as an example. To this end, we are strengthening our fleet with environmentally friendly technologies, pioneering the use of alternative fuels in the Turkish maritime sector, and continuing our investments in energy efficiency. Beyond ensuring compliance with international regulations, we strive to lead the sector's transformation through our own voluntary commitments. Because we know that lasting success is not measured solely by commercial performance, but by the care we show for humanity and nature.

Our sustainability approach is not limited to environmental responsibility. We create a safe and inclusive working environment for our employees and provide programs that support their development. We implement projects that enable younger generations to express themselves through sports and arts, while also developing collaborations in the fields of education and culture. These contributions to society demonstrate that Arkas Line is not only a shipping company, but also an institution committed to social well-being.

This report is more than an account of the past year; it is also a reflection of our vision for the future. Leaving a more livable world for future generations is not merely a goal, but a fundamental part of our corporate purpose. For Arkas Line, every investment represents a lasting signature on the world of tomorrow.

I extend my heartfelt gratitude to all our employees who contributed to this process, to our clients for their trust, and to our valued business partners.

Sincerely,

**Bernard Arkas**  
Arkas Holding Vice President







## MESSAGE FROM ARKAS LINE CEO

At Arkas Line, our business is on the seas, and we are fully aware that our future depends on protecting marine ecosystems.

**22.8%**

Emission reduction rate per  
voyage

The maritime industry is a vital sector that provides employment to nearly two million people worldwide, supports the livelihoods of more than 300 million people, and carries 90% of global trade. Yet the seas are not only the backbone of global commerce; they are also fundamental to the food security, energy needs, and livelihoods of billions of people, as well as to the ecological balance of our planet. Today, the seas generate more than half of the oxygen we breathe, yet this indispensable source of life is being increasingly misused year after year.

In 2024, the escalating impacts of natural disasters and the climate crisis were felt worldwide, with record sea surface and land temperatures. The conflicts and disasters on land had a ripple effect that also reached the seas. As our most vital natural resource, protecting the seas has therefore become more critical than ever.

At Arkas Line, our business is on the seas, and we are fully aware that our future depends on protecting marine ecosystems. That is why reducing our carbon emissions and minimizing our environmental impact are among our top priorities in the way we conduct our business.

The year 2024 was also a year of growth and transformation for our company. While expanding our service network to new geographies such as the U.S. and the Red Sea, we also took major steps to make our fleet more environmentally friendly. We became the first shipping company to use Bio24F, the marine biofuel supplied for the first time in Türkiye by our sister company Arkas Bunker. Through the tests conducted on six of our vessels, we reduced emissions per voyage by 22.8%. In addition, we launched propeller renewal and scrubber installation projects to further enhance the sustainability of our existing fleet. Meanwhile, we increased our new vessel orders from six last year to ten this year.

We are aware that our journey is neither short nor easy. Yet for us, sustainability is not merely a goal, but an integral part of our business. By reducing our carbon footprint, we strive to give back to nature what we take from it. Every step we take shapes not only today's shipping industry but also the maritime industry of the future. Our aim is to leave cleaner seas and a more balanced world for future generations.

In this report, I am pleased to share with you, our valued stakeholders, the steps we have taken and the progress we have achieved in 2024.

With my sincere regards,

Can Atalay  
Arkas Line CEO







## MESSAGE FROM EMES CEO

## As EMES Feederling, while looking to the future, we will continue to focus on our sustainability goals.

EMES Feederling began its journey in 2008 as a spin-off from EMES Shipping & Transport, originally the liner company within the Arkas Group. Since then, EMES has consistently grown, becoming a leading feeder operator in the Mediterranean Sea. With offices in Milan and Genoa (Italy) and a strongly motivated team of 34 employees, in 2024 EMES operated 15 container vessels, with capacities ranging from 800 to 1600 TEUs, carrying 750,000 TEUs. Backed by a strong self-owned fleet, we provided container services across the Mediterranean and Black Sea, up to Morocco.

The year 2024 brought significant changes to our service network due to the increasing geopolitical tensions, necessitating adjustments to our services to meet customer needs. Throughout these challenges, we remained committed to providing efficient services while prioritizing environmental considerations.

At EMES Feederling, we are dedicated to driving sustainable practices in the maritime transport sector. As a shipping company, we recognize the vital role we play in connecting global markets and protecting our marine environment.

Since 2023, we have made substantial progress in enhancing our sustainability efforts. We analyzed the impact of emissions generated by our activities and explored measures to minimize this impact.

By the end of 2024, we began using biofuels on our vessels to reduce emissions from our transport activities. In addition, we ensure that the Annual Efficiency Ratio (AER) of our operated vessels complies with the International Maritime Organization (IMO) regulations, striving to reduce this ratio year after year.

From a social responsibility perspective, we have established fundamental principles that guide our business, outlined in our Ethics Code and Code of Conduct for our suppliers. We also focus on our human resources, preparing our company for the future with a young, professional team well-versed in technological advancements. Embracing digital changes presents opportunities to improve business efficiency and enhance staff well-being, ensuring productivity and job satisfaction.

We take pride in our strong gender balance, with women constituting 45.5% of our total workforce and a 100% ratio of return to work after maternity/paternity leave. As part of the Arkas Group, EMES adheres to the principles set out in the United Nations Global Compact (UNGC). Through Arkas Academy, we encourage all employees to receive training on social and sustainability principles, engaging and empowering them to foster a sense of belonging to the environment and the community.

Looking ahead, we remain focused on advancing our sustainability goals. We will continue to innovate, collaborate, and invest in initiatives that drive positive change for our planet and our industry.

Thank you for your continued support as we navigate towards a more sustainable future.

Sincerely,

**Nicolas Costopoulos**  
EMES CEO Feederling







## OUR 2024 SUSTAINABILITY PERFORMANCE

# We are advancing our sustainability performance every year.



### 49

**Vessels\***

Total number of vessels in the Arkas container vessel fleet  
23 of our vessels are operated by Arkas Line and 15 by EMES Feederling



### 131,731

**TEU**

Our total container capacity



### 34<sup>th</sup>

**Place**

Our ranking among the top 100 ship operators based on operated capacity (Alphaliner 2024)



### 141.23

**g CO<sub>2</sub>e / TEU km**

WTW Dry 70%  
Our carbon intensity from vessels in 2024



### 1,594

**Total number of employees\*\*\***



### 35%

**Our total female employee ratio**



### 27.9%

**Reduction\*\***

Our reduction in carbon emissions since 2011 in the Clean Cargo Working Group



### 1.3 million

**TEU cargo**

Total cargo volume transported by Arkas Line and EMES Feederling



### 56,636

**TEU**

Total TEU capacity of Arkas Line and EMES Feederling vessels



### 10%

Ratio of female employees on our vessels  
(Sector average: 1.2%)

\* Includes a total of 49 vessels: 38 operated and 11 chartered out.

\*\* CCWG Methodology 2024.

\*\*\* The pool of temporary employees on vessels operated and chartered by Arkas Line is not included in the total number of employees, but this number is included in the total number of officers.







## ARKAS HOLDING AND GROUP COMPANIES

Arkas is an international holding company that offers an integrated service chain by combining sea, land, rail, and air transport, with its main business lines in shipping, logistics, and terminal operations.

Founded by Gabriel J. B. Arcas in 1902, Arkas defined its business scope in 1944 when Lucien G. Arcas established the company's field of activity as international transport. In 1964, the third-generation family member, Lucien Arkas, took over management, and Lucien Arkas Vapur Acenteliği (Lucien Arkas Shipping Agency) was founded. In 1979, the company's name was changed to Arkas Shipping and Transport S.A, and then in 2000, Arkas Holding was established.

Arkas is an international holding company that offers an integrated service chain by combining sea, land, rail, and air transport, with its main business lines in shipping, logistics, and terminal operations.

Aiming to meet the needs of its stakeholders across all sectors in which it operates by considering the best and latest international practices, Arkas Holding provides a wide range of services in various sectors, from bunkering to automotive, insurance services to information systems, and tourism, in addition to its main fields of activity.

With a deep-rooted history of over a century, 54 companies, and 8,300 employees, Arkas Holding stands out as a financially strong and internationally reputable organization.

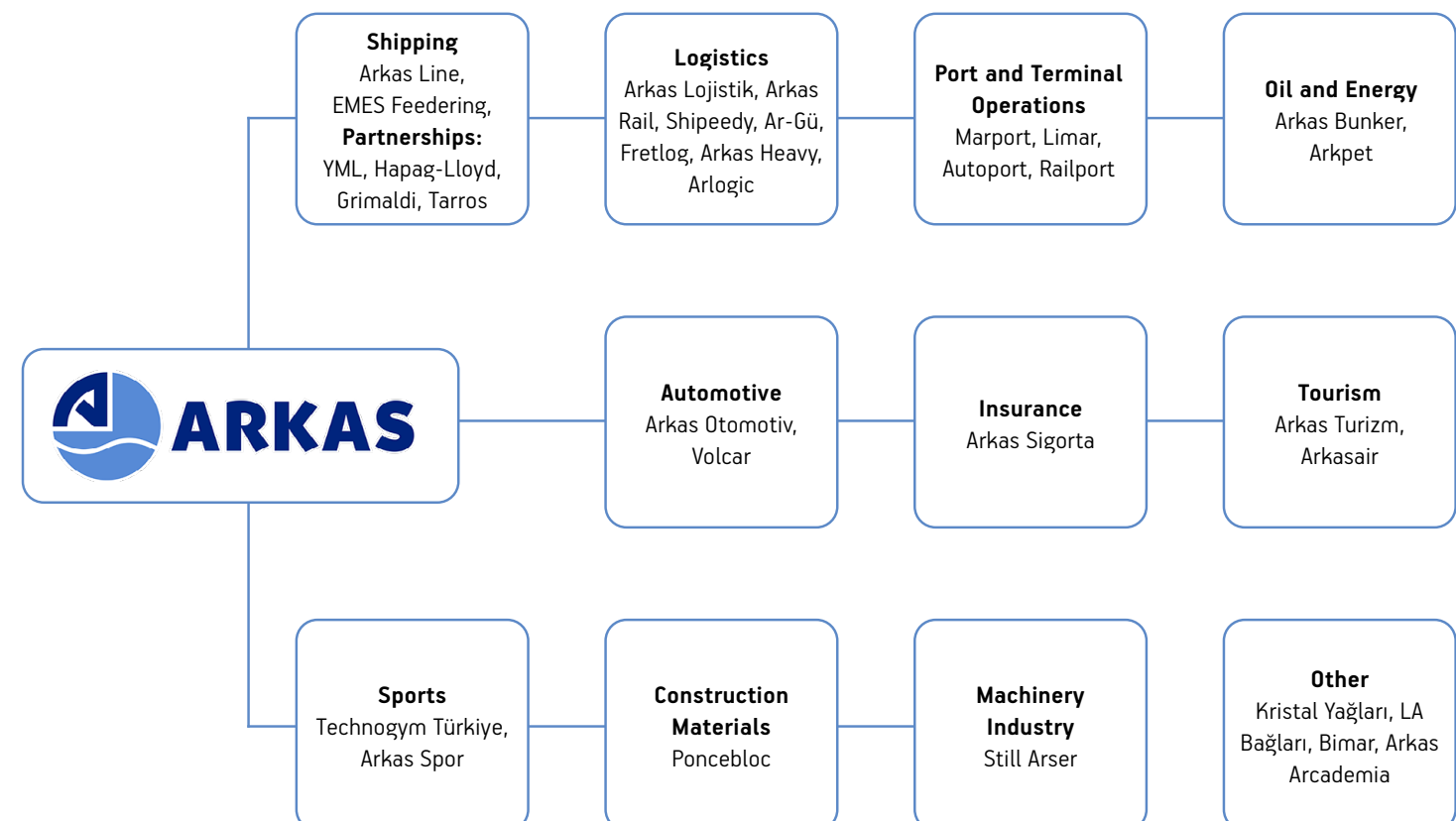
It considers its suppliers and customers as respected business partners and, within this framework, establishes reliable and sustainable relationships that serve mutual interests. For sustainable economic development, it ensures that its partnerships and

collaborations with the world's leading shipowners comply with international corporate governance principles and sustainable development goals.

Since its establishment, Arkas has expanded its social responsibility investments in the fields of art, sports, education, and the environment. Arkas focuses on

young people in sports, art, and education, making art accessible through the art centers it opens and contributing to raising athletic generations through its sports schools. Arkas carries out its environment-focused social responsibility projects under the "Blue for Green" initiative and its people-focused social projects under the "Blue for Life" initiative.

**Arkas Holding operates in 11 sectors with 54 companies.**







## ABOUT ARKAS LINE

# We are the company with the largest container fleet in Türkiye.



After Lucien Arkas took over management in 1964, Arkas Shipping and Transport S.A. was established in 1979, and began offering agency services for global shipping lines. Following global trends, Lucien Arkas established his own international container line, EMES Shipping and Transport S.A., in 1996.

In 2010, the company changed its trade name to Arkas Container and Transport S.A. and continued to expand its liner transport activities under the “Arkas Line” brand. Meanwhile, Genoa-based EMES Feederling S.R.L. continued to provide “feeder” transport services to third parties.

Today, as Arkas Line, we provide scheduled container transport services on 23 different lines in a wide geography spanning the Mediterranean, the Black Sea, North and West Africa, the Red Sea, the Americas, and India. As of 2024, we have launched new lines on the U.S. East Coast, calling at the ports of New York, Norfolk, and Savannah, and in the Red Sea, calling at ports in Saudi Arabia, Jordan, and Djibouti; our India line is set to become operational in February 2025. Today, our company offers regular services to a total of 72 ports in 27 countries.

As of the end of 2024, at Arkas Line and EMES, we operate a total of 38 container vessels on our own lines. The vessels in our fleet vary in capacity from 900 TEU to 2,900 TEU. As part of our fleet renewal and expansion program, a total of ten new-generation eco-design vessels will be delivered — one in 2027, followed by five 4,300-TEU and four 3,100-TEU vessels in 2028. With our new vessels being built at CSSC Huangpu Wenchong, one of China's leading shipyards, our total number of vessels will increase to 59, and our total TEU capacity will rise to 124,630.

As Arkas Line, we are the company with Türkiye's largest Turkish-flagged container fleet. Additionally, we maintain long-term representation and agency relationships with international firms and collaborate with many global shipping companies on sustainability and emissions reduction.

As Arkas Line, with these efforts, we support the “Partnerships for the Goals” principle within the framework of the United Nations' 17<sup>th</sup> Sustainable Development Goal, and we stand out in the maritime sector with our environmentally friendly and innovative approach.

TEU	4,300 TEU	3,100 TEU	2,700-2,900 TEU	2,400-2,700 TEU	1,500-1,700 TEU	1,150-1,500 TEU	900-1,150 TEU
Number of Vessels	6*	4*	7	9	10	16	7

\*Vessels to be delivered in 2028.





## OUR VALUES AND MANIFESTO

# We see our principles and values as a compass for a sustainable future.



### Human-Centered Approach

By placing people at the center of our corporate culture and values, we undertake projects that add value to society.



### Continuous Improvement

Building on our past experiences, we design more efficient processes supported by technology and pass them on to future generations.



### Collaboration and Team Work

We work in harmony and believe in team spirit. We share all information that can serve the benefit of the whole. We formulate our growth targets and corporate governance strategy through collective reasoning.



### Respect for Nature and Life

We respect nature and life in everything we do. We strive to raise awareness and make a difference for positive change.



### Agility

To adapt to change and be prepared for the future, we anticipate risks and opportunities, react quickly, and develop strategies and business plans that offer flexible solutions.



### Responsibility

To maintain our work principles, we consider the benefit of the whole in everything we do, take responsibility by considering the whole, and share responsibilities.

## OUR WORK PRINCIPLES

BENEFIT  
CREATION

TRANSPARENCY

MUTUAL TRUST

SOLUTION-ORIENTED  
APPROACH

DATA-BASED  
DECISIONS

COMPLIANCE

Our manifesto is: "Moving forward for generations by valuing people, respecting nature and life."







## GEOGRAPHICAL SCOPE



 Algeria	 France	 Italy	 Morocco	 Saudi Arabia	 U.S.A.
 Belgium	 Georgia	 Ivory Coast	 Netherlands	 Senegal	 Ukraine
 Benin	 Germany	 Jordan	 Nigeria	 Spain	
 Bulgaria	 Ghana	 Lebanon	 Portugal	 Tunisia	
 Djibouti	 Greece	 Libya	 Romania	 Türkiye	
 Egypt	 India*	 Mauritania	 Russia		

\* The India service is to be launched as of February 2025.





## 2024 YEAR-END REVIEW

## The most notable development of the year was in alternative fuel technologies.

The year 2024 was a year of both significant changes and uncertainties for the maritime transport sector. Geopolitical tensions, particularly security issues in the Red Sea, forced many vessel routes between Asia and Europe to be diverted around the Cape of Good Hope. This led to delivery delays and higher costs, resulting in major changes in shipping contracts and vessel schedules.

The most notable development of the year was in alternative fuel technologies. The number of vessels powered by biofuels and other alternative fuels increased, while the adoption of energy-efficient hull designs and software also became more widespread. This technological shift not only supported environmental sustainability but also provided a competitive advantage.



**In 2024, a wide range of practices were implemented, from the use of alternative fuels to digital carbon measurement technologies, and from green transportation approaches to environmental, social, and governance (ESG) reporting.**



Digitalization also played a significant role in the sector's transformation. Applications such as AI-supported cargo planning, vessel management with sensors, and digital cargo tracking systems became important not only for increasing operational efficiency but also for transparency and sustainability reporting. Environmental impact has now become as decisive a factor in logistics decisions as transport speed.

Economic conditions, high fuel prices, interest rate fluctuations, and increased port fees made budget planning difficult for businesses. While the impact of energy prices on freight rates increased, regulations such as the EU ETS introduced carbon costs as a direct expense. These developments ushered in a year where environmental compliance became mandatory in line with the IMO 2050 targets.

In competition, not only vessel capacity but also carbon efficiency has become important. Customer demand for sustainability-focused solutions increased. Carbon emission reports, green transport documents, and container-based tracking applications have become an important part of the bidding process.

In 2024, the maritime transport sector continued its operations under the pressure of costs and legal regulations. While problems with routes due to geopolitical risks led to uncertainties in the supply chain, digitalization and data-driven sustainability practices increased compliance requirements. These challenges also led to permanent changes in the sector.





## 2024 YEAR-END REVIEW

In 2024, carbon pricing, green financing, and compliance with legal regulations came to the forefront in the field of sustainability.

In 2024, sustainability moved beyond rhetoric, as tangible steps were also taken. A wide range of practices were implemented, from the use of alternative fuels to digital carbon measurement technologies, and from green transportation approaches to environmental, social, and governance (ESG) reporting. Cargo owners' environmental awareness and expectations for transparency fundamentally transformed the way the sector operates.

Developments in digitalization and automation not only made work more efficient but also played a significant role in making strategic decisions on issues such as weather-based route planning, emissions analysis, and automation of in-port operations. This enabled the transition to more error-free and agile operations.

At Arkas Line, we responded quickly and effectively to global changes. In 2024, we broke new ground in the Turkish maritime sector by using BI024F biofuel, supplied by Arkas Bunker, on our vessels for the first time. We aimed to make our sustainability targets visible at every stage of our supply chain and integrated our supplier evaluation process with our ESG priorities to align our suppliers with our ESG targets.

**CSRD**

Under the European Union's Corporate Sustainability Reporting Directive (CSRD), companies are now required to report their environmental, social, and governance impacts in a more comprehensive, transparent, and comparable manner.

**TSRS**

Following the European Union, the understanding of sustainability reporting in Türkiye has gained a new dimension with the Turkish Sustainability Reporting Standards (TSRS). These standards have encouraged local companies to report their sustainability approaches and performance in a more structured way, increasing awareness in the sector.

**ARKAS Line****European Union (EU)  
Taxonomy**

The EU Taxonomy, published by the European Union, clarified the criteria that economic activities must meet to be considered "green" in terms of environmental sustainability. This has made it mandatory to assess the environmental impacts of investments and operations in the maritime sector in greater detail.

**Green Deal**

The European Green Deal has significantly raised environmental compliance expectations in cross-border trade in line with the EU's 2050 net-zero targets. Maritime transport companies have begun to feel more pressure to reduce carbon emissions and comply with other environmental standards in trade with the EU.

Our strategic approach was strengthened by our understanding of green fuels, digital solutions, and customer-focused sustainability. While increasing our competitive advantage through local and international collaborations, we have made green transport an important value.

For Arkas Line in 2024, carbon pricing, green financing, and compliance with legal regulations came to the forefront in the field of sustainability. In the maritime sector, the increase in carbon emission measurement tools and sustainable fuel alternatives was particularly noteworthy. Furthermore, compliance with sustainability reporting standards such as the CSRD and TSRS has become even more important for companies.

As Arkas Line, we expect the sustainability-focused developments that will shape maritime transport and related industries in 2025 and beyond to include carbon emission reduction projects, the mandatory presentation of verifiable ESG data, climate risk scenarios, and supply chain compliance in which every link of the chain is expected to minimize environmental impact. It is critical for industry players to establish digital systems, develop alternative fuel plans, and integrate sustainability reporting into their operations starting now.





## OUR PATH TO SUSTAINABLE SUCCESS

2007

We established the first express reefer line to transport citrus cargo from southern Türkiye and Egypt to Russia with reefer equipment, without breaking the cold chain, which was previously transported by canvas-covered trucks and bulk carriers.

2009

We won the Golden Anchor in the Shipowner Category at the Dünya Newspaper Golden Anchor Turkish Maritime Success Awards.

2013

We became the first and only member company from Türkiye in the Clean Cargo Working Group. We began reporting our carbon emissions from vessels to Clean Cargo, using 2011 as the base year.

2015

We began reporting to EcoVadis.

We became a signatory to the United Nations Women's Empowerment Principles (WEPs).

We became a member of the Ethics and Reputation Society of Türkiye (TEID).

2016

We established the Arkas Line Quality Department. We obtained ISO 9001, ISO 14001, and ISO 45001 certifications.

As Marport, Arkas Line, and Arkas Maritime Merchant Fleet, we won three Golden Anchors at the 12<sup>th</sup> Golden Anchor Award Ceremony organized by the Deniz Haber Agency.

2017

We received the Maritime Company with the Highest Female Employment Award at the Yakamoz: Women and the Sea Symposium.

2018

We won the "Service Exporter" award in Türkiye's Top 500 Service Exporters Survey prepared by the Turkish Exporters Assembly (TIM).

2019

We were awarded the Environmental Ship Index Award by the World Ports Climate Initiative.

2021

We established the European Green Deal Committee.

2022

We received the UTIKAD Awards in the categories of "Company with the Highest Employment of Turkish Seafarers" and "Company Operating the Most Vessels under the Turkish Flag."

2023

We launched the Arkas Intergroup Sustainability Program. We established the Arkas Line Sustainability Directorate.

We became a member of the United Nations Global Compact (UNGC).

We established the Operational Excellence department.

We began measuring our Corporate Carbon Footprint in 18 countries.

We began reporting to the Carbon Disclosure Project (CDP) on climate action.

2024

We became the first shipowner in Türkiye to use ISCC-certified maritime biofuel.

We became the first company in the container transport sector in Türkiye to publish a sustainability report.







## OUR SUSTAINABILITY STRATEGY

We determine our sustainability targets through ESG risk and opportunity analysis and stakeholder prioritization studies.

We shape our sustainability approach with the understanding of “Valuing people, respecting nature and life” We place social and environmental awareness at the core of our business practices, making sustainability an integral part of our corporate culture by integrating it into all our operations and processes. We have built our roadmap for a sustainable transformation on four main topics. These are: becoming carbon neutral, establishing a sustainable supply chain, empowering employees, and engaging with the communities.

While forming our sustainability strategy, we conducted risk and opportunity analysis studies by consulting our stakeholders. Through these studies,

we identified the environmental, social, and economic risks and opportunities that Arkas Line may face, explained the measures we took for the risks, and summarized how we manage the opportunities. Based on the analysis results, we aimed to evaluate our strengths and opportunities while minimizing our weaknesses and threats.

With the outputs from these studies, we grouped eight main topics under four strategic headings. In line with our priorities, we focus on the following strategic areas:

- Meeting the demand for low-carbon transport,

- Investing in digitalization,
- Increasing operational and commercial agility,
- Developing common solutions to social problems by establishing strong relationships with stakeholders.

We determine our sustainability targets through ESG risk and opportunity analysis and stakeholder prioritization studies, and we track our performance through KPIs (Key Performance Indicators) and on the MAP360 digital sustainability platform. We aim to fully digitize all our ESG data via the MAP360 platform by 2025, and as part of this, we began transferring historical data to the platform in 2024.



Becoming  
Carbon Neutral



Sustainable  
Supply Chain



Employee  
Empowerment



Community  
Engagement





## OUR SUSTAINABILITY GOVERNANCE STRUCTURE

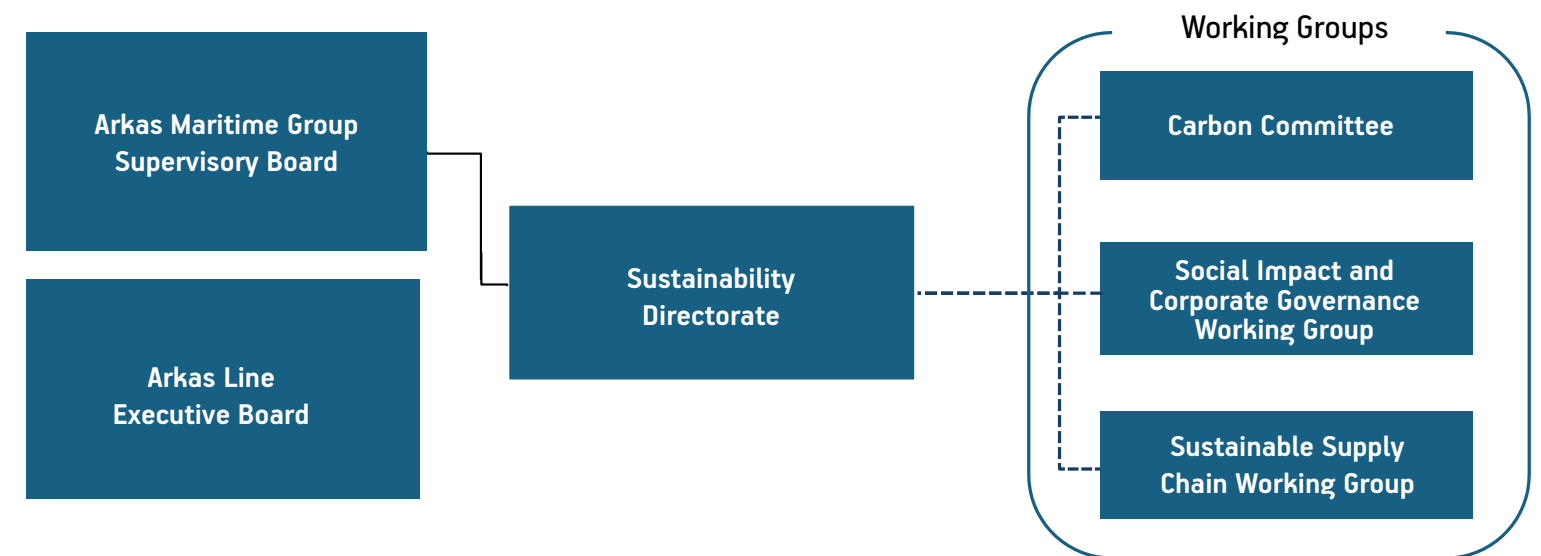
As of 2024, we have established three main working groups to deepen our focus in the social, environmental, and governance areas.

We consider sustainability one of our strategic priorities and strengthen our governance structure with this understanding. The Arkas Maritime Group Executive Board Sustainability Committee, which we established at the end of 2022, met four times during 2024—in February, June, October, and November—in addition to the monthly progress report submitted. The Committee is responsible for ensuring the implementation of our sustainability strategy, monitoring performance, evaluating risks and opportunities, developing improvement projects, and promoting a sustainability culture throughout the company. At the 2024 meetings, decisions were made to expand the use of biofuel, digitize carbon footprint tracking, increase sustainability training, assign sustainability KPIs to the Arkas Line management level, and integrate ESG criteria into the supply chain.

The Sustainability Directorate, which we established to integrate sustainability into our corporate culture, carries out its activities by reporting directly to the Supervisory Board, which consists of Bernard Arkas, Arkas Holding

Vice President, Can Atalay, Arkas Line CEO, and Cenk Değer, Arkas Line Area Management CEO. This structure demonstrates that sustainability and digital transformation issues are embraced at the highest level.

As of 2024, we have established three main working groups to deepen our focus in the social, environmental, and governance areas: the Social Impact and Corporate Governance Working Group, the Carbon Committee, and the Sustainable Supply Chain Working Group.







## OUR SUSTAINABILITY GOVERNANCE STRUCTURE

Our working groups, established under the coordination of our Sustainability Directorate, are progressing with the collective contributions of many departments across the company.

### Social Impact and Corporate Governance Working Group

It was established at the beginning of April with the participation of the Sustainability, Human Resources, Brand and Corporate Communications directorates, and Arkas Academy, and held a total of eight regular monthly meetings throughout 2024. Within the scope of the working group, the focus was on developing projects concerning employees, designing training processes, and ensuring transparent communication of projects on internal and external platforms. Projects implemented and in progress in 2024:

**Green Office Award System:** As part of our Green Office project, we collaborated with the Ecoding application to make our employees a part of the green office award system. We also eliminated single-use plastics in some of our offices and used awareness-raising posters and labels.

**Sustainability Training:** We designed sustainability training with the Academy and developed projects on gamification within the scope of UNGC SDG innovation.

**Ethics Code Update & Training:** As part of our commitment to ethical values, our Maritime Group's Ethics Code was updated to international standards. We have planned to offer online ethics training in Turkish, English, and French to all our employees in Türkiye and abroad in 2025. A Maritime Group Ethics Committee, consisting of the Audit, Legal, and Human Resources directorates, was formed to evaluate ethics notifications.

**Sustainability Report:** We published our first sustainability report, ensured stakeholder communication, and shared it on our social media channels and website.

### Carbon Committee

Arkas Line Operations, Trade, Global Accounts, OpEx, Fleet Management, and Sustainability departments contributed to the committee, which was launched in July 2024. The topics the Committee worked on, which held a total of four meetings between July and December 2024, were:

**Determination of the Carbon Roadmap Reference Year:** 2018 was determined as the reference year.

**Development of Carbon Reduction Projections and Targets:** Emission projections have been created until 2030, with ongoing efforts aimed at achieving the 2050.

### Fleet Investments and Operational

**Improvements:** Communication processes are being conducted regarding investments and operational improvements made within the scope of technical solutions such as propeller retrofitting and scrubbers.

**Increasing the Use of Biofuel:** Biofuel marketing and pricing activities are being carried out in line with the goal of reducing the carbon footprint.

**Sustainability Software Integration:** The procurement process for the sustainability software,



which will ensure the integration of carbon targets into business processes and the tracking of ESG KPIs, was completed in 2024, and data entry has begun.

### Sustainable Supply Chain Working Group

The purpose of the committee, which was established in November 2024, is to improve sustainable supply chain processes and set data-driven targets. The participants of the committee include the Arkas Line Procurement Directorate, Equipment Logistics Directorate, OHS and Quality Department, and the Sustainability Directorate.

**Supplier Evaluations + ESG Integration:** The committee's first project was to integrate a mini-evaluation survey with questions on environmental, social, and governance areas into the annual supplier evaluation process. This survey was sent to suppliers for the 2024 evaluations, and the feedback received was analyzed.

**Supplier Mapping Process:** To include our suppliers in the risk assessment process, we categorized them according to their business volume and strategic importance to Arkas Line and matched this with the survey responses. This was planned as a baseline study to be used in setting common goals and supplier development in the future. Our working groups, established under the coordination of our Sustainability Directorate, are progressing with the collective contributions of many departments across the company.





OUR STAKEHOLDER MAP AND STAKEHOLDER ENGAGEMENT

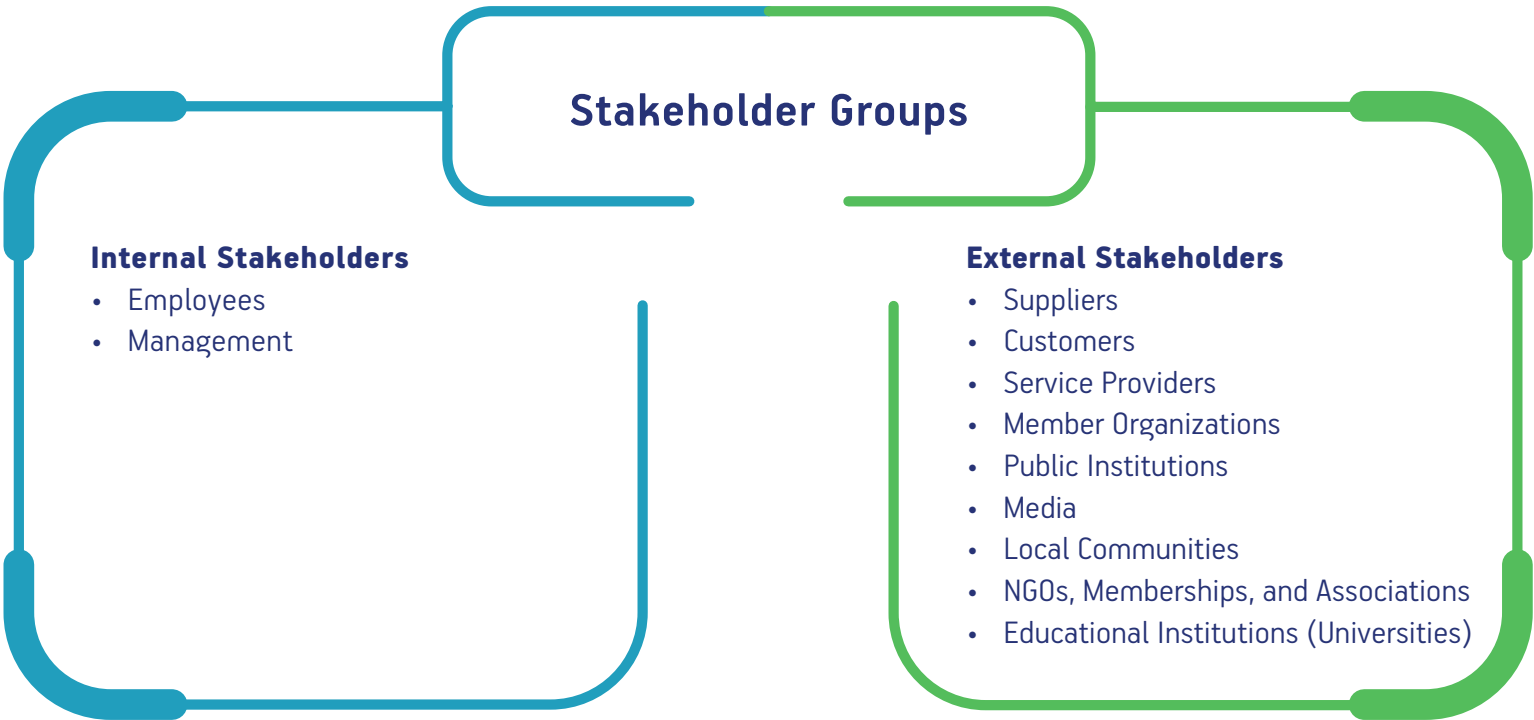
Stakeholder interaction and communication, along with employee and customer satisfaction, form the basis of our sustainability strategy.

Arkas Line Stakeholder Universe

At Arkas Line, we build our sustainability communications with stakeholders on the principles of transparency, continuity, and mutual value creation. In this context, sustainability newsletters, our annual sustainability report, corporate LinkedIn communications, and the direct interactions we have at industry events constitute our main communication channels. Our goal is to proactively manage stakeholder expectations through effective feedback mechanisms and to develop strategies accordingly.

Stakeholder interaction and communication, along with employee and customer satisfaction, form the basis of our sustainability strategy. Accordingly, we updated the comprehensive analysis we conducted in 2023 to identify Arkas Line’s priority stakeholder groups in 2024. With the updates, we added local communities, NGOs, and educational institutions (universities) to the external stakeholder groups.

Stakeholders	Communication Channels	Communication Frequency
Employees	Employee satisfaction survey, sustainability survey, newsletter, emails, training, webinars, working groups, events, internal audits	Once or several times a month
Management	Sustainability survey, Sustainability Committee executive meetings	At least 4 times a year. Additional meetings are held as needed.
Suppliers	Sustainability survey, Supplier evaluation ESG survey, one-on-one phone or email discussions, fairs	At least once a year
Customers	Sustainability survey, surveys from customers, customer satisfaction survey, one-on-one meetings, newsletter, fairs, meetings	Several times a year
Service Providers	Sustainability survey, one-on-one meetings, fairs, meetings	At least once a year
Member Organizations	Arkas Line sustainability survey, one-on-one meetings	At least once a year
Public Institutions	Arkas Line sustainability survey	Once a year or once every two years
Media	Sustainability survey, one-on-one meetings, events	At least once a year
Local Communities	Newsletter, media communication, projects, and events	Once a year or once every two years
Educational Institutions	Career days, HR projects	Throughout the year
NGOs, Memberships, and Associations	Sustainability survey, events, projects	Once a year or once every two years







## OUR STAKEHOLDER MAP AND STAKEHOLDER ENGAGEMENT

## In 2024, the company participated as a speaker or panelist in a total of nine sustainability-related events.

In 2024, as an important part of its stakeholder communication, the company participated as a speaker or panelist in a total of nine national and international sustainability events. Representing the maritime sector, we contributed to leading organizations such as Carbon Forward Türkiye, Türkiye's first carbon conference, Innovate4Climate, and the SGP Global Carbon Markets Conference. Our presence at these events is a testament to our commitment to sustainability in our sector.

Istanbul University-Cerrahpaşa  
Sustainability Day28  
February

Istanbul

Panelist

Carbon Forward Türkiye 2024,  
International Carbon Pricing09  
May

Izmir

Panelist

World Food Istanbul, Together for Climate:  
Resilience and Collaboration in the Food Sector04  
September

Istanbul

Panelist

Innovate4Climate, "Navigating Carbon  
Pricing in the Maritime Sector"11  
September

Berlin

Panelist

Fitch ESG Breakfast, "ESG Data and  
Reporting Requirements"10  
October

Istanbul

Panelist

ESG and Sustainable Investment Forum  
2024, Sustainability Trends Shaping  
Corporate Priorities in 202524  
October

Istanbul

Panelist

Aden Değerleme "Time to Act  
for Real Sustainability"14  
November

Istanbul

Panelist

SGP Global Carbon Markets Conference,  
Impact of Carbon Mechanisms and Regulation  
on Shipping Lines03  
December

Barcelona

Panelist +  
Roundtable8<sup>th</sup> Green Shipping Summit - Vessel Operators'  
Commitments to Sustainability31  
January

Rotterdam

Speaker



CUSTOMER AND EMPLOYEE  
SATISFACTION

We have been  
measuring our  
customers' satisfaction  
every year since 2016.

↗  
**77.9%**  
General agency  
satisfaction rate



We measure our employees' opinions  
at regular intervals with external  
survey companies.



In addition to the survey we sent for our materiality analysis for the Sustainability Report, we send a "Customer Satisfaction" survey to Arkas Line agencies every year. In these surveys, we ask the sales and operations teams to evaluate Arkas Line. We have also been measuring our customers' satisfaction every year since 2016. According to 2024 data, the General Agency Satisfaction Rate was 77.9%, the Agency Sales Satisfaction Rate was 77.0%, the Agency Operations Satisfaction Rate was 75.1%, and the Global Customers Satisfaction Rate was 76.8%. The survey results are reported to the relevant departments and managers. If customer satisfaction rates are below the targeted values, the sub-breakdowns that make up the satisfaction rates are shared with the relevant departments, and then actions to increase satisfaction are planned.

Similarly, we measure the opinions of our internal and external stakeholders at regular intervals with independent survey companies. In the latest stakeholder survey we commissioned from the company Think Aloud in 2023, we researched our company's overall profile, its competitors, and brand awareness. According to the research results, Arkas Line, the company that has gained the most public trust in its sector, was defined by stakeholders with an average of 72% as a well-managed, reliable, deep-rooted, strong, successful, prestigious company that provides quality services and products, has high global recognition, and uses modern technology.





## OUR CORPORATE MEMBERSHIPS AND THE INITIATIVES WE SUPPORT

As of January 2024, we launched our monthly newsletter, Arkas Line Sustain Connect, to share our sustainability vision and actions.

In April 2024, we participated in the meetings of the Clean Cargo Working Group, of which we have been a member since 2013, held in Amsterdam as part of the annual "Smart Freight Week." At this event, which represented 88% of the container transport sector, we followed the latest decarbonization trends and presented our own initiatives. We actively participated in the meetings and training of the United Nations Global Compact (UNGC), to which we became a signatory in 2023. We were selected for their accelerator program for the Sustainable Development Goals, "SDG Innovation for Young Professionals." We renewed our Ethics Code with TEİD and continued our coastal clean-up project with Deniz Temiz Association/TURMEPA, which has been ongoing for 18 years. We updated the Arkas Line website to support effective and transparent stakeholder communication. We have made our certificates and procedures easily accessible to our stakeholders through our website.

**Arkas News & Sustain Connect**

With Arkas News, which has been published digitally since 2014, we announce important developments about Arkas to our internal and external stakeholders on social media platforms and our website. Following the success of Arkas News over the last decade, we launched our monthly newsletter, Arkas Line Sustain Connect, as of January 2024, to share our sustainability vision and actions. We send this newsletter to our internal and external stakeholders via email, publish it on LinkedIn, and accept subscriptions. In its first year, Sustain Connect exceeded 14,000 subscribers on LinkedIn, becoming an effective communication channel for our sustainability news.

**Memberships****Initiatives****WOMEN'S  
EMPOWERMENT  
PRINCIPLES**Cross Industry  
Work Group





## MATERIAL TOPICS AND MATERIALITY MATRIX

In the 2024 reporting period, we conducted a peer analysis to identify areas where we could improve our sustainability efforts.

We conducted our materiality analysis in interaction and dialogue with our internal and external stakeholders to determine our sustainability priorities and material topics. Our sustainability priorities were determined through a dual perspective; covering both the issues that have a substantial impact on Arkas Line's operations and those over which Arkas Line has influence.

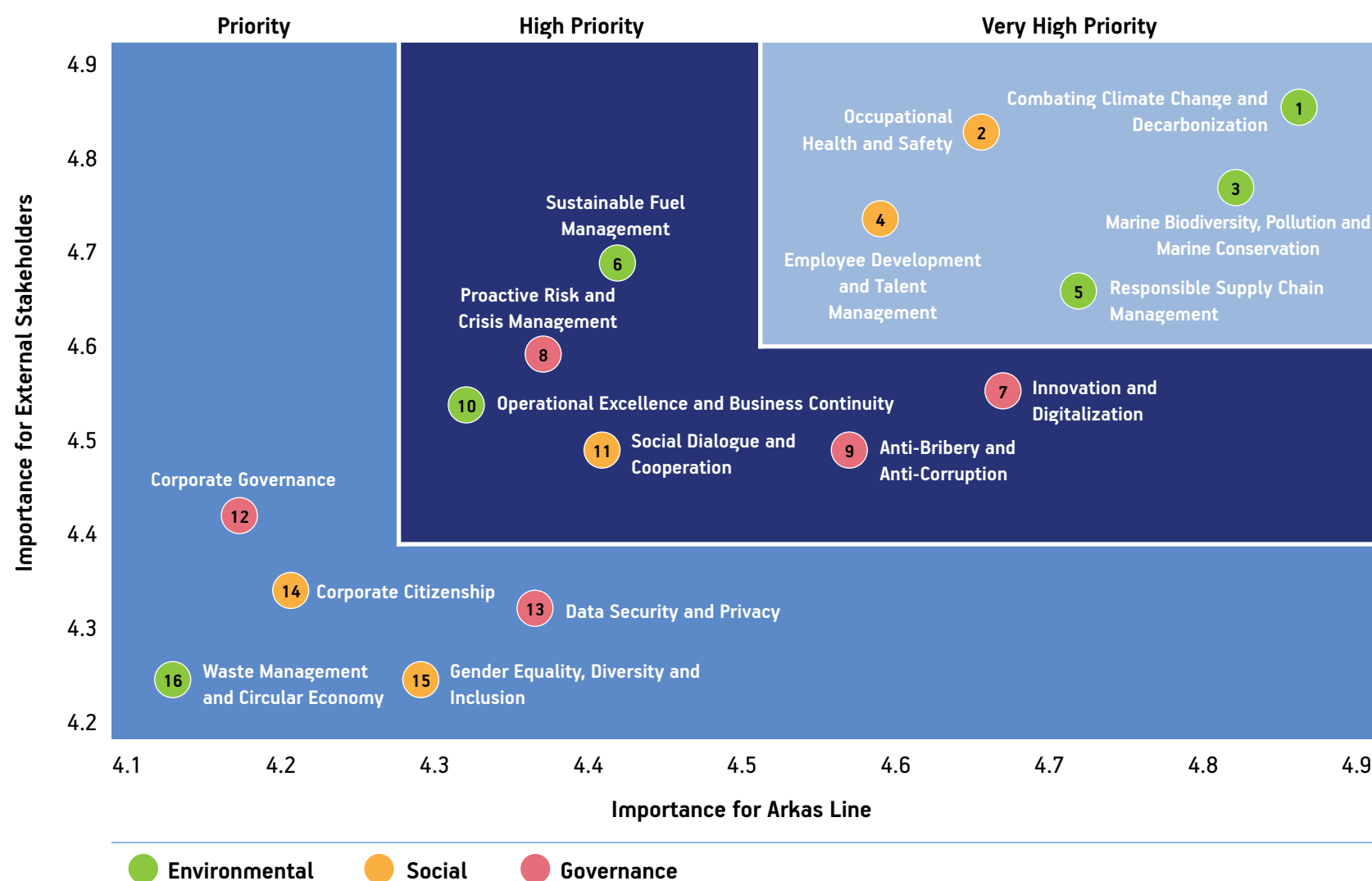
During the 2024 reporting period, we conducted a detailed peer analysis to identify areas where we could improve regarding our 2023 Sustainability Report and sustainability efforts. In our peer analysis, we considered our sector's sustainability priorities, the United Nations Sustainable Development Goals, our stakeholders' expectations, competitor analysis, and conjunctural developments in the sustainability

ecosystem in Türkiye and around the world. In line with this comprehensive study, we expanded our stakeholder map by adding local communities and educational institutions, while strengthening our material topics in the field of sustainability.

We increased the total number of material topics from 12 in 2023 to 16, in line with the benchmarking and gap analysis we conducted. Unlike in 2023, we categorized our topics according to their level of importance under the headings "Very Highly Material," "Highly Material," and "Material." We finalized the materiality analysis with comments from our senior management and subsequently updated and re-prepared our materiality matrix. In our strengthened materiality matrix, we addressed the topics under the categories of Environmental, Social, and Governance, which were different from the previous year.

At Arkas Line, among our newly added material topics, we are addressing "Sustainable Fuel Management," an important issue in the maritime sector, as a separate heading, aiming to reduce our environmental impact in this area and increase our operational efficiency.

Furthermore, in line with our priority of "Operational Excellence and Business Continuity," we aim to continuously optimize our business processes in terms of efficiency and effectiveness and to secure our business continuity against possible interruptions. In a digitalizing world, we prioritize "Data Security and Privacy," based on the protection of corporate and personal data, and effectively implement our security measures, privacy policies, and data management processes. With our understanding of "Corporate Citizenship," we focus on long-term support and collaboration projects that will contribute to the social, economic, and cultural development of local communities.


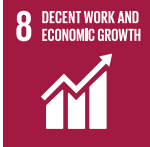









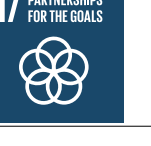










## SUSTAINABLE DEVELOPMENT GOALS WE CONTRIBUTE TO

Priority Level	Priority Issues	SDGs We Contributed to
Very High Priority Issues	Combating Climate Change and Decarbonization	 
	Occupational Health and Safety	 
	Marine Biodiversity, Pollution and Marine Conservation	  
	Employee Development and Talent Management	  
	Responsible Supply Chain Management	 
High Priority Issues	Sustainable Fuel Management	  
	Innovation and Digitalization	
	Proactive Risk and Crisis Management	  

Priority Level	Priority Issues	SDGs We Contributed to
High Priority Issues	Anti-Bribery and Anti-Corruption	
	Operational Excellence and Business Continuity	 
	Social Dialogue and Cooperation	
	Corporate Governance	
Priority Issues	Data Security and Privacy	 
	Corporate Citizenship	  
		  
		  
	Gender Equality, Diversity and Inclusion	 
	Waste Management and Circular Economy	  





## OUR SUSTAINABILITY TARGETS

We have set targets to reduce our environmental impact, increase our operational efficiency, and move forward in harmony with all our stakeholders.



# 26.7%

Targeted reduction in CO<sub>2</sub> emissions per transport by 2030



The 2023 IMO GHG Strategy is the main source of our emission reduction targets.

At Arkas Line, we are aware of our responsibility to build a sustainable future. In this regard, we have set targets to reduce our environmental impact, increase our operational efficiency, and move forward in harmony with all our stakeholders.

**Emission Reduction Targets**

Under the United Nations Framework Convention on Climate Change (UNFCCC), to which our country is a party, states have committed under the Paris Agreement to limit the global temperature increase to 1.5°C within this century. To achieve this goal, it is of great importance that not only countries but also companies clearly define their climate commitments and significantly reduce their carbon emissions and activities with high environmental impact. The "Initial IMO Strategy" for reducing greenhouse gas (GHG) emissions from vessels, adopted at MEPC 72 in April 2018, and the subsequent "2023 IMO GHG Strategy" adopted at MEPC 80, form the main source of our emission reduction targets. Our main targets set in this context are:

- To reduce CO<sub>2</sub> emissions per transport by at least 26.7% by 2030 (based on the 2018 IMO DCS report).
- To ensure that zero or near-zero GHG emission technologies, fuels, and/or energy sources represent at least 5% of the total energy we use on our vessels by 2030.
- To equip all our vessels calling at European Ten-T Ports with shore power capabilities by January 1, 2030.
- For the existing vessels in our fleet to meet the Operational Carbon Intensity (CII) requirements in line with the reduction factors specified below and to ensure full compliance with the regulation (based on 2019):
  - o 2025 - 9%
  - o 2026 - 11%
  - o 2027 - 13.625%
  - o 2028 - 16.250%
  - o 2029 - 18.875%
  - o 2030 - 21.5%
- To meet the Energy Efficiency Design Index (EEDI) Phase 3 requirements in our newbuild vessels.
- Currently, all our vessels comply with the Energy Efficiency Existing Ship Index (EEXI) conditions specified in MARPOL Annex VI, and we aim to align our fleet with any future revisions to the regulation.
- To achieve net-zero GHG emissions by or around 2050.







## OUR SUSTAINABILITY TARGETS

As a member of the maritime sector, reducing carbon emissions is our top priority and primary goal.

As a member of the maritime sector, reducing carbon emissions is our top priority and primary goal. In this context, we are improving our environmental performance by increasing our use of biofuel and expanding our energy efficiency projects. In the long term, we aim to pioneer a cleaner maritime approach by increasing the percentage of bio-content by mass in the fuels used on our vessels and consequently eliminating emissions with pure biofuels.

**Operational Reliability and Digitalization**

Efficient and reliable operations are an integral part of sustainability. In this context, we are working to improve our schedule reliability. Our goal is to ensure that the actual voyage duration does not exceed 1.1 times the planned duration. Additionally, we closely monitor our voyage fuel consumption's compliance with the budget and aim for the expenditure deviation not to exceed 1.06. We are implementing our loading program renewal project to accelerate our processes and increase our efficiency by taking advantage of the opportunities offered by digitalization.

**Supply Chain Targets**

We do not limit our sustainability approach to our own operations. We believe that all stakeholders in our supply chain should progress together on this journey. Therefore, we consider it essential that our suppliers sign our Supplier Code of Conduct. We aim to raise the signing rate among our partner terminals by 50% by the end of 2025.

**Green Transport Targets in Sales Channels**

We aim to develop green transport solutions and offer them more effectively as a product to our customers, starting with our contracted and global clients. We aim to:

- Expand the marketing of biofuel pricing to customers through the "Book for Green" system,
- Increase the share of digital contracts and e-signed agreements by 10%.







## COMBATING CLIMATE CHANGE

# In line with our Environmental Policy, we prioritize environmental improvements in our daily operations.

Maritime transport accounts for 90% of world trade and about 3% of global greenhouse gas emissions.<sup>1</sup> Although maritime transport constitutes only about 11% of transport-related greenhouse gas emissions, emissions from the sector will continue to rise if no action is taken. Achieving success in the decarbonization of maritime transport and contributing to the prevention of dangerous levels of global warming require the industry to promptly reach consensus on measures addressing greenhouse gas emissions. International maritime transport is governed by rules and regulations negotiated and adopted by the IMO. Currently, efforts are underway at the IMO to develop global rules for the decarbonization of maritime transport applicable to commercial shipping. At the same time, regional regulations, as seen in those adopted at the European Union level and applied to all vessels calling at European ports, also affect

the global process. Challenges such as changing the fuel used, identifying less environmentally harmful fuels, and securing sufficient quantities of these fuels are just a few of the factors that place shipping in the 'hard to abate' industries category. Carbon pricing, which will determine whether these fuels will be economical, ordering new vessels, scrapping old vessels, and most importantly, how and by whom these transition costs will be covered, also push shipping into the hard-to-abate industries category. However, the maritime sector has successfully undergone many transitions over thousands of years, such as from manpower to wind power, coal, and fuel oil. It will also navigate this transition successfully. Our advantage, unlike in other industries, is the presence of international regulators such as the IMO, which encourage companies in the sector to act collectively. At Arkas Line, we conduct our door-to-door international container shipping operations with an awareness of the need to combat climate change. Our strategic approach is built on emission reduction, energy efficiency, biofuel use, and fleet optimization. Accordingly, we are transforming our business model into a climate-friendly structure by developing environmentally conscious solutions.

In line with our Environmental Policy, we prioritize environmental improvements in our daily operations. This policy, which consists of measurements and certifications, is an integral part of our **Integrated Management System** and forms the basis of our sustainability goals. We regularly update and monitor the performance of our **Extended Environmental Policy**, which we published in 2023. We ensure the effective implementation of this policy in the field by regularly training all our employees on environmental awareness issues.

Our head office's compliance with the **ISO 14001 standard** has been certified, and we conduct our activities according to the Plan-Do-Check-Act cycle.

## SDGs WE CONTRIBUTE TO



<sup>1</sup> [https://climate.ec.europa.eu/eu-action/transport/reducing-emissions-shipping-sector\\_en](https://climate.ec.europa.eu/eu-action/transport/reducing-emissions-shipping-sector_en)





## COMBATING CLIMATE CHANGE

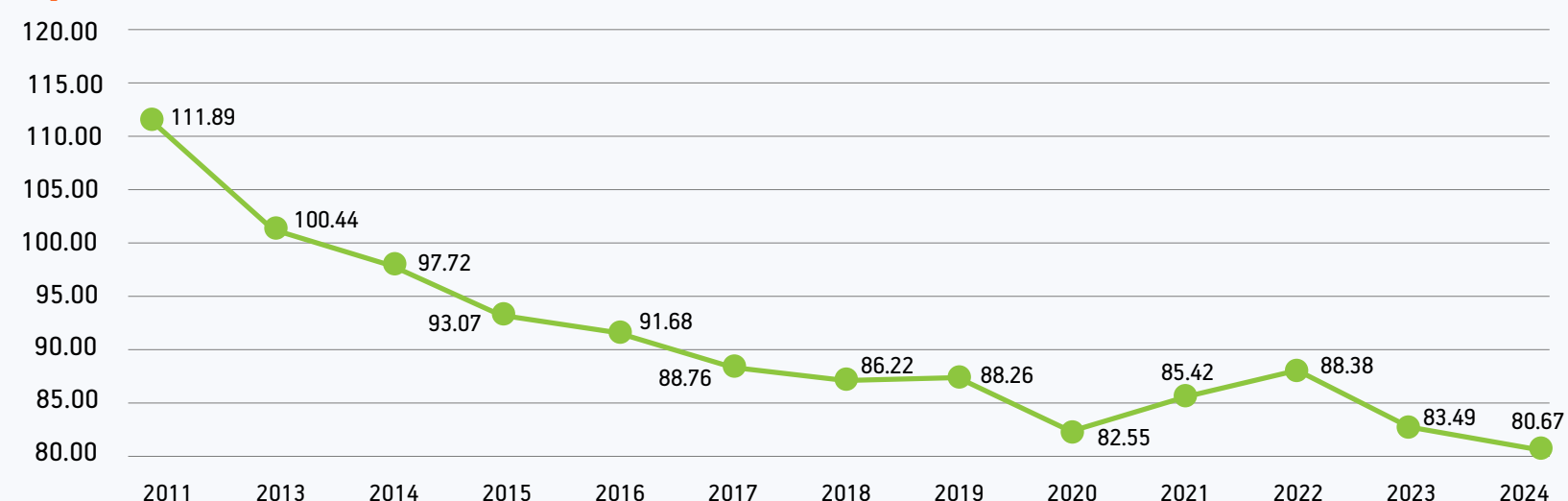
According to the 2024 Clean Cargo results, we successfully reduced our emissions by 3.4% compared to the previous year and by 27.9% compared to 2011.



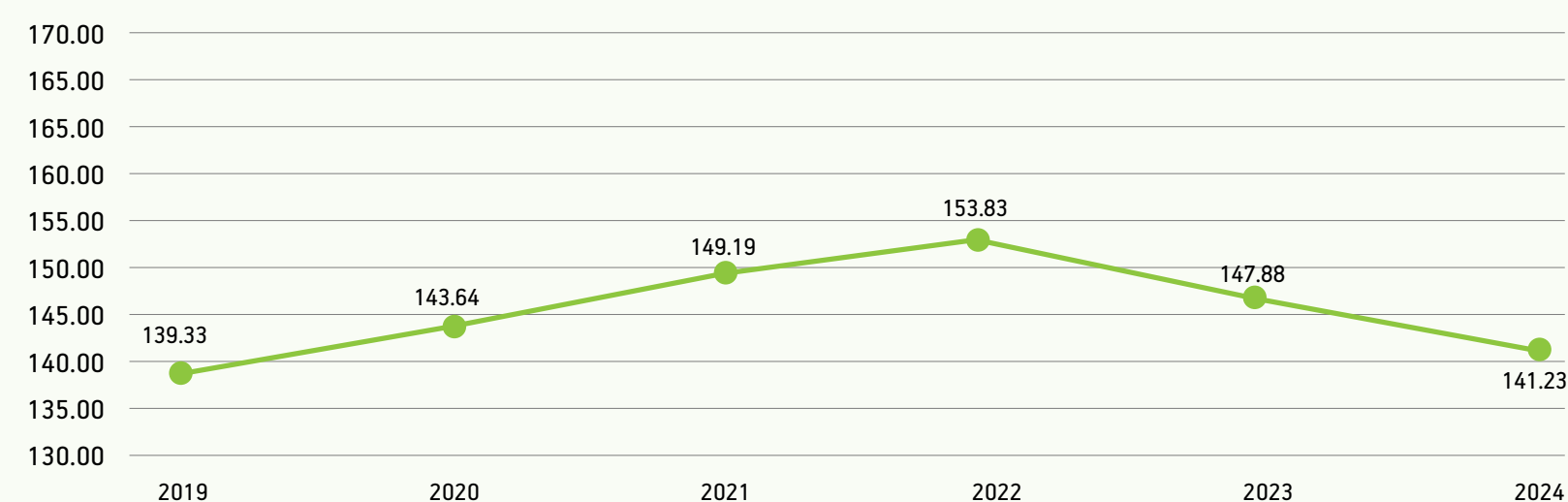
We strengthen our environmental transparency by ensuring full integration with international reporting and compliance standards, such as EcoVadis and the Carbon Disclosure Project (CDP). In 2024, we earned a Bronze medal from EcoVadis, a platform to which we have been reporting since 2015, by placing in the top 35%. Since 2023, we have started reporting on climate change to the CDP platform. As a result of the 2024 assessment, we received a C grade from the CDP climate rating.

As Arkas Line, we have maintained our membership in the Clean Cargo Working Group (CCWG), conducted under the Smart Freight Centre (SFC), since 2013 to continuously improve our environmental performance in maritime transport and to promote transparent data sharing in the sector. Through these global platforms, we follow best practices in measuring, reporting, and reducing carbon emissions, and we contribute to the development of standards in collaboration with industry stakeholders. Our membership provides an opportunity to benchmark and improve our performance on an international scale, playing a significant role in achieving our sustainable logistics goals. According to the 2024 Clean Cargo results, we successfully reduced our emissions by 3.4% compared to the previous year and by 27.9% compared to 2011. We achieved this result by strengthening our low-carbon operations through the use of BIO24F biofuel, regular propeller and hull cleaning, anti-fouling paints, route optimizations, and carbon monitoring systems.

## Clean Cargo 2024 - Tank-to-Wake Results

CO<sub>2</sub> Emissions g/TEU-km

## Clean Cargo 2024 - Well-to-Wake Emission Results

CO<sub>2</sub> Emissions g/TEU





INTRODUCTION

ARKAS LINE  
AT A GLANCE

2024 YEAR-END  
REVIEW

OUR SUSTAINABILITY  
APPROACH

OUR ROUTE:  
A LIVABLE WORLD

OUR ROUTE:  
SOCIETY

OUR ROUTE:  
THE FUTURE

OUR ROUTE:  
TRUST

APPENDICES

To comply with IMO regulations, we increased our operational efficiency to ensure that 80% of our vessels maintained a CII rating of “C” or higher in 2024.



**1,607 mtCO<sub>2</sub>**  
Amount of emissions reduced  
through biofuel use in 2024



We became one of the first companies in Türkiye to open a “Maritime Operator Holding Account” under the EU ETS, which came into force in 2024.



At Arkas Line, we act with the responsibility of pioneering a low-carbon future. We manage our emission management and sustainable fuel use strategies holistically, based on legal and environmental compliance, operational efficiency, and technological innovations.

#### Operational Efficiency and Legal Compliance

We ensure 100% compliance with IMO and European Union (EU) regulations. In this context, as one of the first companies in Türkiye to open a “Maritime Operator Holding Account” for the EU ETS, which came into force in 2024, we have meticulously carried out our emissions monitoring and cost-effective purchases. We have continuously increased our operational efficiency to ensure that 80% of the vessels in our fleet maintain a Carbon Intensity Indicator (CII) rating of “C” or higher in 2024.

We achieved significant gains with our technological investments. We realized fuel savings of up to 15% through solutions such as high-quality hull and propeller paint applications and propeller retrofitting. Through weekly and monthly performance checks, we proactively prevent performance losses by assigning the right vessel to the right service and planning propeller/hull cleanings on time.

#### Sustainable Fuel Use and Emission Reduction

The use of alternative fuels is at the center of our strategy to reduce our carbon footprint. In addition to regulations, we achieved a CO<sub>2</sub> emission reduction of 1,607 metric tons by using a total of 2,350 metric tons of biofuel. The main alternative fuels we use are:

- The Bio24F product of Arkas Bunker, Türkiye’s first biofuel supplier, which is part of our organization.
- Fatty Acid Methyl Ester (FAME) biofuels with a biocomponent content below 30% for our vessels sailing in the Mediterranean.

We are also proactively preparing for regulations such as FuelEU Maritime and the IMO Greenhouse Gas Fuel Intensity (GFI), which is expected to come into force in the future, and we are continuing our plans to renew our fleet with vessels capable of running on new-generation fuels like LNG and methanol.

#### Digitalization, Monitoring, and Reporting

We are investing in digitalization to maximize our data quality and analytical capabilities. The systems we have developed with our third-party partnerships allow us to receive real-time data from the sensors on our vessels. We use StormGeo’s s-Insight platform integrated with our own software to monitor emission impacts and vessel performance. This allows us to determine the most effective fuel strategies and carry out our IMO and EU MRV reporting in compliance with all legal requirements. We also aim to increase our service efficiency with artificial intelligence-supported optimization projects developed through university and industry collaborations.

With this integrated approach, we will continue our pioneering role in the sector by making our customers’ supply chains greener and more efficient in 2025 and beyond.



EMISSIONS AND SUSTAINABLE FUEL  
MANAGEMENT

We provide in-house solutions for monitoring, reporting, and managing carbon emissions with the “OptiFleet” software developed within our company.

**Systems we use to monitor, report, and manage carbon emissions**

Arkas Line's main partners for monitoring, reporting, and managing emissions from vessels are StormGeo and Danelec. Thanks to this strong collaboration, we can track all our emission reports in accordance with EU and IMO regulations and provide timely reporting. The software systems we use collect real-time performance data from our vessels and provide detailed analyses of fuel consumption and carbon emissions. This allows us to find opportunities to continuously improve our operational efficiency while ensuring full compliance with regulations.

In addition, we continue to provide in-house solutions for monitoring, reporting, and managing carbon emissions with the “OptiFleet” software being developed within our company. This software will enable the tracking of existing regulations such as CII, EU ETS, and FuelEU Maritime, as well as the IMO GFI (Greenhouse Gas Fuel Intensity) regulation planned to come into force in 2027. OptiFleet will contribute to achieving our emission reduction targets by providing a comprehensive solution that ensures the “right service, right vessel, right fuel type” using optimization models supported by artificial intelligence algorithms.

On the other hand, in 2024, we collaborated with Map360 software to track our corporate carbon footprint, which we have been measuring since 2023, in detail as Scope 1, Scope 2, and Scope 3, to set targets, and to reduce our carbon emissions. As a result of this collaboration, we started to track carbon emissions in our offices in 17 countries, in the vehicles we use, and on the vessels we operate. We provided training to all our employees who enter data on environmental and social topics. We have set a target to fully transfer our ESG data digitalization process, which started in 2024, to the platform by the end of 2025.

**2024 carbon reduction and carbon offsetting applications**

The international and regional regulations governing the maritime transport sector do not directly address carbon offsetting practices. Therefore, instead of traditional offsetting, we are focusing on alternative mechanisms within the scope of our regulatory compliance. Particularly within the framework of the FuelEU Maritime regulation, we are evaluating flexibility mechanisms such as pooling, banking, or borrowing and plan to integrate these practices into our emission management strategy.

For the EU ETS, we are carrying out our EUA purchases for the emissions for which we are responsible in the relevant year by optimizing them according to market conditions. In this context, to strengthen our company's corporate capacity, our Operational Excellence department successfully completed the European Energy Exchange (EEX) Trader exams, and our company has been brought to a level where we can make direct purchases from leading carbon markets such as EEX and the Intercontinental Exchange (ICE). Thanks to these competencies, we are able to manage our financial obligations for emission reduction at the most appropriate cost and adapt quickly to changing market conditions.





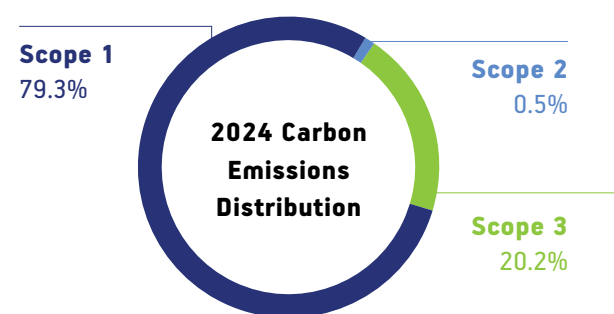
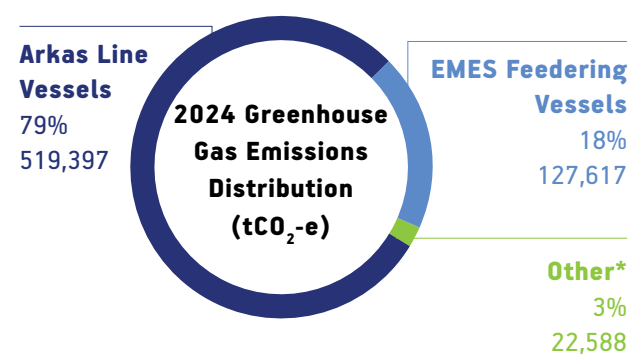
## EMISSIONS AND SUSTAINABLE FUEL MANAGEMENT

## Corporate Carbon Footprint Report

Activity Area		2023				2024			
		Arkas Line (tCO <sub>2</sub> -e/year)	EMES Feederling S.R.L. - Italy (tCO <sub>2</sub> -e/year)	Total	%	Arkas Line (tCO <sub>2</sub> -e/year)	EMES Feederling S.R.L. - Italy (tCO <sub>2</sub> -e/year)	Total	%
Our Vessels	Maritime Transport (ULSFO, VLSFO Consumption) TTW Scope 1	452,273	99,031	551,304	79.8%	423,455	104,510	527,965	78.8%
	Maritime Transport (Difference between WTW and TTW of ULSFO, VLSFO Fuels) Scope 3	99,481	22,003	121,484	17.6%	95,942	23,107	119,049	17.8%
	<b>Total Maritime Transport</b>	<b>551,754</b>	<b>121,034</b>	<b>672,788</b>	<b>97.3%</b>	<b>519,397</b>	<b>127,617</b>	<b>647,014</b>	<b>96.6%</b>
Our Offices	Offices (Company Vehicles, Natural Gas, Electricity, Forklifts, Generators, Fire Extinguishers, Refrigerant Leakage Emissions, LPG, CNG)	5,913	16	5,929	0.9%	8,166	17	8,183	1.22%
General Expenses	General Expenses (Communication, Travel, Consulting, Marketing, Logistics, etc.)	12,431		12,431	1.8%	14,406		14,406	2.2%
GRAND TOTAL		<b>570,098</b>	<b>121,050</b>	<b>691,148</b>	<b>100.0%</b>	<b>541,968</b>	<b>127,635</b>	<b>669,603</b>	<b>100.0%</b>

Scope		2023				2024			
		Arkas Line (tCO <sub>2</sub> -e/year)	EMES Feederling S.R.L. - Italy (tCO <sub>2</sub> -e/year)	Total	%	Arkas Line (tCO <sub>2</sub> -e/year)	EMES Feederling S.R.L. - Italy (tCO <sub>2</sub> -e/year)	Total	%
Our Vessels & Offices	Scope 1	453,904	99,039	552,943	80%	426,499	104,519	531,018	79.3%
	Scope 2	3,137	5	3,142	0.5%	3,237	5	3,242	0.5%
	Scope 3	113,057	22,006	135,064	19.5%	112,232	23,110	135,342	20.2%
GRAND TOTAL		<b>570,098</b>	<b>121,050</b>	<b>691,148</b>	<b>100.0%</b>	<b>541,968</b>	<b>127,635</b>	<b>669,603</b>	<b>100.0%</b>

\*'Upstream emissions' from Scope 1 and 2 are included in the total inventory under the Scope 3 category.



## 2024 Greenhouse Gas Emissions Assessment

Greenhouse gas emissions, the main driver of the global climate crisis, are at the center of the sustainable transformation in the maritime sector. At Arkas Line, we act with an awareness of this responsibility and take concrete steps to reduce our carbon footprint. While we measured our Scope 1 and 2 emissions in 2023, we had set a target for Scope 3. In 2024, we broke new ground by including more than 100 items from Arkas Line Türkiye's general expenses in our Scope 3 calculations. Thus, for the first time, we have comprehensively evaluated not only our operational emissions but also their indirect impact.

In 2024, our total greenhouse gas emissions were 669,603 tCO<sub>2</sub>e. We succeeded in reducing our total greenhouse gas emissions by 3.1% compared to 2023. While improvements in our maritime fleet operations made the highest contribution, we recorded a 4% decrease in Scope 1 emissions. This progress was made possible by the use of low-carbon fuels, biofuel, energy efficiency investments, and digital operational improvements. These results are an indicator of Arkas Line's strong commitment to its long-term sustainability goals.

\* Arkas Shipping and Transport S.A., Arkas Egypt S. A. E., Arkas Algeria SPA, Arkas Ukraine Ltd, Arkas Maroc S. A., Arkas Russia Ltd, Arkas Hellas S. A., Arkas Tunisie, Romar Shipping Agency S. R. L, Arkas Italia S. R. L, Arkas Ghana Ltd, Arkas Levant S. A. R. L, Arkas Bulgaria Ltd, EMES Feederling S. R. L Office, Arkas France, Arkas Georgia LLC, Arkas Spain S. A., Arkas Portugal S. A.





## OUR SUSTAINABLE INVESTMENTS

We are able to manage our financial obligations for emission reduction at the most appropriate cost and adapt quickly to changing market conditions.

↗

10

Number of vessels ordered  
from the CSSC Huangpu  
Wenchong shipyard in 2024

↗

75%

Target rate for recycling  
construction waste



### Strengthening the Arkas Line fleet with eco-design vessels

In 2024, after signing an agreement with one of China's leading shipyards, CSSC Huangpu Wenchong, for six 4,300 TEU container vessels, we ordered four new 3,100 TEU vessels from the same shipyard, adding a total of ten new vessels to our fleet. This will increase our vessel count by 20% to 59 and our total capacity by 44% to 124,630 TEU.

Our new vessels will not only strengthen our fleet size but also contribute to our rejuvenation and green transformation goals. These modern vessels, built to eco-design standards, will significantly reduce our carbon emissions with advanced fuel efficiency systems. The six Sub-Panamax vessels, in particular, will be the highest capacity and most technologically advanced vessels in our fleet.

In addition to the 2024 orders, we hold options for two 3,100 TEU vessels. If we utilize these options, our fleet will reach 61 vessels, and our total capacity will increase to 130,830 TEU.

### Our new LEED-certified office building

We have prioritized energy efficiency and low-carbon practices in the new Esentepe Arkas Building, with planning launched in 2023 and completion targeted for 2027. By adhering to LEED Platinum criteria, we aim to minimize the negative environmental impacts of our building's design and construction. The use of renewable energy sources, such as photovoltaic panels on the roof, will help us achieve a renewable energy usage rate of over 10% and reduce our carbon footprint. Additionally, our building automation systems, including lighting control and Heating, Ventilation, and Air Conditioning (HVAC) systems, are designed to be optimized to save energy while increasing user comfort.

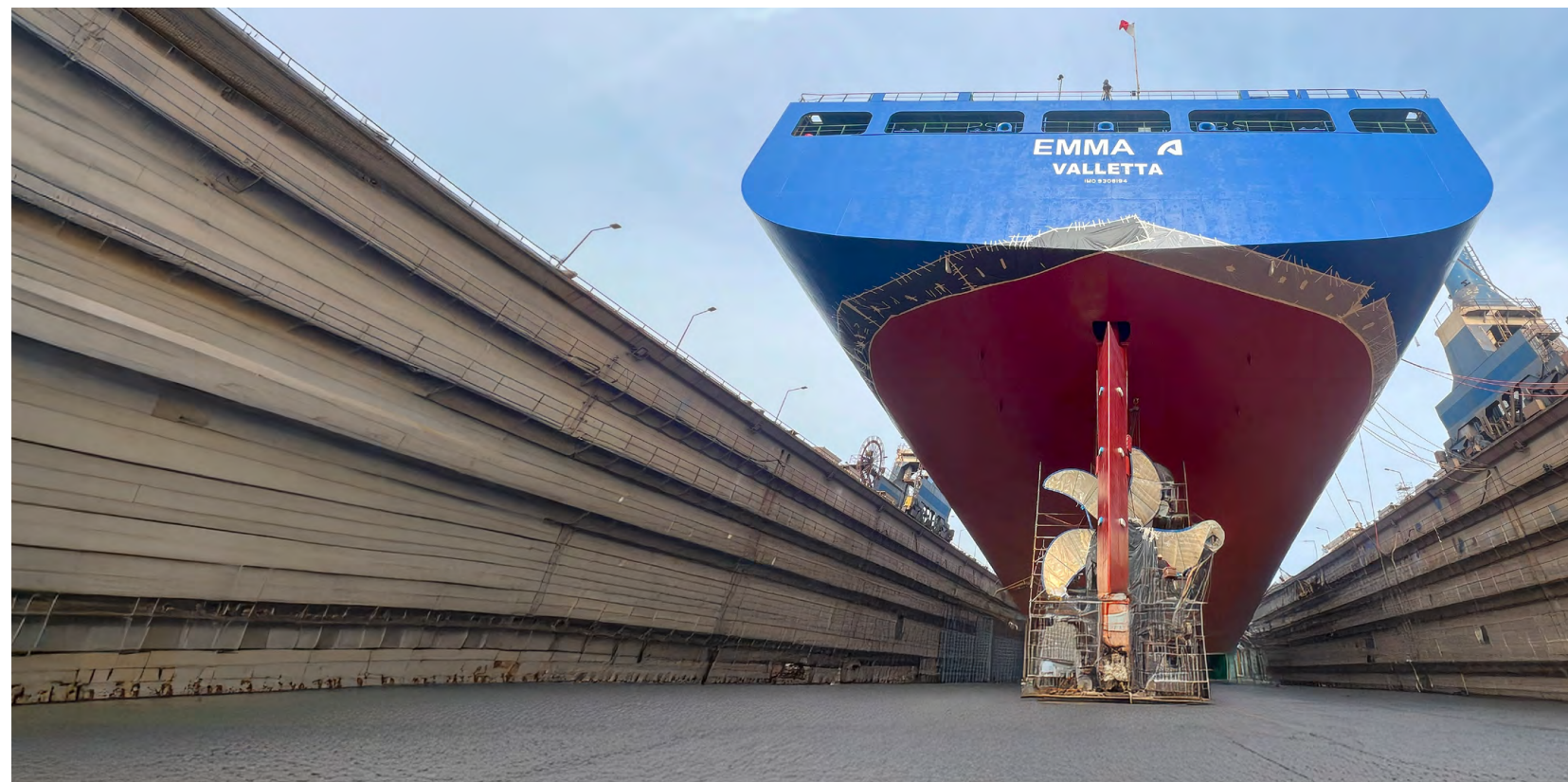
We aim to achieve significant sustainability targets such as recycling 75% of construction waste, achieving 45-50% savings in electricity consumption and 30-35% in water consumption, and reducing CO<sub>2</sub> emissions by 30-35%. We are targeting savings of up to 40% in heating systems and 50% in cooling systems, as well as a 50% reduction in operational waste and a 20% reduction in maintenance costs. In addition, we aim to generate electricity from renewable sources to further reduce our environmental impact.





## ENERGY EFFICIENCY AND MANAGEMENT

In line with our emission reduction targets, we aimed to increase energy efficiency by 8% by renewing the propellers on our vessels in 2024.



At Arkas Line, we took significant steps in 2024 to increase energy efficiency and create more environmentally friendly processes. We aimed to reduce fuel consumption and environmental impacts by expanding the use of silicon-based paint on our vessels at the shipyard. We reduced our emissions by 22.8% on a per-voyage basis by increasing the use of fuels with a 24% bio-content, BIO24F, in our fleet.

We also implemented various projects to reduce the consumption of electricity, natural gas, and other energy sources. We increased system efficiency with frequency converter applications to reduce electricity consumption.

We have been using StormGeo's "s-Insight" system since 2018 to digitally monitor and manage energy consumption. Thanks to this system, we prepare monthly performance reports for our vessels, compare them with previous periods and sister ships, and identify vessels with excessive consumption. Our environmental management officer regularly shares the reports with ship charterers. To increase efficiency, we hold meetings every two months to plan hull and propeller cleanings and encourage the use of biofuel.

We have implemented various technical solutions to reduce fuel consumption and CO<sub>2</sub> emissions across the fleet. We have reduced fuel consumption per mile by implementing slow steaming on our vessels. We have optimized generator usage according to the vessel's energy needs; on vessels with shaft generators, we have preferred these systems over auxiliary generators during navigation.

We have carried out technical modifications that increase energy efficiency on some of our vessels. We reduced fuel consumption by making main engine and propeller changes on the Bernard A and Wanda A vessels. We target to achieve approximately 7% fuel savings on the Emma A, Stanley A, and Saskia A vessels with PSV, HVAF, and propeller retrofit applications.

In line with our medium- and long-term energy management goals, we continue to produce alternative solutions in energy-intensive processes. In this context, we aim to continuously increase our efficiency by regularly measuring the performance of the systems we implement. We are also closely following developments in renewable energy certificates such as I-REC and YEK-G, and we are evaluating WPP and SPP projects.

**8% energy savings with new propellers**

In line with our emission reduction targets, we aimed to increase energy efficiency by 8% in 2024 by renewing the propellers on our vessels. Within this scope, our vessels scheduled for propeller renewal will begin entering shipyards in 2025. Thanks to the propeller renewal, we aim to increase energy efficiency, reduce fuel consumption, and consequently lower our carbon emissions and total carbon footprint. With the propeller revision, the weight will be reduced from 47 tons to 37 tons, and the propeller hub will be equipped to regulate the water flow. In addition, energy efficiency will be increased by installing a fan-like structural element on the hull. Along with the propeller renewal, scrubber installation will also be carried out on the vessels at the shipyard.

Thanks to all these revisions, we plan to achieve energy efficiency by 7-8%. The main goal of installing scrubbers on the vessels is to reduce the sulfur ratio in emissions to below 0.1% globally, not just limited to ECA regions. In addition, the efficiency-enhanced vessels will be used for a longer period, contributing to circularity.





## RESPONSIBLE SUPPLY CHAIN MANAGEMENT

As a signatory of the United Nations Global Compact, we at Arkas Line pursue a purchasing policy that is in line with sustainability goals.

At Arkas Line, “responsible supply chain management” is among our very highly material topics.

Therefore, in the integrated services we offer to our customers, it is our priority that our suppliers and subcontractors in all links of the chain meet the standards we have set for Arkas Line and are in harmony with our basic principles. Considering that 90% of world trade is carried by sea and approximately 60% by container, our sector has a critical impact and importance on all other sectors. In all the services we offer to our customers, we prioritize the protection of social and environmental standards and emission reduction when selecting our business partners, with an awareness of this impact.

As a signatory of the United Nations Global Compact, we at Arkas Line pursue a purchasing policy that is in line with sustainability goals.

In addition, we have been evaluated by the EcoVadis rating agency since 2015 to provide assurance to our customers in their own supply chains. EcoVadis provides valuable information about supplier sustainability performance, helping us to achieve our sustainability goals and determine our roadmap in this area.

**Supplier Code of Conduct**

At Arkas Line, we expect all our suppliers to comply with the standards set out in the Arkas Supplier Code of Conduct regarding human rights, labor standards, occupational health and safety, ethical values, the environment, and legal compliance, and to go beyond these standards wherever possible. In this direction, we shared the “Arkas Line Supplier Code of Conduct” that came into force in 2023, with all our suppliers in all countries where our company makes direct purchases and requested their signatures. In 2024, we obtained signed documents from our suppliers in 16 countries. It has been decided that the document will be resent to suppliers for signature every two years, or during contract renewal periods.

## SDGs WE CONTRIBUTE TO



We have been evaluated by EcoVadis since 2015 to provide assurance to our customers in their own supply chains.







## RESPONSIBLE SUPPLY CHAIN MANAGEMENT

# In November 2024, we launched the “Sustainable Supply Chain Working Group.”

### Sustainable Supply Chain Working Group

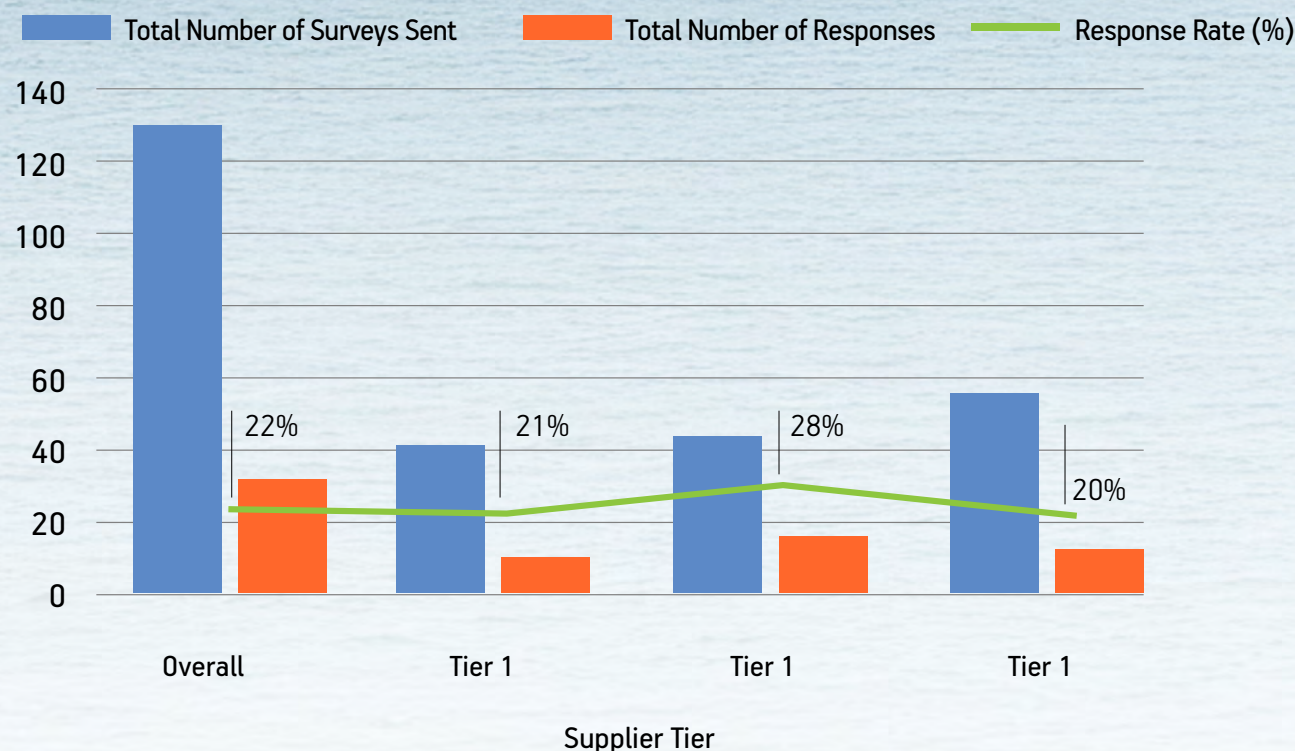
In November 2024, we established the “Sustainable Supply Chain Working Group” to manage our supply chain more effectively and in line with our sustainability priorities. The working group, established with the participation of the Arkas Line Procurement Directorate, Equipment Logistics Directorate, OHS and Quality Department, and Sustainability Directorate, first updated the sustainability KPIs for suppliers. Supplier mapping was carried out as part of the risk analysis, categorizing suppliers into level 1, level 2, and level 3 according to their impact. The annual supplier evaluation procedure was reviewed, and it was decided to add an ESG survey with a 25% weighting to the 2024 evaluation process.

### Our Purchasing and Supplier Evaluation Procedure

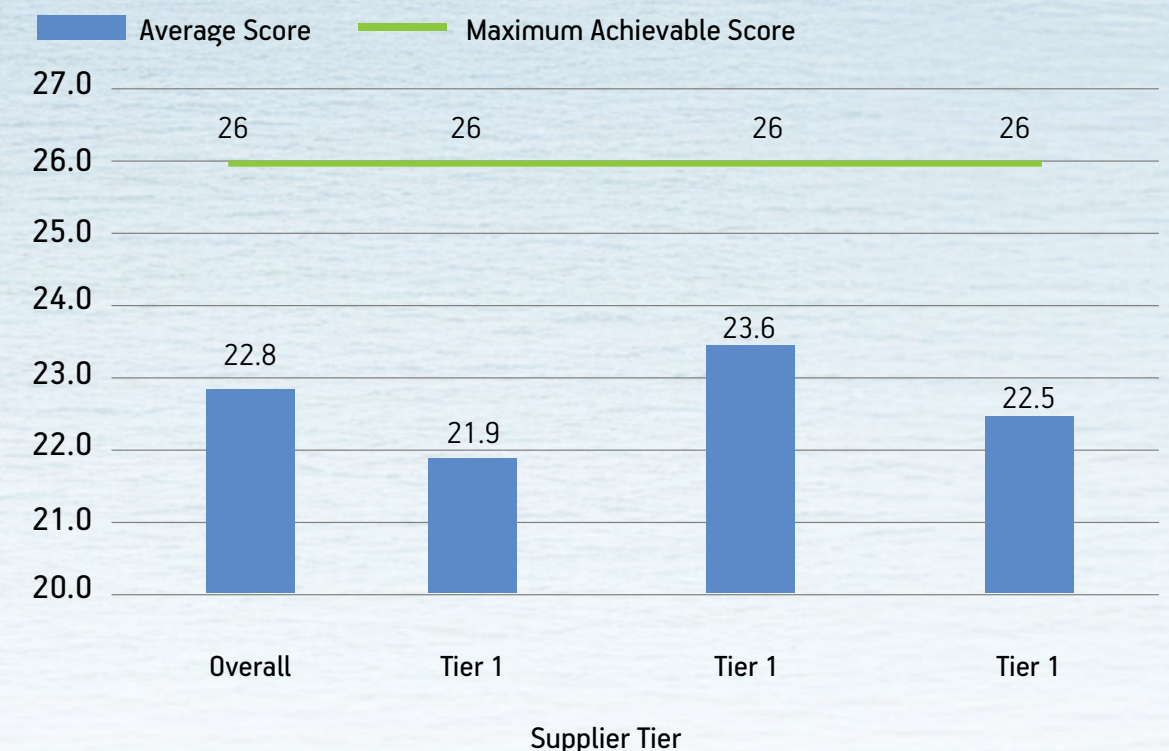
At Arkas Line, we put the Supplier Evaluation Procedure into effect in 2016 within the scope of quality processes and the Integrated Management System. According to this procedure, we regularly evaluate our suppliers every year based on various criteria such as operation, equipment, proactivity, environmental performance, and OHS performance. In 2024, we added “social” and “governance” headings to these evaluations and sent a 13-question ESG survey to our suppliers via SurveyMonkey. We aimed to increase the response rate of this survey, from 22% in the first year to 40% by the following year. We also aimed to receive a 100% response from our tier 1 suppliers with whom we conduct the highest volume of business and to work focused on our suppliers who receive a low score (60% and below) in the ESG evaluation. In the coming years, when we expand our Scope 3 measurements, we aim to set concrete criteria for the emissions of our suppliers as well. At the same time, we plan to evaluate our supply chain risks according to the regions where our suppliers are located and by taking purchasing categories into consideration.



### Supplier ESG Survey Results



### Survey Scores







## RESPONSIBLE SUPPLY CHAIN MANAGEMENT

In Türkiye, we plan to increase our electric transport capacity thanks to the hybrid train investments of our group company Arkas Logistics, which will enter service in 2025.

➤  
**1,720 tons**  
Total CO<sub>2</sub> savings were achieved by choosing rail transport



### Decarbonization Management of Our Supply Chain

At Arkas Line, our priorities include not only reducing emissions at sea but also improving sea-land connections, developing multi-modal solutions, and increasing rail transport. When evaluating the transportation sector internally today, emissions from road transport account for the largest share at 74% (34% from trucks and 40% from vehicles).<sup>2</sup> In this direction, we have managed to achieve carbon savings ranging from 74% to 82% in 2024 with the rail transport we have initiated on some lines.

Based on EcoTransit World calculations for 2024, we prevented over 1,700 tons of carbon emissions by choosing rail transport instead of trucks on our Italian routes (between Segrate, Livorno, Padova, Vicenza, and Genoa) and on our Turkish routes (between Konya, Yenice, Gaziantep, Kayseri, Adana, Tirmil, and Mersin Port, Istanbul - Kütahya, and Mersin - İskenderun).

In Türkiye, we plan to increase our electric transport capacity thanks to the hybrid train investments of our group company Arkas Logistics, which will enter service in 2025.

Thus, where the infrastructure is suitable, we will be able to provide zero-emission transportation with 100% electricity instead of 70% electricity + 30% diesel.

In January 2023, we established the "Inter-Group Sustainability Program" between Arkas Logistics, Marport (Port Group), and Arkas Line (Maritime Group), which constitute three important

links in the supply chain within Arkas Holding. With this program, our aim is to ensure that our companies, which are experts in their fields, develop joint projects in line with their sustainability goals and to be able to offer end-to-end zero-emission transportation services and green corridors in the future.

### Extending Equipment Life with Maintenance and Repair

At Arkas Line, we see our containers as more than just metal boxes; we are committed to managing them in accordance with sustainability and circularity principles. While we repair more than 70,000 containers every year, we care about sending them to the next load without any problems and ensuring that their maintenance is sustainable. While leasing companies generally prefer to dispose of containers over 13 years old, we make even our 13+ year-old containers available for food and similar loadings thanks to careful maintenance and repair. In 2024, we carried out maintenance and repair of a total of 81,127 containers (62% of our fleet) and extended the life of our containers thanks to these efforts.

We require all the warehouses we work with to handle our containers in a way that preserves their long life. We work diligently on the repair and use of containers, thereby aiming to increase the reliability of the supply chain while reducing environmental impacts. As one of the players shaping the future of maritime transport, we are aware that containers are not just means of transport, but they also carry the future of the world.

Country	TEU transported (units)	CO <sub>2</sub> savings (tons)	Savings (%)
Türkiye	11,260	1,156	74
Italy	5,580	564	82
<b>Total</b>	<b>16,840</b>	<b>1,720</b>	

<sup>2</sup> <https://www.ipcc.ch/report/ar6/wg3/chapter/chapter-10/>





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OUR SUSTAINABILITY  
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OUR ROUTE:  
A LIVABLE WORLD



OUR ROUTE:  
SOCIETY



OUR ROUTE:  
THE FUTURE



OUR ROUTE:  
TRUST



APPENDICES

## WATER MANAGEMENT

In 2024, as part of the “Arkas Line Green Office” project, we created an award system in all our offices where water conservation is a criterion.

Within the scope of the Arkas Line Extended Environmental Policy, we aim to use non-renewable energy sources responsibly and to reduce our water consumption accordingly every year. In addition, we aim to reduce the water consumption per employee in the office by 0.1 liters compared to the previous year. In this direction, we carry out reporting every year in December.

As part of the “Arkas Line Green Office” project, which we announced in 2023 and implemented in 2024, we created an award system in all our domestic and international offices where water conservation is a criterion. In 2024, we started our first tracking of our Scope 3 emissions through water consumption. We are trying to expand practices such as training, information, awareness-raising activities, and the use of photocell faucets to reduce water consumption.

Furthermore, on our vessels, freshwater is generated and stored by converting seawater through fresh water generators. This process enables the use of freshwater without requiring additional intake, thereby ensuring efficient resource utilization.

Finally, when we move to our new office in the Esentepe Arkas Building Project, which is planned to be completed in the first half of 2027, we aim to achieve a reduction of up to 50% in water consumption thanks to features such as rainwater harvesting and efficient landscaping that our new building will offer. We plan to achieve water savings of around 35-50% thanks to efficient irrigation systems and plants that consume less water.



# Up to 50%

Target water consumption reduction  
through features such as rainwater  
harvesting and efficient landscaping in  
our new building







## WASTE MANAGEMENT AND THE CIRCULAR ECONOMY

Aboard Arkas Line  
vessels, all waste is  
segregated by category,  
stored, and delivered to  
shore-based facilities.**Waste Management on Our Vessels**

On our vessels, all waste is segregated by category, stored, and delivered to shore-based facilities.

Arkas Maritime Fleet places great importance on its environmental protection policy. How waste will be kept on vessels and how it will be disposed of is clearly stated in the vessel's safety management plan, prepared in accordance with the IMO's MARPOL convention. The responsibilities given to the vessel's captain and the Arkas Line environmental management inspector in the content of the plan are included for the complete implementation of this plan.

In accordance with MARPOL Annex I, the discharge of petroleum products and residues into the sea is strictly prohibited. The discharge of bilge water, on the other hand, is permitted in certain areas under the control of the Oil Discharge Monitoring Equipment (ODME). As Arkas Line, in order to prevent possible accidents and marine pollution, we do not discharge bilge water into the sea under any circumstances, including this exception, and only deliver it to shore facilities. We also conduct drills every three months to keep our crew ready for oil leak emergencies. We did not encounter any incidents in 2024.

MARPOL Annex V prohibits the discharge of all plastic-containing waste into the sea, but allows the discharge of some waste such as food scraps and cargo residues into the sea at certain distances from land.

On our vessels, all waste is segregated by category, stored, and delivered to shore facilities. Although there are garbage grinders and incinerators on our vessels, waste processing on board is not permitted in order to reduce environmental risks.

Within the scope of MARPOL Annex VI, all our vessels have switched to using low-sulfur fuel to reduce air pollution from vessels. In this direction, ULSFO containing 0.1% sulfur is used in special areas, and VLSFO containing 0.5% sulfur is used in other areas.

## SDGs WE CONTRIBUTE TO



As of 2024, we have achieved the goal of using UV-filtered ballast water treatment systems on all our vessels. Thus, we prevent the spread of invasive species that can be transported with ballast water and harm the ecosystem, and we protect biodiversity. We cooperate with Tekhne Marine for on-board inspections, ensuring that harmful substances are detected and managed appropriately. On vessels constructed after 2002 in which asbestos has been detected, removal is carried out safely by HAZMAT teams, and an "Asbestos Management Plan" is in place for each vessel.

**Waste Management in Our Offices**

Within the scope of the ISO 14001 environmental management system, a Waste Management Procedure has been established for the disposal, recovery, or recycling of wastes generated as a result of our office activities in accordance with the procedures of the "Regulation on the Control of Packaging Wastes," "Regulation on the Management of Waste Oils," "Regulation on the Control of Waste Batteries and Accumulators," "Regulation on the Control of Medical Wastes," "Regulation on the Management of Waste Electrical and Electronic Equipment," and "Waste Management Regulation," and for the reduction of their quantities.

This procedure covers the separate collection of recyclable and hazardous wastes generated as a result of office activities, the disposal of these wastes according to their type, their recovery, the reduction of their quantities, and the implementation of disposal methods in accordance with Environmental Law No. 2872.

The importance of waste segregation is conveyed to our colleagues through training provided by our Arkas Line Quality Department and in-office directives.





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ARKAS LINE  
SUSTAINABILITY  
REPORT 2024

With the Arkas Turmepa II vessel, more than 2 million liters of wastewater have been collected to date, preventing the pollution of approximately 18 million liters of seawater.

#### 18 Million Liters of Clean Seawater with Arkas–TURMEPA Collaboration

Within the scope of our cooperation with TURMEPA (Turkish Marine Environment Protection Association), which has been ongoing for over 18 years, we take an active role in marine cleaning and environmental awareness activities.

Since 2006, the TURMEPA II boat, sponsored by Arkas, has been contributing to the protection of our seas by collecting liquid waste from yachts and tourist boats along the Çeşme coast during the tourism season.

With the Arkas Turmepa II vessel, more than 2 million liters of wastewater have been collected to date, **preventing the pollution of approximately 18 million liters of seawater.**

Founded in 1994, TURMEPA has received the support of international organizations such as IMO, UNEP, The Club of Rome, ICS, and IUCN; in 2000, it gained the status of an association working for the public benefit and became Türkiye's leading marine-focused non-governmental organization.

We are proud to contribute to environmental sustainability with this long-standing cooperation for the protection of our seas and coasts.

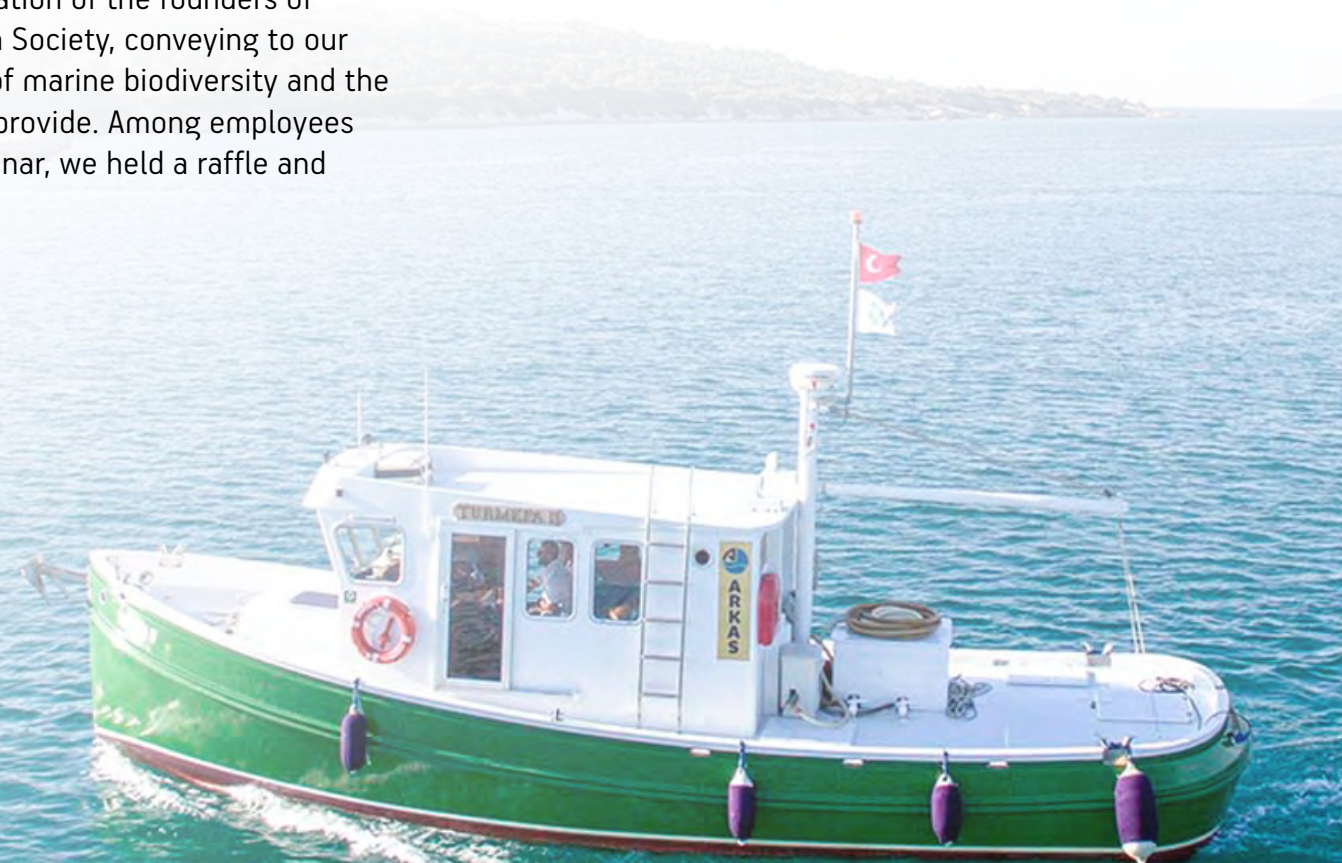
#### Marine Life Conservation Society's "Marmara Last Sanctuary" Book Project

With our goal of protecting marine ecosystems, preventing pollution, and protecting marine biodiversity, in 2024 we sponsored the book "Marmara Last Sanctuary" by the **Marine Life Conservation Society (DYKD)**, which sheds light on the biodiversity of the Marmara Sea and the Black Sea, Aegean, and Mediterranean seas surrounding Türkiye. This book, which accompanies the documentary "**Marmara Last Sanctuary**" that tells the journey of DYKD members exploring marine life in the Marmara, Aegean, and Mediterranean, sheds light on the secrets of the Marmara Sea, emphasizing the sea's importance for the region and its urgent need for protection. The book highlights the biological diversity and cultural heritage of the sea through diving explorations at 100 sites. By sponsoring this book, we aimed to highlight the importance of marine conservation and contribute to raising awareness of the ongoing efforts to protect our seas. Throughout 2024, we organized a series of webinars for our domestic and international employees with the participation of the founders of the Marine Life Conservation Society, conveying to our employees the importance of marine biodiversity and the individual support they can provide. Among employees who participated in the webinar, we held a raffle and awarded books as gifts.

#### EMES and Marevivo Collaboration for Protecting Our Oceans

In line with our commitment to environmental sustainability, we are proud to support the organization Marevivo through our Genoa-based company EMES, which carries out work for the protection and preservation of marine ecosystems. Marevivo, which has been operating in Italy for over 35 years, focuses on combating marine pollution, promoting biodiversity, and disseminating sustainable practices that will protect our oceans for future generations.

With our contribution, we support Marevivo's vital work, such as beach cleanups, educational programs, and policy advocacy for reducing plastic waste and protecting marine life. With this collaboration, we clearly demonstrate our stance against environmental degradation and contribute to the health and resilience of our planet's oceans. This support reflects our core values of sustainability, responsibility, and community involvement. We believe that protecting our oceans is essential not only for marine life but also for the health of the entire planet.





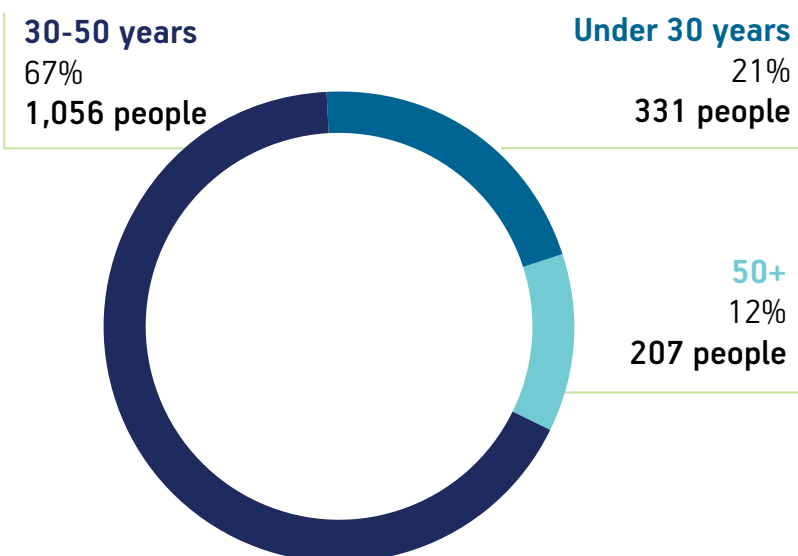


## HUMAN VALUES

We aim to create a strong team spirit by bringing together different competencies, experiences, and perspectives.



### Age Distribution of Arkas Line Employees



### EMPLOYEE PROFILE

As Arkas Line, we value building a human-focused work culture in all the geographies we operate. We aim to create a strong team spirit by bringing together different competencies, experiences, and perspectives. In addition to our Türkiye-based offices, we have a globally integrated organizational structure

with our employees working in our international offices. With this structure, while aiming to make processes more agile and efficient, we further enrich our diversity-based human capital by considering global human resources strategies and contribute to our sustainable growth.





## HUMAN VALUES

We uphold the principle of equal opportunity in all our HR practices, from recruitment processes to promotions, training, and career planning.

### OUR GLOBAL HR TRANSFORMATION FOCUSED ON HUMAN RIGHTS

As Arkas Line, we embrace respect for human rights as one of the fundamental pillars of our corporate culture. In line with this commitment, as a signatory of the UN Global Compact since 2023, we have adopted and integrated the 10 universal principles determined in the areas of human rights, labor standards, environment, and anti-corruption into our business processes.

The UN Global Compact is the United Nations' largest corporate sustainability initiative, bringing together more than 15,000 companies and over 3,800 non-governmental organizations in more than 160 countries worldwide. As part of this platform, we promote cooperation for a sustainable and inclusive global economy.

We systematically integrate the principle of equal opportunity into all our human resources practices, including recruitment, promotion, training, and career planning processes.

2024 has been an important year for Arkas Line in terms of globalization and transformation.

## SDGs WE CONTRIBUTE TO



### UN GLOBAL COMPACT 10 PRINCIPLES

#### Human Rights

- **Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights.
- **Principle 2:** Make sure that they are not complicit in human rights abuses.

#### Labor Standards

- **Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- **Principle 4:** The elimination of all forms of forced and compulsory labor.
- **Principle 5:** The effective abolition of child labor.
- **Principle 6:** The elimination of discrimination in respect of employment and occupation.

#### Environment

- **Principle 7:** Businesses should support a precautionary approach to environmental challenges.
- **Principle 8:** Undertake initiatives to promote greater environmental responsibility.
- **Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.

#### Anti-Corruption

- **Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

With a holistic perspective and a workforce of over 1,500 employees across 27 countries, we have restructured our Human Resources processes and established a sustainable success ecosystem. While aiming to make processes more agile and efficient, we also took global human resources strategies into account.

In 2025, we aim to be a leaner, more agile, and innovative organization, to maximize our employee potential, and to make a difference in our sector.



## HUMAN VALUES

We are committed to creating a fair and respectful work environment where our employees have equal rights and are evaluated solely on their qualifications and performance.



35%

Ratio of all female employees



We support the presence of women in the workforce and lead our sector in gender equality with our female employee ratio reaching 35%.

## DIVERSITY, EQUITY, AND INCLUSION

At Arkas Line, we aim to create an inclusive corporate culture based on respect for cultural diversity, intergenerational understanding, and individual differences, drawing strength from our differences. In this framework, we organized Diversity, Equity, and Inclusion (DEI) training in 2024 through both virtual classrooms and e-learning modules. In the coming period, we aim to make this training mandatory for all our employees, further strengthening our inclusive culture.

We support the presence of women in business life and lead our sector in gender equality with our female employee rate reaching 35%.

At Arkas Line, we support the "Equal Opportunity Cooperation Protocol for Female Students in the Maritime Department," which was put into effect in 2021 by the

Ministry of Transport and Infrastructure, General Directorate of Maritime Affairs of the Republic of Türkiye, to support the employment of women on ships. In this context, female interns from the maritime faculties of 11 universities are employed on our vessels. In 2024, as part of the project where we started with a goal of at least three female interns per year, we reached a record level by employing 30 female interns. Since 2021, we have employed a total of 65 female interns in our fleet. Thanks to this policy, one of Türkiye's first female captains was trained on Arkas vessels, and today the rate of our female officers in various positions on our vessels, including master mariner, chief officer, second officer, third officer, and chief engineer, has reached an overall 10% ratio.

Although this ratio may seem far from equal, it is approximately eight times higher than the BIMCO data announced worldwide, which is 1.2%. In our offices, the rates of female employees are 32% in Türkiye and 36% abroad, which are again above the sector average.





As Arkas Line, beyond aiming for gender equality, we are committed to creating a fair and respectful work environment where all our employees have equal rights and are evaluated solely based on their qualifications and performance.



65

Number of female interns employed in our fleet since 2021



As Arkas Line, we are proud of our structure that observes the male-female balance in our management positions and our egalitarian approach against gender discrimination in our recruitment processes.

Our corporate culture is built on values that embrace inclusiveness, equal opportunity, and diversity. In this direction, we are committed to creating a respectful working environment that offers a fair and equal working conditions to all our employees, where they are evaluated only according to their qualifications and performance. We ensure that decisions regarding recruitment, salary arrangements, career opportunities, and further education are made in adherence to the principle of equity without any discrimination based on gender, age, nationality, ethnic origin, religion, etc. We focus on carrying out studies to promote diversity.

We apply a strict policy in our company against acts of physical and/or psychological violence, discrimination, or harassment. We encourage all employees who are exposed to or witness such acts to report them anonymously through the Ethics Hotline (0850 230 4569) or the Ethics Reporting Center (<https://arkasline.ethicshelpcenter.com>). We also ensure that there is no retaliation as a result of these reports.

In addition, we have the seafarerhelp.org hotline, which provides service in different languages for the reporting procedure for discrimination and/or harassment on our vessels. Our employees can report issues such as violations of the discrimination and/or harassment policy (e.g., recruitment, remuneration, training, promotion) through anonymous and secure communication channels.





## HUMAN VALUES

We conduct job evaluations to ensure that our employees are compensated in a balanced way, in proportion to the value their roles add to the organization.

**Remuneration and Fringe Benefits**

At Arkas Line, we implement an equal pay for equal work policy. All rights and fringe benefits given to a title and position are predefined, and with our basic wage policy, we offer fair and competitive conditions for our employees at all levels. We adopt the policy of equality (without discrimination based on gender, age, race, nationality, religion, etc.) in all our processes. To ensure fair internal wage distribution, we aim to maintain consistent wage management by positioning salaries for roles with similar responsibilities and equivalent job value within the standard range defined for that position, thereby aligning responsibility with compensation.

We conduct job evaluations to ensure that our employees are remunerated in a balanced manner aligned with the added value they provide to the organization. We manage wages and fringe benefits based on job families and levels determined through job evaluation, independently of job titles. Our wage management framework, developed in collaboration with an internationally recognized consultant, is built on a Job Family Model and a Grading System, both grounded in a Job Evaluation Methodology—which assesses the level of knowledge, problem-solving skills, and responsibilities required by each role.

The job evaluation methodology includes the creation of job families within the organization and the matching of each role to its market equivalent. The resulting job weight is then positioned within the appropriate grade. This method, used by Arkas Line in its remuneration processes, is based on an objective and globally recognized system.

**Fringe Benefits Supporting Employee Well-being**

We consider the well-being of our employees as a whole, not only in its physical but also in its mental, emotional, and spiritual dimensions. With this holistic perspective, we update and expand the scope of our fringe benefits every year to support employee well-being. Going beyond the needs of business life, we also take into account the individual, social, and environmental needs of our employees; we create the definition periods of our fringe benefit packages, the features of the packages, and their contents with this perspective.

**Technology Support Package**

A package we developed to contribute to our employees' ability to meet their technological needs and to stay up to date with current technologies.

**Travel Package**

A package we developed to support our employees' vacations—an important personal and motivational need—which they can enjoy with their loved ones.

**Health Package**

This is the package where we support the health and well-being of our employees by guaranteeing access to comprehensive private health services. It also includes check-up and dental treatment packages, providing protection against potential future health risks.

**Social Responsibility Donations**

A package that involves our employees in our social responsibility efforts by making a donation on behalf of each employee to the institution they choose through a survey we conduct.

**Culture and Arts Package**

This fringe benefit, which we offer to support the cultural and social lives of our employees, aims to increase their individual well-being by encouraging participation in events such as cinema, theater, and concerts.

**HR for You**

In this project, which started in 2023, we aimed to manage our Human Resources processes from end to end in all our offices in Türkiye and abroad on a single platform with the integrated and cloud-based "SAP SuccessFactors." In 2024, we launched it in Türkiye and Romania. Following that, we started to launch the system in six pilot countries, namely Tunisia, Algeria, Ukraine, Georgia, Bulgaria, and Greece. With this project, we aimed to track organization and personnel management, follow-up and reporting, recruitment, KPI assignment, performance evaluation, and talent management processes on the same and standard system abroad and in Türkiye.

**Roundtable Meetings**

We started to organize monthly Roundtable meetings in line with the "One for All, All for One" strategy to strengthen communication with our Human Resources representatives working in our international offices and to inspire local HR processes through global benchmarks and best practices. With these meetings, we aimed to reinforce a common sense of belonging and unity in all our offices. In meetings focused mainly on the topics of "Innovation and Digital Transformation" and "HR Indicators and Best Practices in Countries," the integration of global strategies into local practices was facilitated through information sharing and the exchange of experiences.



## HUMAN VALUES

# We finalized the umbrella goals set by the Arkas Line Executive Board through detailed workshops and meetings with our Success and Development Committee.

SDGs WE CONTRIBUTE TO



### Success and Development System

At Arkas Line, we have designed our Success and Development System to develop a lean, agile, and effective organizational structure and to support the career planning process in line with our strategic goals. While designing this performance management system, which will start to be implemented in January 2025, we closely examined both global and sector trends along with the structure of Arkas Line. We finalized the umbrella goals set by the Arkas Line

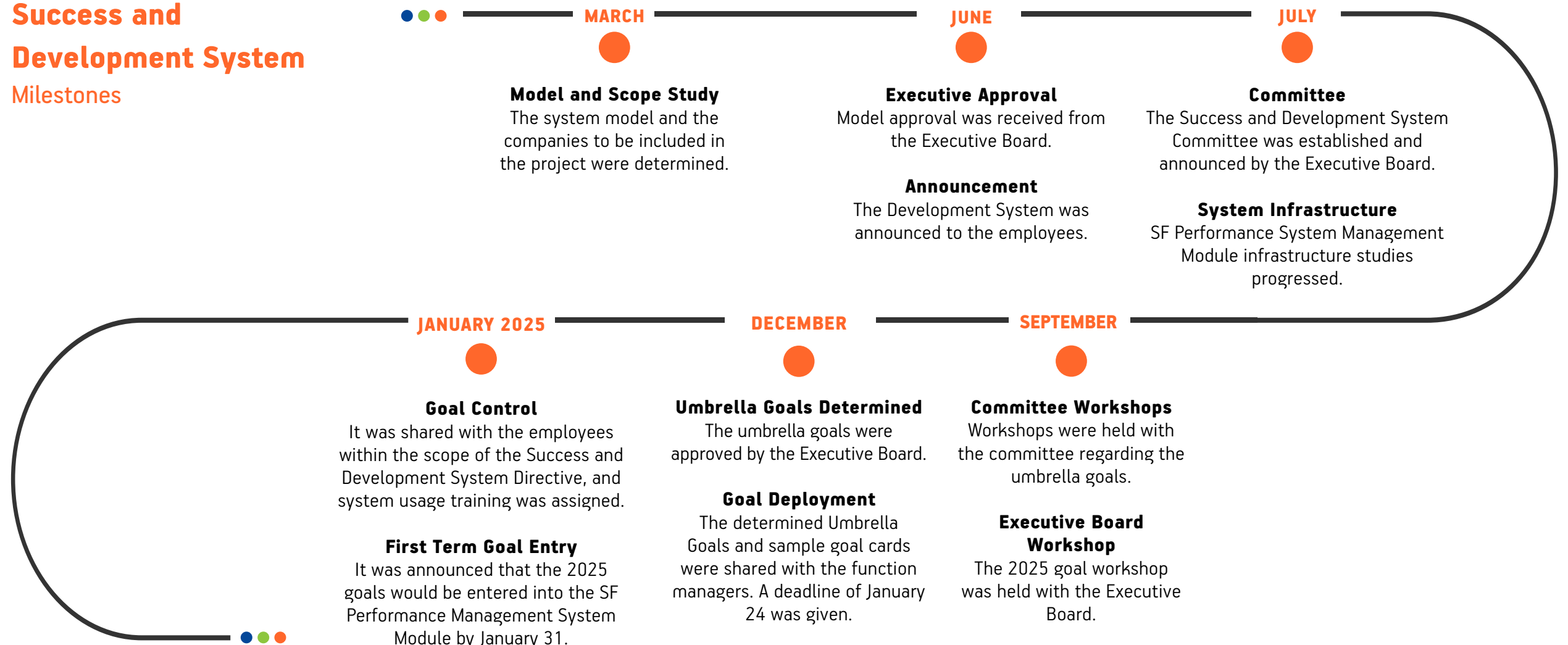
Executive Board with detailed workshops and meetings of our Success and Development Committee.

With this system, while tracking our successes objectively, regularly, and transparently, we also aimed to provide the support our employees need in their development areas. We also integrated our sustainability goals with individual goals and included them in the Success and Development System. Thus, we aim to ensure that managers internalize the sustainability perspective in their decision-making

mechanisms. On the other hand, with specific, achievable, and measurable goals, our teams will have the opportunity to take their career journeys further, and with regular feedback meetings, they will be able to track their development step by step.

We have implemented our system for managerial and above roles for 2025. As of 2026, we aim to expand it to all roles below managerial level by determining individual goals.

## Success and Development System Milestones







## HUMAN VALUES

We closely follow the feedback from our employees and listen to their suggestions.

## EMPLOYEE SATISFACTION AND ENGAGEMENT

We see employee satisfaction not just as a goal, but as an indispensable element for sustainable success. With this understanding, we closely follow the feedback from our employees, listen to their suggestions, and develop practices that consider work-life balance. In 2024, we organized workshops and online chat series that could meet the needs of different generations; we focused on sports and social activities for the interests of our employees. Through "Arkas Active," which organizes a series of activities and events throughout the year related to employee satisfaction, we established our employee basketball team in 2024, and organized chess and bowling tournaments. We continue to plan our events and activities

by considering the feedback we receive from our employees and their interests. Next year, we aim to establish our employee volleyball team.

In addition to these, we are constantly improving our working environment. Furthermore, we are continuing our work on a digital well-being application that includes content from a psychologist, dietician, and sports instructor.

**Our Efforts to Increase Employee Well-being**

In 2024, we emphasized Arkas Line's commitment to employee well-being with various initiatives throughout the year under the guidance of Employee Motivation Management. Our free yoga, pilates, and fitness classes continued throughout the year in our buildings for our employees to be fit and healthy.

	January-February and March	April	May	June	
	<p><b>How can we protect ourselves from cervical cancer?</b> Prof. Cemil Bilir-Oncologist/Medikal Park</p> <p><b>LÖSEV Shop Stand-Orhanlı Building</b> LÖSEV</p> <p><b>Online Event</b> So Pro</p> <p><b>Being a Supportive Parent During the Exam Period</b> Dr. Dilara Özdemirci / Psychiatrist</p> <p><b>LÖSEV Shop Stand-Mistral Building</b> LÖSEV</p> <p><b>The Easy Way to Stop Smoking</b> Emre Üstünoğlu / Allen Car</p> <p><b>LÖSEV Shop Stand-Holding Building</b> LÖSEV</p>	<p><b>Ceramics Workshop - Orhanlı Building</b> Aslıhan Kopar&amp;Ferhat Kaplan</p> <p><b>How Can I Communicate with My Child?</b> Prof. Fiğen Dağlı</p> <p><b>Ceramics Workshop - Tekfen Building</b> Aslıhan Kopar&amp;Ferhat Kaplan</p> <p><b>Online Event</b> Theatreclix</p>	<p><b>Soy Candle Workshop - Orhanlı Building</b> Masterpiece</p> <p><b>Online Word Game</b> So Pro</p> <p><b>Soy Candle Workshop - Tekfen Building</b> Masterpiece</p> <p><b>Soy Candle Workshop - Izmir Holding Building</b> Umutcan Doğan</p> <p><b>Soy Candle Workshop - Izmir Holding Building</b> Umutcan Doğan</p>	<p><b>Denim Upcycling Workshop - Orhanlı Building</b> Wellbees</p> <p><b>Everything You Need to Know About Our Private Health Insurance Policy</b> Acibadem Sigorta</p> <p><b>Denim Upcycling Workshop - Tekfen Building</b> Wellbees</p> <p><b>From A to Z: Pre-menopause and Menopause Webinar</b> Dr. Dilara Özdemirci / Psychiatrist</p>	
	July	August - September	October	November - December	
	<p><b>What Are Food Allergies and Food Intolerance?</b> Thera Vita</p> <p><b>Gluten-Free, Sugar-Free Kitchen Workshop - Izmir Holding Building</b> Chef Semen Öner</p> <p><b>Gluten-Free, Sugar-Free Kitchen Workshop - Orhanlı Building,</b> Chef Semen Öner</p> <p><b>Gluten-Free, Sugar-Free Kitchen Workshop - Tekfen Building</b> Chef Semen Öner</p> <p><b>How Do We Set Boundaries for Our Child?</b> Dr. Dilara Özdemirci / Psychiatrist</p>	<p><b>Online Quiz</b> So Pro</p> <p><b>How Can We Find Solutions for Back and Neck Pain?</b> Thera Vita</p> <p><b>Basketball Team Tournament - Izmir</b></p> <p><b>What Is Microbiota?</b> Prof. Dr. Hakan Yüceyar / Gastroenterologist</p>	<p><b>Bowling Tournament - Bursa</b> Spor Max</p> <p><b>Macrame Workshop - Izmir Holding Building</b> Burçin Peker</p> <p><b>Bowling Tournament - Ankara</b> Spor Max</p> <p><b>Chair Exercise Orhanlı Building</b> Jale Bayülke</p>	<p><b>Bingo</b></p> <p><b>Online Chess Tournament</b> So Pro</p> <p><b>Brain Fog, Stress, Anxiety with a Functional Medicine Approach</b> Thera Vita</p> <p><b>Bowling Tournament - Izmir</b> Spor Max</p> <p><b>Bowling Tournament - Istanbul</b> Spor Max</p> <p><b>Bowling Tournament - Mersin</b> Spor Max</p> <p><b>Make-A-Wish - Wishing Tree Project</b> Make-A-Wish Foundation / Bir Dilek Tut Derneği</p>	





## HUMAN VALUES

# Arkas Academy continues its training activities on many different subjects, from orientation and professional training to competency training and leadership development programs.



Arkas Academy closely follows industry trends and developments.

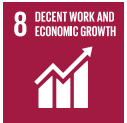


In 2024, as Arkas Line, we strengthened our relationships with our international agencies and implemented our strategic Human Resources projects in the field. Through visits to a total of eight countries, primarily Algeria, Tunisia, Morocco, Egypt, Bulgaria, France, Spain, and Romania, we established common goals in line with our “One for All” and “One HR” strategies.

As part of the work carried out in the Europe, Black Sea, East Mediterranean, North and West Africa regions:

- The SAP SuccessFactors integration process was rapidly advanced; data transfer and organizational structures were established in pilot countries.
- Competency and personality inventory applications were carried out for employees in managerial and senior management roles, and individual development plans were created.
- Core HR processes such as performance evaluation systems, career management, and fringe benefits were restructured according to local needs.
- In collaboration with Arkas Academy, training and development programs were implemented in the areas of leadership development, teamwork, and talent management.
- These efforts are a testament to our determination to align our global HR strategies with local cultures and our commitment to a sustainable approach to human management.

## SDGs WE CONTRIBUTE TO



## TRAINING AND DEVELOPMENT

## Arkas Academy

Arkas Academy, launched through the initiative of Arkas Holding Chairman Lucien Arkas, was established in 2007 to transfer Arkas Holding’s knowledge and experience of over a century to its employees. Focusing on cultivating employees equipped with competencies beyond technical knowledge, Arkas Academy continues its training and development activities with a high satisfaction rate in a wide range of subjects, from orientation and professional training to competency training and leadership development programs.

Thanks to the A-Live Digital Platform, which was established within Arkas Academy in 2018 and designed exclusively for Arkas, all Arkas Türkiye employees come together. As the Academy, we provide a space for training programs, employee interaction, and social learning through the platform. With the A-Live platform, we won three gold awards in two categories at the Stevie Awards in 2022. In the same year, we also won one gold and one silver award at the Brandon Hall Group Excellence Awards. In 2024, with our training management system GlobAlive, which we launched for our international employees, we won two gold and one silver awards in three categories at the Stevie Awards for Great Employers, and two gold awards in two categories at the Stevie International Business Awards.

Through the GlobAlive platform, which became operational in the second half of 2023, we aim to bring together all Arkas employees in our international offices on a single platform. With the GlobAlive platform, which has reached 1,142 users from 24 countries and has a multicultural structure, we continue to meet both the training and social interaction needs of our employees in our international offices.

Additionally, Arkas employees can find development opportunities within the Academy in areas such as voluntary coaching, internal training, and column writing. Throughout 2024, our team of 14 internal coaches provided a total of 74 hours of coaching services, while 38 internal trainers delivered 563 hours of internal training. At the end of each year, our internal trainers are given gifts such as gift vouchers for motivational purposes.

In 2024, we provided a total of 1,360 hours of training; 237 hours consisted of virtual training and 1,123 hours of in-class training.





## HUMAN VALUES

## We organized training on environmental and social issues for all our employees.



# 393 people

Number of employees in Türkiye who attended Sustainability Training during 2024



With Arcademia, we aimed to organize development-oriented training and events for institutions and the business world in the Aegean Region.

### Leadership Programs Conducted in 2024

Arkas Academy closely follows industry trends and developments, designing tailored annual leadership programs for our managers in Türkiye and abroad, while also managing all managerial appointments. In addition, for our managers in Türkiye, we organized sessions on "Leadership with the Mindset of Architect Sinan," "Economic Indicators in Türkiye and the World," and "Relationship Awareness in Business and Life" as part of the "Charting the Course for the Future" Leadership Program. Similarly, for our international managers, we held sessions on "Self-Leadership," "Team-Leadership," and "Business Leadership" within the Sailing Overseas Leadership Program. In addition, we continued to offer leadership programs throughout the year in line with requests from Arkas Group companies.

### Training Programs for Our Employees in 2024

In 2024, we emphasized both environmental issues and employee well-being through training such as "Diversity, Equity, and Inclusion (DEI)," "Techniques to Increase Personal Motivation," "The XYZ of Generations: Understanding Generation Z," "Financial Sustainability," "Nonviolent Communication," "Work-Life Balance," and "Journey to Self Workshop" for all our employees. Furthermore, professional training with titles such as "Liner Accounts," "Delivery Order," and "CFS Operation" aimed to enhance the competencies of our employees.

### Sustainability Training

Through Arkas Academy, the most important training we offer to our employees in Türkiye and internationally includes sustainability and related social training. In this context, Arkas Academy conducted Basic Sustainability Training in 2024 with the participation of 454 participants from international agencies, through three modules and six online webinars. The 4.5-hour training session contributed to raising participants' awareness of environmental, social, and governance issues. In addition, an e-learning course on the fundamentals of sustainability was available to our employees in both Türkiye and international offices throughout the year.

A total of 393 of our employees in Türkiye participated in the Sustainability Training held in two sessions throughout 2024. A total of 76 employees participated in the internal training on Climate Change and Sustainability, which was held in four sessions.

In collaboration with the Arkas Sustainability Directorate, we held "Sustainability" webinars for our international employees in the first quarter of 2024. As of early 2024, we have made sustainability training mandatory within the e-orientation program.

### Arcademia

With our new-generation experience center Arcademia, established in 2023, we aimed to organize development-oriented training and events for institutions and the business world in the Aegean Region of Türkiye. Located in the Arkas Mattheys Mansion in Bornova, Arkas Arcademia hosts training, talks, and events focused on economic, cultural, and personal development, conducted by competent experts with the vision of "Creating Value for the Future" and the experience of Arkas Academy.

### We hosted Özgür Demirtaş at Arkas Arcademia

As Arkas Line, we held the second of our meetings with our business partners in July 2024 at Arkas Arcademia. At the event, where Professor Özgür Demirtaş was the guest speaker, future forecasts for the Turkish and global economies were discussed. The event, held at the historic Arkas Mattheys Mansion, was hosted by Arkas Line CEO Can Atalay and Arkas Line Area Management CEO Cenk Değer.







## HUMAN VALUES

# The Blue Route Internship Program helps participants develop their competencies through orientation and in- department training.



In 2024, we participated in the “SDG Innovation for Young Professionals” program offered by the UN Global Compact.



## Our Projects for Employees and Young Talents in 2024

### My Future Is Arkas

Within the scope of this project, which supports the internship and career transition processes of students from Arkas Narlıdere Vocational and Technical Anatolian High School, the top 10 most successful students are selected each year and included in the “My Future Is Arkas” Internship Program for one academic year. In 2024, 12<sup>th</sup>-grade students, who were given the opportunity to intern in different departments of our company for nine months, met with the experienced managers of our company. Our managers, in turn, had the opportunity to share their experience and knowledge with the students. Students who gain experience in different departments during their internship have job opportunities within Arkas if they maintain their success. Currently, 10 interns are continuing the program. They continue their internships in designated departments three days a week from September to June. At the end of the program, the three most successful graduates are selected to start working at Arkas on a one-year fixed-term contract.

### Blue Route Internship Program

The Blue Route Internship Program, which aims to provide university students with industry experience, contributes to the development of participants’ competencies through orientation and in-department training. Within

the program, interns receive training on important topics such as effective presentation skills, climate change, and sustainability, and they present improvement suggestions for business processes through project presentations. Unlike other internship programs, an internship evaluation survey was shared with both managers and students, and after the internship, three interns were hired as part of the ARMA software project.

### UNGC SDG Innovation

In 2024, we participated in the “SDG Innovation for Young Professionals” program, one of the “Accelerator Programs” offered by the UN Global Compact to its member companies. The aim of this program, which has an age limit of 35, was to bring together young candidates with leadership potential from different departments of companies on a common sustainability project and to have them produce a solution to a sustainability problem with an innovative approach. Our team, paired with mentors selected by the UNGC from member companies, participated in training consisting of five modules from February to June 2024. During this process, two physical meetings were held, and they had the opportunity to present their projects. The Arkas Line SDG Innovation team developed a game concept to raise employees’ sustainability awareness. The game, designed around the protection of marine ecosystems, is planned to be implemented in the coming period in collaboration with Arkas Academy and included in the training program.





## HUMAN VALUES

# Maritime personnel receive "Orientation Training" from the shore-based training unit before starting their duties on our fleet's ships.

## Onboard Training and ARWEB

ARWEB is a digital social learning platform that brings together Arkas Merchant Fleet employees under one roof, offering our proprietary training. Our employees can log in to ARWEB to receive their theoretical training, ask questions, answer their colleagues' questions, and share important developments with everyone. Through ARWEB, in 2024, we provided training to 1,050 employees, including captains, chief engineers, officers, boatswains, fitters, sailors, oilers, cooks, and stewards.

Our Maritime Fleet aims to train personnel with the knowledge and skills required by the maritime profession on our vessels. It believes that this can be achieved through good practical training in addition to theoretical training. To achieve this goal, we implement the "Arkas Intern Training" and "Arkas Maritime Personnel Training" programs. Through this training, we ensure that maritime personnel and interns gain awareness of safety, security, and environmental issues.

**Arkas Intern Training Program:** Deck and Engine Interns receive "Intern Orientation Training" from the shore-based training unit before starting their duties on the vessels. When their ship duties begin, the six-month Intern Training Program at sea starts. The

training is completed via ARWEB, and our interns are given one day off per week to work on their training record books in addition to their training.

**Arkas Maritime Personnel Training Program:** Maritime personnel receive "Orientation Training" from the shore-based training unit before starting their duties on the fleet's vessels. Before joining the vessel, they complete training on vital safety issues such as emergencies and firefighting systems digitally via ARWEB. Refresher training is also provided to maritime personnel on leave during the year, both in-person and online. The vessel management staff receives an average of 90 hours of theoretical and practical training annually, while the vessel rating staff receives an average of 25 hours of theoretical and practical training annually.

In addition to intern training, we also organize regular simulation training and assessment programs.

## Arkas Merchant Fleet Bridge Simulation Training and Assessment Program

Since 2016, we have been collaborating with Dokuz Eylül University for Bridge Simulation Training. We aim to advance the container shipping industry and ensure the safety of seafarers in technical roles. This initiative focuses on training and assessing new captains, promotion candidates, and current captains, leveraging academic expertise and insights from past incidents.

Using OPEN SEA, MARMARA, KUMKALE, and many other simulation routes, participants can improve their maneuvering skills and take part in emergency drills. The program includes multiple assessors, including academics and experienced maritime professionals from Arkas Merchant Fleet, ensuring a comprehensive evaluation of technical and non-technical skills. To maintain high standards, we regularly review participants' performance and provide awards and bonuses to high achievers. Through this collaborative effort, we not only enhance the competence of our employees but also support the creation of a culture of continuous improvement and safety in the container shipping sector.

## Vessel Fitter Project

In 2024, a vocational education and employment-based protocol was signed under the auspices of the Rize Provincial Directorate of National Education and led by the Hasan Kemal Yardımcı Vocational and Technical Anatolian High School. This agreement aims to provide theoretical and practical training for fitters to be assigned to our vessels.

## University Collaborations

Each year, we promote Arkas Line by holding career days at Türkiye's leading universities. In the third quarter of 2024, these meetings, organized by Arkas Maritime Fleet, took place at Vocational Schools and at 10 universities with Maritime Faculties, including Istanbul Technical University, Dokuz Eylül University, Piri Reis University, and Yıldız Technical University, where we made presentations with Arkas Line managers.







## HUMAN VALUES

Every year, we promote  
Arkas Line by holding  
career days at Türkiye's  
leading universities.

7

10

Number of universities where  
presentations were made  
with Arkas Line managers in  
2024

## Maritime School Career Day Presentations

## School

Istanbul Technical University, Maritime Faculty

Yıldız Technical University, Faculty of Naval Architecture and Maritime Studies

Dokuz Eylül University, Maritime Faculty

Istanbul University-Cerrahpaşa, Faculty of Engineering

Piri Reis University, Maritime Faculty

Ordu University, Fatsa Faculty of Marine Sciences

Karadeniz Technical University, Sürmene Faculty of Marine Sciences

RTE University, Turgut Kıran Maritime Faculty

University of Kyrenia, Maritime Faculty

Iskenderun Technical University, Barbaros Hayrettin Faculty of Naval Architecture and Maritime Studies

Girne American University, School of Maritime and Transportation

Vocational Schools and Anatolian Maritime Vocational High Schools





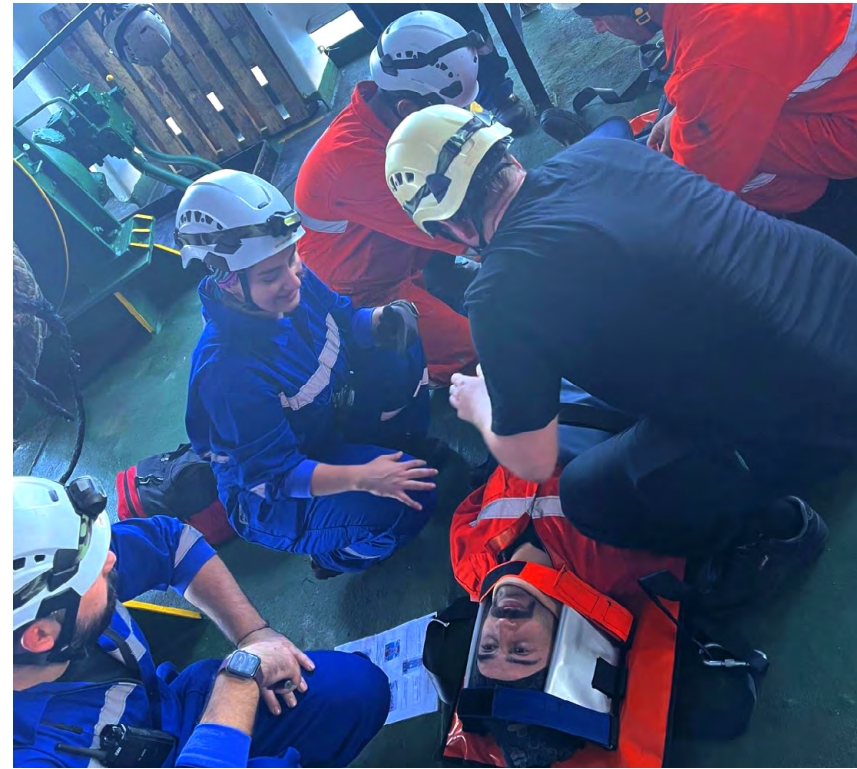


## OCCUPATIONAL HEALTH AND SAFETY

As Arkas Line, we manage Quality, Environment, and Occupational Health and Safety as integrated subjects under a common policy.



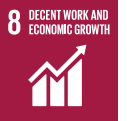
With a human-centric approach, we ensure that our employees continue their work in a safe, ergonomic environment with necessary rest opportunities.



In the container shipping sector, Occupational Health and Safety (OHS) focuses on ensuring the health, safety, and well-being of employees. We implement comprehensive OHS programs to mitigate risks associated with container handling, storage, and transportation in our industry. These programs include providing appropriate training, personal protective equipment, and ensuring ergonomic working conditions to prevent injuries and illnesses. We recognize that regular risk assessments and compliance with relevant regulations are essential for maintaining a safe and healthy workplace.

In addition to the laws in Türkiye, companies operating at sea are also subject to some fundamental international standards. For example, the International Labour Organization (ILO) Maritime Labour Convention (MLC), which sets minimum requirements for working and living conditions for seafarers; IMO conventions such as the International Convention for the Safety of Life at Sea (SOLAS), which sets safety and environmental standards for ships, and the International Convention for the Prevention of Pollution from Ships (MARPOL); and the ILO Convention No. 152 concerning Occupational Safety and Health in Dock Work are binding for shipping companies. Compliance with these standards ensures a safe and sustainable maritime industry for all of us.

## SDGs WE CONTRIBUTE TO



As Arkas Line, we strictly adhere to all laws and manage Quality, Environment, and Occupational Health and Safety as integrated subjects under a common policy. Through these systems, which we keep as an Integrated Management System, we track and improve these processes and activities. We ensure that our employees continue their work in a safe, ergonomic environment with necessary rest opportunities. To elevate our working conditions to international standards, Arkas Line first obtained the ISO 45001 certification in 2016 and has been renewing this certification annually through audits ever since. ISO 45001 addresses employee health and safety issues and includes an external audit of facility health and safety conditions. Organizations implementing ISO 45001 have a clear management structure with defined authority and responsibility, clear objectives for improvement, measurable results, and a structured approach to risk assessment. This certification enables the identification and management of health and safety risks, monitoring, performance auditing, and review of policies and objectives. To ensure the participation of all our employees, we conduct training sessions throughout the year under the management of our Quality and OHS Department.

## Occupational Accidents

## Onshore

We monitor the number of accidents, along with the jobs, duties, ages, and years of service of the employees involved. There have been no fatal occupational accidents since 2013, when our occupational accident statistics began to be regularly monitored. In 2024, a total of six occupational accidents requiring sick leave occurred; five of these required more than three days of leave, and one required two days of leave, resulting in a total of 46 days of leave used.

## At Sea

No fatal accidents occurred in 2024. As Arkas Line, we carefully monitor accident rates and conduct our activities in accordance with procedures prepared in light of policies aimed at minimizing workplace accidents, injuries, and illnesses specific to maritime work.





## OCCUPATIONAL HEALTH AND SAFETY

## We establish comprehensive training programs to equip crew members and port personnel with essential safety skills.

Key aspects include rigorous risk assessment and management to identify and mitigate potential hazards. We establish comprehensive training programs to equip crew members and port personnel with essential safety skills. Additionally, we have initiatives that address both physical and mental health challenges specific to maritime environments. Compliance with strict international and national regulations ensures the maintenance of safety standards, while robust emergency preparedness plans are crucial for a rapid and effective response to unforeseen events at sea or in port environments.

Performance Indicator	Unit	2023	2024
Average Fleet Size (Container)	Number of Vessels	49	49
Average Number of Crew Members on Board	Number of Crew	18	19
Near Miss Incidents		333	452
First Aid Cases	Number of Cases	12	13
Restricted Work Case Count	Number of Cases	7	11
Lost Time Injury Cases (fatalities, partial or total disability, inability to return to work the next day)	Number of Cases	14	17
Total Recordable Cases (LTIC + RWC + First Aid)*		33	41
Permanent Partial Disability (PPD)		0	0
Permanent Total Disability (PTD)		0	0
Fatalities		0	0
Exposure Hours	Hours	7,806,240	8,155,560
Lost Time Injury Frequency (LTIF) (per million person-hours)**		1.793	2.08

\*All incidents occurring during working hours have been included in the evaluation without any distinction.

\*\*Calculated using the formula  $(LTIC \times (1,000,000 / \text{exposure hours}))$ .







## OCCUPATIONAL HEALTH AND SAFETY

We check the suitability  
of the working  
environments in our  
workplaces through  
“Occupational Hygiene”  
measurements.



# 2,644 hours

OHS training hours provided  
by the Arkas Line Quality  
Department in 2024

**OHS Training**

In 2024, 662 of our employees in Türkiye benefited from 2,644 hours of OHS training provided by the Arkas Line Quality Department. A total of 861 hours of OHS training was conducted in our international offices. Through this training, conducted jointly by Arkas Line and Arkas Holding, we equipped employees with skills in general OHS, technical knowledge, health, emergency response, fire safety, and first aid. In 2024, each of our employees in Türkiye received an average of four hours of OHS training. We aim to increase this average in 2025.

**Team Health**

The health of our employees is protected through pre-employment and periodic examinations, tests, and health surveillance activities regularly conducted by our occupational physicians. Preventive measures are taken considering the risk factors to which employees are or may be exposed during their work. At the same time, we informed our employees about ergonomic topics that would benefit them during office work. For example, they gained knowledge on topics such as proper sitting postures, protecting the lower/upper back, appropriate hand/arm/wrist/foot/leg movements, working with display screen equipment, and bending/reaching movements. We tried to instill the awareness that failing to follow office ergonomics rules will inevitably lead to health problems in the near or long term. To prevent our employees from experiencing repetitive strain injuries, our training specifically provides information on conditions such as carpal tunnel syndrome, tendonitis, and tennis elbow. We aim to ensure that our employees are not negatively affected by psychosocial risk factors such as stress, burnout syndrome, and mobbing while carrying out their work activities. Additionally, we check the suitability of the working environments in our workplaces through “Occupational Hygiene” measurements.

**Team Health at Sea**

In line with our commitment to the well-being of our employees at sea, we implement a comprehensive well-being policy aimed at empowering seafarers to positively influence their health and vitality. We recognize that physical health, relationships, emotions, and finances are interconnected. We provide resources and support for



fatigue, feelings of isolation, and personal problems that arise from the various stressors commonly experienced at sea. The implementation and monitoring of the well-being policy are the responsibility of the ship's captain. Although the activities are not currently measured, whether the policy is implemented is questioned during internal audits and vessel visits.

We prioritize the mental health of our crew through initiatives such as early intervention programs and a 24/7 confidential helpline service provided by SeafarerHelp. With our approach to well-being, we emphasize respectful leadership and organize regular team events and stress management training. Our intention is to create a supportive culture on board. Additionally, we encourage our employees to adopt a healthy lifestyle. We support their communication with their loved ones. We recommend they practice breathing exercises to manage stress and create sufficient rest opportunities. As we overcome potential similar pandemics like the COVID-19 outbreak, we will continue to implement best practices to support the physical and mental health of our seafarers.





## SOCIAL DIALOGUE AND CORPORATE CITIZENSHIP

Every year, we offer our colleagues the opportunity to donate to a non-governmental organization of their choice.



16

Number of associations  
donated to in 2024

Donation Categories	Percentages
Health	35%
Education	22%
Animal Rights	22%
Gender Equality, Women and Society	10%
Environment	8%
Social Solidarity	3%

### SDGs WE CONTRIBUTE TO



We continue to magnify our impact for a sustainable future, transforming it into good. Every year, we offer our colleagues the opportunity to donate to a non-governmental organization of their choice and support solidarity activities. When making these donations, we asked employees through surveys which non-governmental organizations they wanted us to support on their behalf, choosing from a list

of associations. In 2024, on behalf of 1,520 of our employees, we helped keeping the seawater clean, donated saplings, distributing food to stray animals, and supporting the treatment and education of the children through our donations to 16 different associations and foundations.



SOCIAL DIALOGUE AND CORPORATE  
CITIZENSHIP

Organization Name	Category	Donation Support	Number of People
LÖSEV	Health	We contributed to the one-week health expenses of 5 children.	275
TÜRKİYE SMA FOUNDATION	Health	A pulse oximeter device was provided.	182
ODER AUTISM ASSOCIATION	Health	Supported the events to be held throughout April and collaborative projects with public institutions for April 2, World Autism Awareness Day.	68
GERÇEK SEVGİ ASSOCIATION	Animal Rights	The treatment expenses of 2 dogs were covered.	72
ORMAN BESLEMESİ ASSOCIATION	Animal Rights	One cat's surgery was performed, and 5 bags of dog food were provided.	98
HER EVE BİR PATİ ASSOCIATION (HEPAD)	Animal Rights	470 packages of food were provided.	102
DARÜŞŞAFKA	Education	Supported the educational expenses of 1,000+ students.	197
TEGV	Education	Supported TEGV's 2025 educational activities.	141
MARINE LIFE CONSERVATION SOCIETY	Environment	Fuel for 1.5 months (approximately 250 liters of gasoline), vital for the ranger team responsible for marine operations, especially in the Tavşan Island Marine Protected Area, was purchased.  Provided support to meet the equipment needs of the association's staff. (Diving equipment)	34
TEMA FOUNDATION	Environment	Contributions were made to nature education for children, youth, and adults; legal struggles and local advocacy the protection of nature's rights; efforts to protect natural assets and biodiversity; rural development projects; and scientifically-based nature research to identify and solve environmental problems.	31
EGE ORMAN FOUNDATION	Environment	Supported 308 children to learn about and protect nature.	36
TURMEPA	Environment	Supported the Blue Teacher Network project, launched in 2024 for teachers to ensure students have access to accurate and rich content on sea and water resources.	25
MOR ÇATI WOMEN'S SHELTER FOUNDATION	Women & Society	Support was provided for the shelter needs of 20 women and children.	101
YANINDAYIZ ASSOCIATION	Gender Equality	Gender equality training was given by trainer Ayşe Kaşıkırık to underprivileged women living in Esenyurt through the Istanbul Metropolitan Municipality (İBB).	51
AİP (EMERGENCY NEEDS PROJECT FOUNDATION)	Social Solidarity	At the end of February, as part of the "Anatolia, We Are Coming to You" project, provided support to meet the needs of 15 students in village schools in Denizli and Muğla.	49
ALFA SEARCH AND RESCUE ASSOCIATION	Animal Rights		58
TOTAL			1,520

In 2024, we purchased our International Women's Day gifts from the Foundation for the Support of Women's Work (KEDV). We distributed gifts to a total of 1,126 (72 Arkas Line) female employees (including subcontractors) throughout Arkas.



SOCIAL DIALOGUE AND CORPORATE  
CITIZENSHIP

We place the environmental dimension of sustainability at the heart of our business and fulfill our responsibilities towards nature with this understanding.

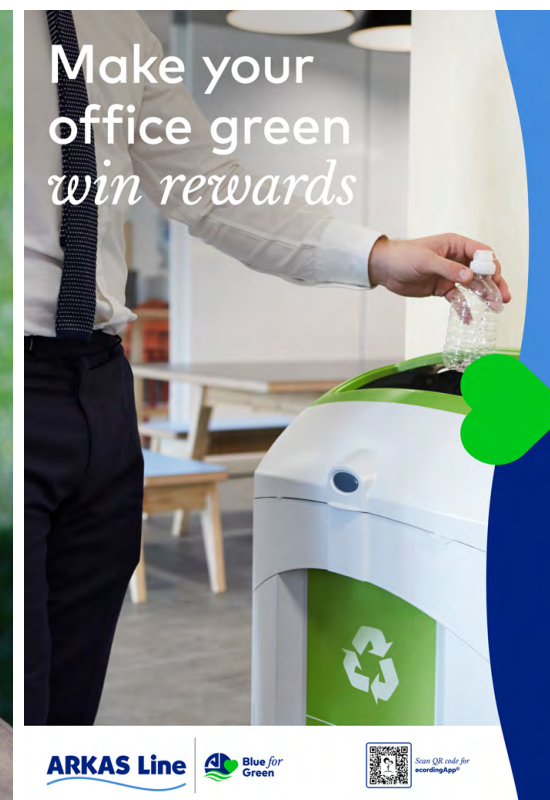
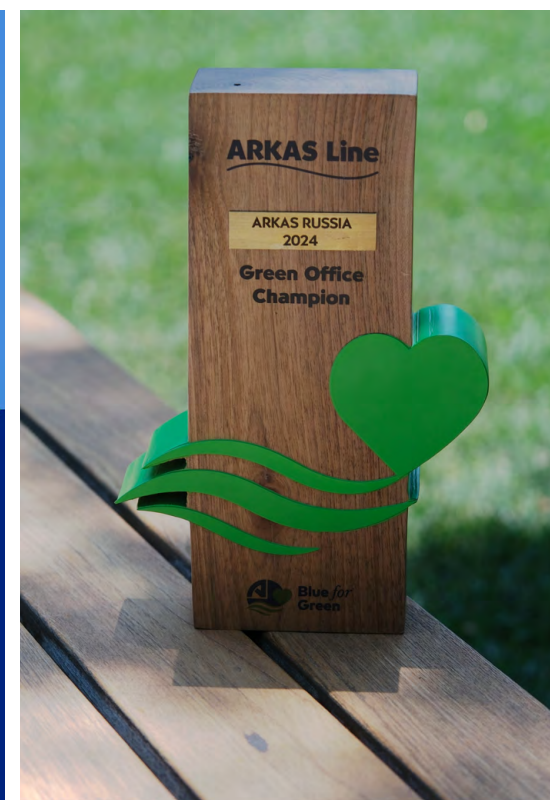
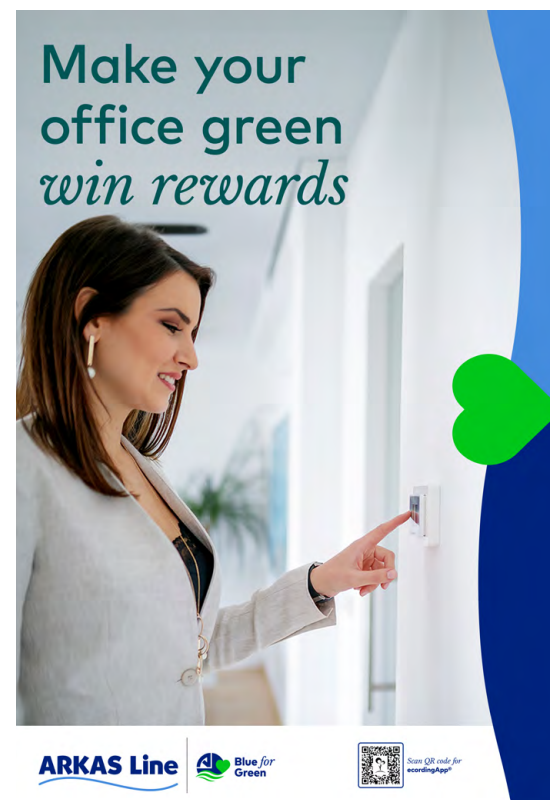


# 18.3t CO<sub>2</sub>e

Amount of emissions prevented as a result of earning ecopoints in 2024



With the “Blue for Green” initiative, we launched the “Green Office” award system in 2024 in all our local and international offices, and among all our employees.

**Arkas Blue for Green**

As Arkas Line, we place the environmental dimension of sustainability at the heart of our business and fulfill our responsibilities towards nature with this understanding. To involve all employees in our sustainability priorities and efforts, we launched the “Arkas Blue for Green” initiative at the end of 2022. In this context, the Sustainability and Human Resources Directorates come together to organize a series of events each year, expanding our respect for the environment and our commitment to the future by involving our employees in the process. The heart symbol in our Blue for Green logo signifies that we carry out these activities with sincerity and dedication. We believe that a sustainable future is only possible through sincere commitment and a collective effort.

**Green Office Award System**

With the “Blue for Green” initiative, we launched the “Green Office” award system in 2024 in all our local and international offices, and among all our employees. In this context, we distributed a “Green Office Survey” consisting of 41 questions to evaluate our offices and scored them based on their current status and improvement. Subsequently, we aimed to compare the 2024 data with the 2023 electricity and water consumption data in

our offices where we conducted our first carbon footprint measurement. We announced that the office showing the greatest improvement and energy savings over one year, based entirely on data-driven measurement and evaluation, would win the “Green Office Cup.”

**Ecording (Econow) Collaboration**

We did not limit the Green Office award system only to the offices' energy consumption and practices; instead, through a collaboration that engages all our employees, we aimed to promote sustainable behaviors and lifestyles across our workforce. In this context, we entered into a one-year collaboration with Ecording, a start-up company working on ecosystem restoration and sustainability. We also signed the application's first international collaboration outside of Türkiye. By the end of 2024, through their sustainable actions recorded on the application, Arkas Line employees earned 17,223,695 ecopoints, preventing a total of 18.3 tCO<sub>2</sub>e emissions. Additionally, we distributed custom-designed Blue for Green logo tote bags and thermoses to all employees who reached 20,000 points in the application. In the competition, which will conclude in June 2025, the top 10 employees will have the chance to win prizes such as electric bicycles, an iPad, and an Apple Watch.



SOCIAL DIALOGUE AND CORPORATE  
CITIZENSHIP

As part of our commitment to sustainability and team development, we launched a specially designed “sailing experience” for our employees in 2024.

**We are the main sponsor of Arkas Sailing Team’s Blue Moon**

With a passion for the seas and a belief in the necessity of water sports in our country, we support sailing. As Arkas Line, we became the main sponsor of the Arkas Sailing Team’s racing boat, Blue Moon. Arkas Sailing Team stands out not only for its sporting achievements but also for its vision of representing Turkish maritime culture on the international stage. Having competed in many countries to date, the team continues to inspire Turkish sailing with its achievements in European waters. As a container shipping company, we reinforce our connection with the sea not only through our business but also through sports. Our support for sailing symbolizes this deep bond with the sea. With Arkas’s approach to sailing, we will continue our support as part of our sustainable policies to further develop Turkish sailing and to make Turkish sailing visible and distinctive on international seas, not just with container vessels and seafarers, but also with sailboats.

**Strengthening our team with sustainable sailing**

As part of our commitment to sustainability and team development, we launched a specially designed “sailing experience” for our employees in 2024. This initiative, carried out with our racing sailboat and the contribution of the Arkas M.A.T. Sailing Team, aims to provide our team members with practical knowledge by allowing them to have direct contact with sailboats and the sea.

This experience aims to foster a stronger connection with the sea while raising awareness about the importance of ocean conservation. Through hands-on training and interactive activities, our team members gain knowledge about sustainable sailing practices and have the opportunity to observe firsthand the critical role marine ecosystems play in the health of our planet.

With this initiative, we aim to achieve the following goals:

- **Raise Environmental Awareness:** To inform our employees about the importance of marine conservation and the necessity of sustainable practices.
- **Develop Team Spirit:** To strengthen team solidarity and cooperation through shared experiences and challenges at sea.
- **Support Marine Conservation Efforts:** To emphasize our commitment to ocean conservation and continue our support for organizations working in this field.

This sailing experience is fully aligned with our core values of sustainability, innovation, and community engagement. By equipping our team with knowledge and skills in sustainable sailing, we aim not only to contribute to a healthier planet but also to inspire those around us.

**Fungistanbul’s “Producing Instruments from Waste Materials Workshop” at the Arkas Aegeanlink Regatta**

In August 2024, the Fungistanbul “Producing Instruments from Waste Materials Workshop,” which we organized at the Aegeanlink Regatta, was an effective step in raising environmental awareness and promoting sustainability consciousness. Together with children, we made musical instruments using waste materials such as bottles, caps, and tin cans, and experienced the creative side of upcycling.

With this workshop, we not only provided a fun learning environment but also discovered together the importance of reusing waste in reducing environmental impact. Fungistanbul’s performance with instruments made entirely from waste contributed directly to the goals of **Responsible Consumption and Production (SDG 12)** and **Climate Action (SDG 13)**. This event, which explained sustainability to children through art, once again showed us what a powerful combination creativity and environmental awareness can be.





SOCIAL DIALOGUE AND CORPORATE  
CITIZENSHIP

## We supported the “I’m Adopting a Hive Too!” project with 10 hives under the Arkas Line brand.

### Arkas Çeşme Site Spor Children’s Workshops

At the Arkas Çeşme Site Spor Children’s Workshops, we brought children together with Inovathink in a robotic coding program. The workshop aimed to enhance children’s skills in algorithmic thinking, problem-solving, establishing cause-and-effect relationships between events, multi-faceted thinking, self-confidence, and creativity. At the Corendon Airlines Airplane Workshop, we provided children with information on making various paper airplanes.

### A Sweet Support for Nature: “I’m Adopting a Hive Too!” Project

In line with our sustainability vision and to make a tangible contribution to nature, **Arkas Line** supported the “I’m Adopting a Hive Too!” project with **10 hives**.

Through this project, carried out in collaboration with Foster Beekeeper and Hive Republic, we remember our debt to nature amid the hustle and bustle of city life and find the opportunity to protect bee populations, enhance biodiversity, and support rural development.

Each hive we adopt contributes to the life of a bee colony and to biodiversity, maintains the balance of the ecosystem through pollination, and supports the sustainability of natural products produced with ethical beekeeping methods.

With this project, we also:

- Draw attention to the vital role of bees in the natural cycle.
- Contribute to rural employment through beekeeping training provided to women and young people.
- Support children in developing environmental and nature awareness at an early age by visiting apiaries.

Each hive bears the Arkas Line logo, each one a small but meaningful mark we leave on nature on our behalf. We aim to grow this valuable step together with everyone who loves nature.

### Make-A-Wish Foundation-Wishing Tree Star Award

In 2024, we were honored with the Wishing Tree Star award from the Make-A-Wish Foundation (Make-A-Wish® Türkiye) as the company that collected the most donations among corporate entities. The foundation is a non-governmental organization that works to grant the wishes of children aged 3-18 who are battling life-threatening illnesses, aiming to give these children hope, strength, and joy. With Make-A-Wish, 70 of our employees participated in the digital wishing tree project at New Year’s, and with the amount collected, we were able to grant a child’s wish. With the remaining amount, we bought toys for other children.





SOCIAL DIALOGUE AND CORPORATE  
CITIZENSHIP

As the logistics sponsor of the Turkish Sailing Federation since 2022, we undertake international logistics operations, one of the most significant cost items in the sport of sailing.

## Paris 2024 Olympic Games – Logistical Support for the Olympic Sailing Team

As Arkas Line, we became the **logistics sponsor** of the Turkish Olympic Sailing Team, which represented our country at the 2024 Paris Olympic Games. Türkiye was among the top ten countries with the highest number of athletes among the 63 countries that qualified to compete in the sailing discipline and participated in the Olympics with eight athletes in six different sailing disciplines. As the logistics sponsor of the Turkish Sailing Federation since 2022, we undertake international logistics operations, one of the most significant cost items in the sport of sailing. In this context, we provided the inter-country sea and land transportation of sports equipment, storage services in Europe, and the “athlete container,” which offered every comfort for the athletes’ use at the Paris 2024 Olympic Games.

The press conference to introduce the Olympic Sailing Team was held at Feriye Restaurant in Istanbul with the participation of the General Director of Sports Services of the Ministry of Youth and Sports, Assoc. Prof. Veli Ozan Çakır; the Secretary General of the Turkish National Olympic Committee, Neşe Gündoğan; Arkas Holding Vice Chairman Bernard Arkas; Fenerbahçe Sports Club Chairman Ali Koç; Galatasaray Sports Club executives; and representatives from the sports world.

This collaboration carries our expertise in the maritime field and our Mediterranean roots to one of the highest-level organizations in international sports, contributing to our athletes’ ability to focus solely on their performance.





INNOVATION AND DIGITALIZATION

Arkas Line places digital transformation at the core of its business processes.

**Digitalization minimizes the risk of human error, enhances process transparency and traceability, and maximizes business continuity and operational efficiency throughout the organization.**

As Arkas Line, we integrate innovative technologies with our sustainability goals. BIMAR, which started as the Arkas Holding Information Technologies Service in 1984, was incorporated in 1997 and has since specialized in software development and system integration in sectors such as transportation, logistics, shipping agency, and port management. Through this, we produce integrated and flexible digital solutions for all companies and agencies within the Arkas Group.

The Digital Transformation Directorate was established in 2023 at Arkas Line to strengthen digital transformation strategies and integrate innovative technologies into processes. The directorate systematically evaluates the needs coming from business units and works in close collaboration with BIMAR's software development and integration expertise, and when necessary, conducts joint projects with third-party technology companies. The main objectives are to continuously improve processes with advanced technologies such as ERP systems, robotic process automation, artificial intelligence, blockchain, and big data analytics; to enable employees to focus on high-value, strategic tasks; and to enhance the customer



experience. Furthermore, through training projects aimed at increasing digital competencies and applications like ARMA developed with corporate in-house resources, sustainable efficiency in operations is targeted.

The work carried out across the Group focuses on the optimization and automation of processes, and the continuous improvement and acceleration of business methods. This allows repetitive, manual, and labor-intensive tasks to be automated, while employees can focus on more strategic and value-adding duties. Digitalization minimizes the risk of human error, increases the transparency and traceability of processes enhances process transparency and traceability, and elevates maximizes business continuity and operational efficiency to the highest level throughout the organization.

The digital transformation projects being carried out enhance the data-based decision-making skills of employees throughout the company and ensure that processes are managed transparently from end to end. Thanks to digital reporting and analysis infrastructures, employees can easily create data and performance

analyses related to their own business processes, which minimizes the error rate in operational processes and strengthens business continuity. Cloud-based digital systems increase operational flexibility and allow all operations to be planned, traceable, and sustainable. Innovative applications developed to enhance customer satisfaction and service quality make it possible to offer faster and higher-quality services to stakeholders. The effectiveness of digitalization and innovation investments is monitored through regular performance analyses, and the gains achieved contribute to the improvement of operational efficiency.

Training and awareness programs are implemented to develop employees' digital literacy and data analytics competencies throughout the company. By migrating operational processes to digital platforms, the error rate is reduced, while efficiency and process management are significantly improved. Cloud-based solutions are used as an effective tool to reduce the carbon footprint and increase operational flexibility, thus giving all processes a planned, transparent, and sustainable structure. In the upcoming period, the broader integration of the digital





ARMA stands out as a comprehensive platform that supports Arkas in achieving its digitalization, integration, and sustainability goals in its operations.



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OUR ROUTE: SOCIETY

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OUR ROUTE: TRUST

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infrastructure, the expansion of automation applications, increased compliance with international regulations, and the utilization of new-generation technologies are among the priority strategies. Thus, thanks to digital transformation, sustainable growth is targeted by ensuring continuous improvement in both business processes and environmental impacts.

Robotic Process Automation (RPA) is a technology that allows repetitive and manually performed business steps to be delegated to digital robots throughout the company. Thanks to this approach, high-volume, rule-based, and time-consuming tasks are automated, making it possible for human resources to focus on more strategic and value-added work. The implementation of RPA reduces the risk of errors in processes and significantly increases operational efficiency. As a result of analyses conducted within the company, processes that can be transferred to robots are prioritized, and automation applications are implemented in areas where the greatest benefit will be achieved. With the gradual expansion of the scope of automation, the operational contributions of digitalization are increasing every day.

In today's maritime sector, adapting to rapidly changing customer needs and global regulations requires a holistic

approach that focuses not only on operational efficiency but also on sustainability. The ARMA ERP platform, developed as one of the most concrete examples of Arkas Line's vision, plays a critical role in the institution's digital transformation journey.

ARMA is an integrated application that brings together the operational processes of Arkas Line and all its agencies under a single digital roof, establishing an innovative standard in the sector with its cloud-based and modular structure. With the implementation of this platform, errors and repetitions in data entry have been largely prevented, and both time and resources have been saved by simplifying business processes. In particular, automation and centralized management of operational processes have made it possible to direct human resources towards high-value and strategic tasks.

The project, led and coordinated by the Digital Transformation Directorate, was realized entirely based on the institutional memory of Arkas and BIMAR's software development power.

ARMA stands out as a comprehensive platform that supports Arkas in achieving its digitalization, integration, and sustainability goals in its operations. Its cloud

infrastructure and mobile access features minimize the carbon footprint of operations. Employees can easily access the system even outside the office, increasing the efficiency of processes, which reinforces the positive impact of digitalization on the environment.

ARMA's strong integration capabilities accelerate the flow of information with third-party institutions and stakeholders, especially customer, customs, and port systems, making it instantaneous and contributing to the formation of an efficient business ecosystem throughout the sector. This ensures a planned, traceable, and measurable operation not only in the company's internal processes but also throughout the entire supply chain.

Looking to the future, the goals include a more extensive integration of ARMA, along with advanced technologies such as robotic process automation, artificial intelligence, machine learning, and the Internet of Things (IoT), and the addition of real-time data tracking, automatic analysis, and reporting capabilities to the platform. Furthermore, although not yet formalized in the literature, the Industry 5.0 vision, where human- and environment-focused approaches come to the fore, holds an important place in the company's future strategies and is integrated with a perspective of sustainable and human-centered digital transformation.





CORPORATE GOVERNANCE

Transparency, ethical values, sustainability, and strong relationships with stakeholders are among the fundamental elements of the Arkas corporate culture.

As Arkas Line, we have a corporate culture that respects nature and life, prioritizes the well-being of individuals, embraces environmental management, and encourages the involvement of all stakeholders.

Transparency, ethical values, sustainability, and strong relationships with stakeholders are among the fundamental elements of the Arkas corporate culture. In all regions where we operate, we conduct our processes with principles of compliance with laws and corporate ethical values, and with a social and environmental responsibility awareness that we have instilled among all our employees.

We move forward with collective wisdom, based on mutual trust and total benefit in our goals. Transparency, data-driven insights, agility, and taking responsibility are key priorities in our decision-making processes.



Our Targets

- Mutual Trust
- Collective Intelligence
- Overall Benefit

Our Decision Processes

- Transparency
- Data-Driven Insights
- Taking Responsibility
- Agility

Our Risk Management Philosophy

- Proactive
- Collaborative
- Open and Effective Communication

Our Compliance Process and Archive Management

- Aligned
- Up-to-date
- Digitalization
- Supporting Corporate Memory





## PROACTIVE RISK AND CRISIS MANAGEMENT

Arkas Line's operational risk management is ingrained in the DNA of the entire organization, based on being proactive, acting with open communication, and having policies and procedures for each risk.



Within our Arkas Line Integrated Management System, we hold an ISO 9001:2015 certificate, certified by RINA Services Italy.

In the container shipping sector, the proper execution of our operational risk management activities covers risks that can directly affect our profitability and the continuity of our company. Risks, which can be internal or external, include factors such as logistics, regulatory compliance, environmental issues, and technology failures. The assessment of risks related to sustainability and climate change enables us to compensate for or mitigate these challenges as much as possible, insure against them, and most importantly, turn them into opportunities in a competitive environment. Arkas Line's operational risk management is ingrained in the DNA of the entire organization, based on being proactive, acting with open communication, and having policies and procedures for each risk. We conduct these policies and procedures with the principle of continuous improvement by subjecting them to external audits and/or assessments such as ISO, EcoVadis, and CDP.



Our company's Integrated Management System contains various documents accessible to all our employees, including procedures, instructions, forms, process maps, lists, risk assessment documents, and those covering ISO 9001, ISO 14001, ISO 45001 standards, and KVKK (Personal Data Protection Law) requirements. The Integrated Management System Manual is published with CEO approval, and the Quality and OHS Department is responsible for its updating and distribution. The Risk and Opportunity Assessment Procedure focuses on quality, environment, and OHS issues and is prepared and published by the Quality and OHS Department and relevant Arkas Line departments, and is kept up-to-date through routine checks.

In Risk and Opportunity Assessment studies, risks identified across a wide spectrum, including sustainability and climate-related risks, are subjected to a scoring system by multiplying their probability and severity. Priorities and actions are determined based on this resulting risk score. The risk of each process also contains opportunities such as adapting new projects, improvement efforts, accessing new markets, and identifying new customers and technologies. When such determinations are made, they are indicated as an opportunity alongside the relevant risk.

We work with comprehensive approaches such as investing in technology and innovation, training employees, implementing safety and security protocols, and developing effective emergency and business continuity plans to manage these risks. We are aware that continuous monitoring and the ability to adapt to a changing risk environment are vital to the long-term success and resilience of container shipping companies.

The Arkas Line Integrated Management System has been certified with ISO 9001:2015 following audits conducted by RINA Services Italy. With this certification, we once again emphasize our commitment to quality control. Ships are a critical part of the sustainable supply chain, playing a crucial role in delivering cargo to customers. Consequently, an increasing number of ship chartering clients in the sector demand ISO 9001 certification to ensure reliable and error-free transportation services.

**Business Continuity Risk Plan**

We have designed an "Emergency Business Continuity Risk Plan" for Arkas Line, whose head office is in Istanbul, against the scenario of a complete loss of function due to a possible natural disaster, a large-scale earthquake, or similar causes. Thanks to our Business Continuity Plan, which identifies critical business activities and defines 38 main tasks for seven key units such as ship operations, purchasing, and container logistics, we plan to establish a Crisis Coordination Desk within the first two hours if the identified risks turn into a crisis. We have detailed which unit managers should be activated to take action in a crisis. We aim to keep this plan, which ensures the backup and continuation of Arkas Line's critical operations, up to date by conducting a drill once a year. Through these drills, we ensure the currency of the plan by reflecting changes in employee authorizations and in the systems and software we use in our business methods.

## SDGs WE CONTRIBUTE TO







## ANTI-BRIBERY AND ANTI-CORRUPTION

# Arkas Line implements a zero- tolerance policy towards bribery and corruption.

Arkas Line has adopted full compliance with laws, high ethical standards, and an honest business approach as fundamental principles in all countries where it operates. Prioritizing its corporate reputation, our company believes that sustainability and reliability can only be achieved through this balance, placing importance not only on commercial success but also on ethical responsibilities. In this context, Arkas Line implements a zero-tolerance policy towards bribery and corruption, viewing this approach not only as a legal obligation but also as a responsibility of ethical leadership.

Arkas Line is a member of the Turkish Ethics and Reputation Society (TEİD), and the company's Ethics Code was prepared in collaboration with TEİD. To protect intellectual property rights, TEİD collaborates with national and international authorities.

Furthermore, our company is an active member of the international "Cross Industry Work Group" platform, established to combat illicit trade and counterfeiting. In this respect, Arkas Line advocates for the protection of intellectual property rights at both national and international levels against the economic and social damages of counterfeiting.

Arkas Line's "Anti-Corruption and Anti-Bribery Policy" and "Arkas Ethics Code" constitute the fundamental corporate approaches in this area. These documents cover not only Arkas employees but also suppliers, contractors, consultants, and all other business partners, mandating that all parties acting on behalf of or in relation to the company adhere to the same ethical standards. The Arkas Supplier Code of Conduct, which came into effect in 2023, is another indicator of our determination in this matter.

Within the framework of this policy:

- No benefit, gift, or facilitation payment may be provided directly or indirectly to public officials or individuals in the private sector.
- Gifts and hospitality are acceptable only if they are legal, reasonable, recorded, and without reciprocation.
- Facilitation payments are prohibited in all circumstances worldwide.
- Ethical violations must be reported confidentially to the Ethics and Compliance Committee.



Our company is an active member of the international "Cross Industry Work Group" platform, established to combat illicit trade and counterfeiting.







## ANTI-BRIBERY AND ANTI-CORRUPTION

## No cases of bribery or corruption were encountered within Arkas Line during 2024.

Arkas Line's adherence to the Ethics and Reputation Society's Joint Declaration of Ethical Principles reinforces its corporate commitment to this approach.

Our company organizes periodic training programs to ensure that our employees embrace not only legal obligations but also high ethical values. No cases of bribery or corruption were encountered within Arkas Line during 2024.

Arkas Holding and Group company employees may not participate in any activity that would harm the community's name or reputation. Each employee is personally responsible for their actions and is aware that behavior contrary to the rules specified in the Ethics Code will lead to various sanctions. When a situation contrary to ethical principles is noticed, it can be reported immediately to the relevant manager or the Ethics and Compliance Committee through internal communication channels.

In cases of violation, our employees can call the Ethics Hotline at 0850 230 4569 or submit their complaints through the <https://arkasline.ethicshelpcenter.com/> Ethics Reporting Center. All reports are handled with confidentiality; reporting individuals are not required to share their identities. Every report made in good faith is taken seriously and followed up professionally by the Ethics and Compliance Committee.







## DATA SECURITY AND PRIVACY

We maintain the highest data security standards to protect the information entrusted to us by our stakeholders.



We use advanced security technologies to ensure our systems are fortified against potential cyber threats.

**Information Confidentiality**

The guidelines regarding the mandatory security policies, standards, procedures, and rules to be followed and known for Arkas Information Systems Security are prepared by the Information Security Department, which operates under the Arkas Holding Information Systems Directorate. Data security and privacy issues are defined and managed by the "Arkas General Standards and Security Policy." The basic policies and procedures addressing topics such as internet, email, corporate computer, mobile device, and file server security explain who the relevant rules cover, under what conditions, and the duties and responsibilities of the personnel within the scope of the directive. To ensure that Arkas employees can access all information within their relevant scope and area of responsibility, all related documents are published and made available to all Arkas employees by the Arkas Holding Information Systems Directorate. Additionally, the document titled "A Brief Look at Information Security," issued by the Arkas Information Systems Directorate, is also published in a common area for the benefit of all our employees.

**Our Commitment to Cybersecurity and Data Protection**

We maintain the highest data security standards to protect the information entrusted to us by our stakeholders.

## SDGs WE CONTRIBUTE TO

**Our Comprehensive Approach to Cybersecurity**

**Advanced Security Technologies:** We use advanced security technologies, state-of-the-art firewalls, intrusion detection systems, and encryption protocols to ensure our systems are fortified against potential cyber threats.

**Continuous Monitoring and Threat Assessment:**

Our cybersecurity team continuously monitors our networks and systems for any unusual activity or vulnerabilities. We conduct regular threat assessments and penetration tests to proactively identify and mitigate risks. The institution's information assets are monitored through a security incident management process integrated with independent threat intelligence services.

**Strict Compliance Standards:** We adhere to strict regulatory standards and industry best practices, such as KVKK (Personal Data Protection Law), GDPR, and ISO 27001, ensuring our data protection measures are robust and up-to-date.







## DATA SECURITY AND PRIVACY

A Network Access Control (NAC) service is used within Arkas Line to protect critical data and prevent unauthorized access.



We have a well-defined incident response plan for situations where a security breach occurs.



We conduct regular security audits and assessments to evaluate the effectiveness of our cybersecurity measures.



**Employee Training and Awareness:** We believe that cybersecurity is a shared responsibility. We provide regular training to our employees to keep them informed about the latest cyber threats and best practices for data protection. The level of information security awareness is measured once a year with attack simulations and customized tests, and we report compliance, participation rates, and results. This helps to foster a culture of security awareness in our organization.

**Incident Response and Recovery:** We have a well-defined incident response plan for situations where a security breach occurs. Our team acts to minimize disruptions to our services, protect data, and quickly contain and mitigate any potential impact.

**Regular Security Audits:** We conduct regular security audits and assessments to evaluate the effectiveness of our cybersecurity measures. These audits help us identify areas for improvement and continuously enhance our security posture.

The Personal Data Protection Committee, which operates within our institution to protect the personal data of our customers, business partners, and employees, manages the necessary legal, procedural, IT infrastructure improvement, training, and clarification processes to fulfill our legal responsibilities. In 2024, to increase our corporate maturity level, we launched a comprehensive Data Governance project with a solution partner to control the accessibility, availability, integrity, and security of data in our systems, as well as data usage.

A Network Access Control (NAC) service is used within Arkas Line to protect critical data and prevent unauthorized access. Additionally, we use data loss prevention functions and features for authorization regulation, lifespan determination, and encryption according to information classes.

In the upcoming periods, with the goal of strengthening our data security and privacy strategy, we aim to consolidate our file server systems in our cloud data warehouses and to implement Global Secure Access applications to improve our remote work and secure access service quality.





## PERFORMANCE INDICATORS

Environmental Indicators	2023							2024						
	Units	Arkas Line Türkiye		EMES Feederling Italy		International Offices/ Agencies	Total	Units	Arkas Line Türkiye		EMES Feederling Italy		International Offices/ Agencies	Total
		Vessels	Office + General Expenses	Vessels	Office				Vessels	Office + General Expenses	Vessels	Office		
CO <sub>2</sub> -e Emissions														
Scope 1	ton	452,273	758	99,031	8	872	552,943	ton	423,455	2,288	104,510	9	757	531,018
Scope 2		0	2,690	0	5	447	3,142		0	2,894	0	5	343	3,242
Scope 3		99,481	13,257	22,003	3	319	135,064		95,942	16,038	23,107	3	252	135,342
Total		551,754	16,705	121,034	16	1,639	691,148		519,397	21,220	127,617	17	1,352	669,603
Carbon Intensity														
Clean Cargo CO <sub>2</sub> -e / TEU km WTW dry 70%	g CO <sub>2</sub> e	147,88*						g CO <sub>2</sub> e	141,23*	-	-	-	-	-
Energy Consumption														
Ultra Low Sulphur Fuel Oil (0.10% ULSFO)	ton	13,542	-	4,352		-	17,894	ton	12,975.90	-	4,568	-	-	4,568
Very Low Sulphur Fuel Oil (0.50% VLSFO)	ton	129,368	-	26,918		-	156,286	ton	120,759	-	28,535	-	-	149,294
Biofuel (BI024F)	ton	-	-	-		-	-	ton	2,038	-	250	-	-	2,288
Natural Gas	m³	-	96,996	-	3,767	96,509	197,272	m³	-	120,968	-	3,825	22,520	147,313
Diesel	liter	-	120,625	-	-	53,437	174,062	liter	-	124,067	-	172	43,475	167,714
- Forklift		-	-	-	-	93,253	93,253		-	-	-	-	84,604	84,604
- Generator		-	-	-	-	10	10		-	7,010	-	-	-	7,010
Gasoline	liter	-	76,160	-	-	83,106	159,266	liter	-	125,187	-	-	67,333	192,520
Coal	ton	-	-	-	-	-	0	ton	-	-	-	-	-	0
Liquefied Petroleum Gas (LPG)	kg	-	-	-	-	5,836	5,836	kg	-	-	-	-	10,235	10,235
CNG	m³	-	-	-	-	48	48	m³	-	-	-	-	348	348
Electricity	kWh	-	5,777,518	-	17,658	1,354,063	7,149,224	kWh	-	6,214,169	-	18,186	899,216	7,131,571
Water														
Domestic Water Consumption**	m³	-	22,288.60	-	-	-	22,289	m³	-	41,416	-	144	25,325	66,885
Total		-	22,289	-	-	-	22,289		-	41,416	-	144	25,325	66,885
Waste**														
Wastewater	m³	-	2,292.40	-		-	2,292	m³	-	25,495.00	-	-	-	25,495
Hazardous Waste	kg	-	80	-		-	45	kg	-	1,228	-	-	-	1,228
Non-Hazardous Waste	kg	-	3,098	-		-	3,098	kg	-	65,598	-	-	-	65,598
Domestic Waste	kg	-	7,301.50	-		-	7,302	kg	-	45,687.00	-	-	-	45,687





## PERFORMANCE INDICATORS

OHS Indicators	2023						2024					
	Arkas Line Türkiye		EMES Feederinç Italy		International Offices	Total	Arkas Line Türkiye		EMES Feederinç Italy		International Offices	Total
	Vessels	Office	Vessels	Office			Vessels	Office	Vessels	Office		
OHS Company Employees												
Total hours worked	4,730,400	-	1,261,440	-	NA	5,991,840	3,784,320	-	1,892,160	60,260	-	5,736,740
Number of accidents	28	5	8	0	2	43	15	13	7	-	1	36
Number of fatalities	0	0	0	0	0	0	0	-	0	-	-	0
Number of occupational diseases	0	0	0	0	0	0	0	-	0	-	2	2
Absenteeism due to accidents	571	2	70	0	2	645	668	46	107	-	3	824
*Lost day rate due to accidents	0.93 - 16.86*	0.4**	0	0	N/A	0	44.53	2.8 ***	15.28	-	-	-
* For vessel crew (person/day - vessel/day)												
**This is based on the data of the Holding Building.												
*** In 2024, 6 work accidents with lost days occurred in 4 different buildings (İst. Tekfen, İzmir Holding, İzmir Mistral, İzmir Sasalı). The total number of days lost in these accidents amounted to 46. Therefore, “Accident Related Lost Days Ratio” using this information and covering the relevant 4 buildings, it has been calculated as indicated in the table below.												
OHS Sub-Contractors - Temporary Employees												
Number of accidents	0	1	0	0	0	1	0	1	0	-	3	4
Number of fatalities	0	0	0	0	0	0	0	-	0	-	-	0
Number of occupational diseases	0	0	0	0	0	0	0	-	0	-	-	0
Absenteeism due to accidents	0	0	0	0	0	0	0	0	0	-	-	0
OHS Training												
OHS Training for Employees (person x hours)	3,024	2,038	864	NA	861	6,787	2,857	2,644	1,429	8	545	7,483
OHS Training for Sub-Contractors/temporary employees (hours)	0	106.5	NA	NA	0	107	0	572	0	8	-	580





## PERFORMANCE INDICATORS

Social Indicators	2023							2024						
	Arkas Line Türkiye		EMES Feederling Italy		International Offices		Total	Arkas Line Türkiye		EMES Feederling Italy		International Offices		Total
	Female	Male	Female	Male	Female	Male		Female	Male	Female	Male	Female	Male	
Employee Profile														
Total number of employees	193	394	12	18	358	632	1,607	187	395	15	18	353	626	1,594
Office workers	193	394	12	18	339	504	1,460	187	394	15	18	337	487	1,438
Non-office (technical, operational, etc.)	0	0	0	0	19	128	147	0	1	0	0	16	139	156
Total percentage of female in the workforce	32.88%		40.00%		36.16%			32.41%		45.45%		36.06%		
Managers														
Total number of managers	30	70	3	10	50	99	262	34	67	5	7	48	93	254
- First level manager	21	47	0	0	44	83	195	19	23	0	0	44	77	163
- Middle level manager	7	17	3	3	6	16	52	4	22	2	0	5	16	49
- Upper level manager	2	6	0	7	0	0	15	11	22	3	4	-	-	40
Age														
Under 30 years old	57	99	2	5	70	108	341	59	105	2	2	56	107	331
30-50 years old	126	262	9	7	239	437	1,080	114	259	11	10	239	423	1,056
50+	8	29	1	6	49	87	180	11	26	2	6	58	96	199
Board of Directors	1	5	0	0	0	0		3	5	0	0	0	0	8
Total Employee Turnover Rates	10.22%		6.70%		11.60%			13.86%				10.52%		
Total Number of New Hires for the Year														
Under 30 years old	25	44	2	2	18	34	125	23	48	-	-	20	37	128
30-50 years old (inclusive)	4	5	0	1	12	32	54	6	10	1	1	12	29	59
50 years +	0	0	0	0	1	0	1	0	0	-	-	-	1	1
Total Number of Employees Who Resigned														
The number of employees under 30 who resigned	15	13	0	0	12	19	59	13	34	1	1	10	22	81
The number of employees under 30-50 who resigned	11	17	0	2	17	56	103	15	18	0	0	19	46	98
The number of employees 50+ who resigned	1	3	0	0	4	7	15	0	0	0	0	1	5	6
Number of Positions Filled														
The number of positions filled by internal candidates	0	4	2	0	0	0	6	3	4	0	0	11	-	18
The number of total vacant positions	78		0		93		178	71		3		99		176





## PERFORMANCE INDICATORS

Social Indicators	2023							2024						
	Arkas Line Türkiye		EMES FeederIng Italy		International Offices		Total	Arkas Line Türkiye		EMES FeederIng Italy		International Offices		Total
	Female	Male	Female	Male	Female	Male		Female	Male	Female	Male	Female	Male	
Employees by Seniority														
0-5 years	78	139	3	6	127	209	562	76	139	7	7	117	178	524
5-10 years	41	65	4	4	109	219	442	38	58	3	1	85	232	417
10 years +	74	190	7	6	122	204	603	73	198	7	8	147	220	653
Parental Leave														
Total employees on maternity or paternity leave	3	10	2	0	22	6	43	3	10	2	0	6	10	31
Ratio of employees returning to work after maternity/paternity leave	2	10	0	0	14	6	32	2	9	2	0	6	12	31
After returning following parental leave, continued work for a min. 12 months	2	9	0	0	7	5	23	2	8	2	0	0	1	13
The ratio of employees returning to work from maternity leave to total employees	1.00%	2.50%	0	0	3.90%	0.90%	2%	1.06%	2.30%	13%	0	1.70%	1.91%	2%
Training														
Environment and Sustainability Training Programs (person x hours)	1,764	3,622.50					5,386.50	322	654.00	0	0.19	353	400	1,729.00
*Total Environmental and Sustainability Training Programs (person x hours) / Total Number of Employees							3.35	1.72	1.67	0	1.58	1.047	0.82	1.23
Leadership Development Program Training Programs (person x hours)	1,276	2,948					4,224	910	2,166	0	0	1,065	1,410	5,551
*Total Leadership Development Program Training Programs (person x hours) / Total Number of Employees							2.63	4.86	5.59	0	0	3.16	2.89	3.96
Total Cost of Training Programs (TL)	734,000						734,000	376,000.00	760,000.00	12,000.00	12,000.00	677,000.00	978,000.00	2,815,000.00
Training Cost per Employee (TL)							528	1,829.00	1,829.00	1,480.00	1,480.00	1,480.00	1,480.00	1,771.00
Total Cost of Training Programs (TL) ES +Leadership							0	381,000.00	657,000.00	235.00	78.00	497,000.00	712,000.00	2,247,313.00
Training Cost per Employee (TL) ES+Leadership							0	1,033.00	1,033.00	26.00	26.00	1,280.00	1,280.00	1,414.00

\* Includes data provided by Arkas Holding on the Alive and GlobAlive platforms.





## MANAGEMENT OF SUSTAINABILITY RISKS, OPPORTUNITIES AND TRENDS

### Sustainability Risks and Trends

CATEGORY	PHYSICAL RISKS	DEFINITION	HOW DOES ARKAS LINE MANAGE THIS RISK?
ENVIRONMENTAL	<b>Climate Change and Extreme Weather Conditions (Temperature, Precipitation, Storm, Wind, Sea Level, etc.)</b>	Factors associated with climate change, such as increased temperature, extreme precipitation, drought, hurricanes, flooding and sea level rise, can impact organizations' business processes, infrastructure and supply chains, creating physical risks, such as the risk of facilities being exposed to flooding or fires.	Arkas Line manages physical risks arising from climate change in accordance with <b>IMO MARPOL Annex VI, SOLAS (International Convention for the Safety of Life at Sea), IMO MEPC.328 (76)-EEXI/CII and ISM Code</b> . Vessel operations are supported by StormGeo weather forecasting systems against adverse weather conditions; route and load optimizations and voyage plans are updated accordingly. The impact of high winds, storms and temperature increases on operational safety is monitored through digital monitoring systems installed both onshore and offshore. Periodic maintenance of cooling systems in vessel operations is carried out and energy efficiency is ensured through <b>Engine Power Limitation (EPL)</b> applications. Energy-efficient air conditioning systems are used in offices against temperature increases and heat waves, and all energy consumption and efficiency indicators are monitored with <b>MAP360</b> software. Changes in land and sea borders due to sea level rise are evaluated in terms of operational safety, and environmental impact is reduced through low-emission vessel investments and sustainable fuel use. Low-emission alternative logistics solutions such as <b>rail transportation</b> are supported; environmental impacts are taken into account in emergency plans in offices. In corporate risk and opportunity assessments, the impact of environmental conditions on business processes is regularly analyzed.
	<b>Environmental Pollution, Water and Waste Management Risks</b>	Depleting water resources, degradation of water and soil quality, industrial waste, chemical spills and recycling challenges are among the critical risks to environmental sustainability, operational continuity and human health. This requires compliance with environmental legislation, safe management of waste and protection of natural assets.	Arkas Line carries out <b>waste sorting, temporary storage, controlled discharge and disposal</b> processes on board its vessels in accordance with the regulations under <b>IMO MARPOL 73/78 Annex I-VI</b> . In order to prevent marine pollution, <b>strict rules are applied against chemical leakage risks</b> and the marine environment is protected by standardized procedures. This approach is also supported by field practices through waste collection and sea cleaning projects carried out in <b>cooperation with TURMEPA</b> . In office operations, water consumption is reduced <b>through efficiency-oriented practices</b> and recyclable waste is <b>managed through licensed companies</b> . Under <b>the Integrated Management System Policy</b> , the company is committed to reducing the environmental impact of its activities and preventing pollution. In addition, the impacts of the company's activities on nature are regularly analyzed through <b>the Impact Assessment of Environmental Aspects</b> . Corporate capacity and environmental awareness are continuously improved <b>through environmental awareness training programs provided to employees</b> .
	<b>Energy Efficiency, Sustainable Energy and Security of Supply</b>	Insufficient energy efficiency, difficulties in transitioning to sustainable energy sources and dependence on energy supply can both increase carbon emissions and put operational continuity at risk. This can lead to disruptions in business processes, cost increases and deviation from environmental targets.	In order to increase energy efficiency and support the sustainable energy transition, Arkas Line conducts low fuel consumption operations through <b>EPL applications, load optimization and route improvements</b> . <b>2,350 tons of BIO24F biofuel</b> used in 2024 contributed to the reduction of carbon emissions and environmental performance was strengthened through the use of sustainable fuel. Energy use is regularly monitored with the <b>MAP360 energy monitoring system</b> and improved in line with efficiency indicators. <b>Backup power systems (generators)</b> are kept on <b>standby in offices</b> in case of power outages, while operational flexibility is ensured in vessel operations through <b>energy efficiency projects and systems</b> .
	<b>Carbon Footprint and Carbon Market Risks</b>	Regulations arising from carbon emissions, as well as carbon trading and carbon pricing can affect organizations' carbon footprint management and financial position.	To reduce its carbon footprint, Arkas Line implements fleet management and operational optimization strategies in compliance with <b>the Energy Efficiency Existing Ship Index (EEXI) and Carbon Intensity Indicator (CII)</b> regulations <b>under IMO MEPC.328 (76)</b> . Accordingly, the carbon intensity (CII rating) of the vessels is monitored weekly and fleet optimizations are made. In 2024, the Operational Excellence Department opened "operating" and "trading" accounts on behalf of Arkas Line for the purchase of European Union Allowances (EUA) for the Emissions Trading System (EU ETS) covering the maritime sector. Transactions are carried out directly by Arkas Line without the use of intermediaries. In 2025, the FuelEU Maritime system was commissioned and calculations were made to incentivize alternative green fuels and a drydocking system covering all Arkas Line vessels was planned. Accordingly, the supply of Bio24F biofuel on vessels will continue to increase in 2025. Arkas Line carries out its carbon reduction processes without the use of carbon credits, directly through energy efficiency and carbon reduction projects and inset studies in its own operational resources. The impact of Global Warming and Climate Change on business activities is stated in the corporate risk and opportunity assessment.
	<b>Natural Disasters</b>	Natural disasters such as earthquakes, tsunamis, volcanic eruptions, high tsunami and tidal waves, floods and inundations, soil erosion and landslides can cause serious physical damage to organizations' facilities, infrastructure and operations.	In order to ensure operational continuity and environmental sustainability, Arkas Line manages natural disasters and environmental risks with a holistic strategy covering all its operations. Maritime operations are carried out with emergency and crisis management plans and safe port protocols prepared in accordance with international standards such as <b>SOLAS Chapter V and ISM Code</b> . Vessel routes are dynamically planned against potential tsunami, seismic activity and storm risks by utilizing <b>digital weather forecasting systems such as Geostorm</b> and up-to-date meteorological data, thus keeping operational interruptions to a minimum. <b>In line with Environmental Impact Assessment (EIA)</b> , approaches to protect coastal and marine habitats and mooring procedures are rigorously implemented. This approach forms the basis of the company's long-term sustainability goals and strategy. Although Arkas Line's offices and operation centers are not located in areas at risk of landslides, emergency plans are in place to cover all natural disaster scenarios, especially earthquakes. These plans are supported by infrastructural reinforcement efforts and regular disaster awareness programs for employees. In addition, the potential impacts of natural disasters and environmental factors on the company's operations and business processes are proactively managed by integrating them into both corporate and departmental Risk and Opportunity Assessment processes.





## MANAGING SUSTAINABILITY RISKS, OPPORTUNITIES AND TRENDS

CATEGORY	PHYSICAL RISKS	DEFINITION	HOW DOES ARKAS LINE MANAGE THIS RISK?
ENVIRONMENTAL	Pressures on Ecosystems and Natural Habitats	Overfishing, pollution, invasive species, habitat destruction and natural habitat migration due to climate change threaten biodiversity in land and marine ecosystems and cause environmental balance to deteriorate. This poses a significant risk to sustainability as operational activities interact with environmentally sensitive areas.	In order to protect natural ecosystems and habitats, Arkas Line implements practices to <b>prevent the spread of invasive species</b> in accordance with <b>the Ballast Water Management Convention (BWM 2004)</b> . <b>Antifouling and silicone-based environmentally friendly coatings</b> prevent damage to marine life, and <b>route planning</b> is optimized by taking into account environmentally sensitive areas. <b>Waste water collection activities</b> carried out <b>in cooperation with TURMEPA</b> and awareness projects such as <b>“Last Refuge Marmara”</b> both raise awareness of marine habitats and share information with the public. In addition, the impacts of activities on nature are integrated into environmental risk assessments in management processes, taking into account <b>habitat migration due to climate change</b> .
SOCIAL	Climate-Related Health Risks	Climate change-induced environmental factors such as rising temperatures, air pollution, water scarcity and changes in living conditions can have negative impacts on employee health and workforce productivity. This can lead to an increase in chronic diseases, labor force losses and cost increases in health services.	To support employee health, Arkas Line offers <b>regular health check-ups, ergonomic office conditions, climate-controlled systems and health awareness training programs</b> . <b>Energy-efficient air conditioning systems that provide fresh air circulation</b> are used in office environments, while occupational health and safety measures are taken <b>against high temperature and air quality risks</b> in vessel operations. The use of <b>low sulphur fuel</b> and scrubber systems planned in the near future are among additional measures to protect air quality. All practices are carried out within the framework of <b>ISO 45001 Occupational Health and Safety Management System</b> .
	Social Injustice, Discrimination and Inequalities	Uneven distribution of environmental and socio-economic impacts can increase risks of discrimination, inequitable access to health services and social exclusion. This can result in disproportionate exposure to environmental and health risks, particularly for groups facing intersecting forms of discrimination.	Arkas Line <b>prioritizes the health, safety, dignity and well-being of every employee</b> in all the regions in which it operates and adopts the principle of creating <b>a fair and inclusive working environment based on equal rights</b> . Equal healthcare and safe working conditions are provided to all employees <b>regardless of gender, age, job description or location</b> ; these services <b>are standardized regardless of vessel and office</b> . <b>Human resources practices sensitive to intersecting inequalities</b> are maintained, taking into account that discrimination can be deepened in key areas such as economic status, social class, ethnicity, race, religion, disability, age, immigration status, sexual orientation or gender identity.
	Social and Societal Risks	In relation to sustainability, factors such as the expectations and demands of communities and employees, social media engagement and public pressure can influence organizations.	Arkas Line regularly monitors expectations in the field of sustainability through social media, employee feedback and public opinion monitoring, and develops transparent communication strategies accordingly. Sustainability reports covering environmental and social performance are regularly published, and open and responsible communication is carried out with all stakeholders. Social impact projects also strengthen ties with communities. Social and Societal Risks are identified in the Arkas Line corporate risk and opportunity assessment.
	Conflict and Security Related Risks	Regional conflicts, terrorist attacks and other security-related events can pose physical security risks in the regions where organizations operate.	When transiting through conflict zones, Arkas Line plans <b>vessel routes based on dynamic risk assessments</b> and adheres to <b>Best Management Practices (BMP)</b> protocols. Additional security measures are taken in risky ports and regions, and full compliance with the requirements of <b>the International Vessel and Port Facility Security Code (ISPS Code)</b> is ensured for personnel safety in international transportation. Operational flexibility is maintained by continuously monitoring developments. In Arkas Line’s corporate risk and opportunity assessment, the effects of regional wars on the company’s operations; in departmental risk and opportunity assessments, the effects of security-related situations on business processes; and in the emergency plans of the offices, security-based situations such as threats, sabotage, etc. were evaluated as potential emergencies.
ECONOMIC	Global Market Volatility and Supply Chain Risks	Supply chain vulnerabilities may increase due to global market fluctuations, freight price increases, fuel costs, political instability, natural disasters or epidemics. In addition, financial, operational or ethical problems on the supplier side can lead to disruptions in the supply of goods and services. Such developments can put pressure on operational continuity, cost management and customer satisfaction.	Arkas Line utilizes <b>versatile supply planning, flexible route strategies and digital monitoring systems to counter market fluctuations and supply chain vulnerabilities</b> . <b>Freight rates, fuel costs and global economic developments are regularly analyzed and integrated into decision-making processes</b> . <b>Crisis scenarios</b> against global logistics disruptions are identified in advance, and operational flexibility is ensured <b>through alternative solutions and active customer communication</b> . <b>The supplier selection process</b> is based on ethical, financial, environmental and social competence criteria, and stability is maintained by developing <b>long-term collaborations with critical suppliers</b> . In line with <b>the sustainable transportation strategy</b> , we aim <b>to create a resilient supply network</b> that is compatible with not only economic but also social and environmental criteria.
	High Energy Costs and Resource Constraints	Fluctuations in energy costs, energy resource constraints and energy supply reliability can affect the operational costs of organizations.	Arkas Line aims to reduce energy costs through <b>investments in fuel-efficient vessels</b> , fleet optimization and <b>route planning</b> . In addition, long-term strategic preparation against resource constraints is being made through alternative fuel and carbon reduction projects. The company’s energy management approach is shaped in line with <b>IMO’s energy efficiency regulations (EEDI (The Energy Efficiency Design Index), CII (Carbon Intensity Indicator))</b> .





## MANAGING SUSTAINABILITY RISKS, OPPORTUNITIES AND TRENDS

CATEGORY	PHYSICAL RISKS	DEFINITION	HOW DOES ARKAS LINE MANAGE THIS RISK?
ECONOMIC	<b>Transport Infrastructure and Sustainable Transportation Risks</b>	Problems in port and transportation infrastructure and high carbon emission transportation methods can threaten supply chain continuity and environmental sustainability. Traffic congestion, infrastructure deficiencies and limited flexible transportation options can cause delays in delivery times and environmental impacts.	Arkas Line provides <b>route diversity, multimodal transportation options and port flexibility</b> by analyzing <b>potential problems related to port, terminal and hinterland infrastructure</b> in advance. Vessel locations and logistics processes <b>are instantly monitored by digital monitoring systems, and alternative port scenarios</b> are activated when necessary. <b>As the first container carrier in Türkiye to introduce biofuel use as part of its sustainable transportation strategy</b> , Arkas Line <b>prioritizes investments in low-carbon emission vessels and</b> reduces the environmental impact of land transportation through <b>intermodal solutions and route optimization</b> . These approaches both <b>reduce dependence on transportation infrastructure and promote environmental responsibility</b> .
	<b>Technological Challenges and Data Security</b>	Information systems issues, cyber-attacks or data security breaches can threaten the efficiency and security of the supply chain.	Arkas Line manages its information security processes in line with best international practices and implements firewall, access control and backup systems against data protection risks. Preventive controls against cyber threats are in place; digital operational security is a core part of the sustainability strategy. Risks related to the subject are identified in the corporate risk and opportunity assessment.
	<b>Facility and Infrastructure Damages</b>	Damage to facilities and infrastructure caused by natural disasters, accidents and conflicts can affect the operations of organizations.	<b>Emergency action plans and business continuity protocols</b> are kept up-to-date against potential damages. In addition, regular maintenance and reinforcement activities are carried out against infrastructure risks.
ENVIRONMENTAL	<b>Sustainability Reporting and Compliance Risks</b>	Reporting sustainability performance in an incomplete, inaccurate or non-compliant manner with current standards may pose risks in terms of transparency, credibility and legal obligations. Changes in national and international reporting frameworks and regulations on carbon emissions may result in financial and legal sanctions in case of non-compliance. In this context, carbon regulations at the border and sector-based restrictions stand out.	<p>Arkas Line reports its sustainability <b>performance in</b> a transparent, traceable and verifiable manner in accordance with international standards such as <b>the Global Reporting Initiative (GRI)</b>. Within the scope of Clean Cargo, vessel-based emission data are regularly monitored, approved by the class organization and shared with relevant stakeholders.</p> <p>Reporting processes are designed with the flexibility to adapt to evolving standards such as GRI, CSRD and TSRS, and long-term planning is carried out within this framework. The company digitally monitors CSRD and TSRS requirements through MAP360 software, although it is not yet mandatory.</p> <p>Although Arkas Line does not export products, it is subject to regulations such as <b>CII (Carbon Intensity Indicator), EU ETS (European Union Emissions Trading System), FuelEU Maritime and Mediterranean ECA (Emission Control Area)</b> in terms of vessel operations. In order to comply with these regulations, improvements are made in both operational (speed reduction, routing) and technical areas (new generation vessels and energy efficient equipment investments); emission data are digitally monitored and verified and regularly reported to the competent authorities.</p> <p>References: IMO MARPOL Annex VI (CII), EU ETS Directive 2003/87/EC (updated 2023/959), FuelEU Maritime Regulation (EU) 2023/1805, Mediterranean Sea ECA (IMO MEPC.361 (79))</p>
	<b>Compliance with Environmental Regulations and Competition Issues</b>	The European Union's carbon regulations such as the CBAM, EU ETS, FuelEU Maritime and CII impose compliance obligations on industries, requiring technological investment, fuel switching and operational transformation. This can lead to increased costs, penalties and reduced competitiveness. Moreover, applying these regulations only on certain routes could distort fair competition and raise the prices of imported products.	<b>The maritime shipping industry</b> is obliged to comply with the European Union's carbon regulations such as <b>EU ETS, FuelEU Maritime and CII</b> . In this context, <b>technological investments</b> (fuel efficient vessels, digital efficiency systems), fuel switching (biofuel use) and <b>operational optimizations</b> are being implemented, and these transformations create cost increases. <b>When compliance is not achieved</b> , there is a <b>risk of sanctions and a weakening of competitive strength</b> . These regulations apply only <b>to vessels calling at EU ports</b> ; competitors that do not use these ports are excluded from the scope of the regulation. This <b>makes it difficult for companies operating on the EU route to compete fairly</b> ; however, despite this inequality, Arkas Line <b>remains committed to its sustainability goals and</b> proactively manages the process through <b>fleet investments and transparent emission reporting</b> .
	<b>International Carbon Regulations and Global Compliance Risks</b>	The CBAM imposes carbon restrictions to protect sectors in countries with strict carbon regulation. This forces companies to invest and transform, and aims for fair competition by pricing imported products according to their carbon emissions. However, it could lead to an increase in the cost of imported products and a change in consumer preferences.	Arkas Line does not engage in direct product exports; however, as a carrier in international trade, it is indirectly affected by <b>geopolitical tensions, international carbon regulations</b> (such as CBAM–Carbon Border Adjustment Mechanism, EU ETS), and <b>regional regulatory differences</b> . Arkas Line transparently reports its vessel emissions through Clean Cargo; focuses on reducing its carbon footprint in the maritime sector in full compliance with its requirements under CII, EU ETS, FuelEU Maritime and MED ECA; and acts in compliance with international regulations through environmentally friendly vessel investments.





## MANAGING SUSTAINABILITY RISKS, OPPORTUNITIES AND TRENDS

CATEGORY	PHYSICAL RISKS	DEFINITION	HOW DOES ARKAS LINE MANAGE THIS RISK?
SOCIAL	<b>Corporate Reputation, Communication and Public Pressure Risk</b>	Failure to fulfill sustainability commitments or engaging in greenwashing can lead to brand and reputational damage. Negative news on social media and pressure from activists can also force organizations to change by exposing them to public pressure.	Arkas Line <b>transparently reports</b> on its sustainability commitments and proceeds with projects that comply with international standards and measurable environmental targets to <b>avoid the risk of green washing</b> . <b>Sustainability communication</b> is carried out <b>with timely and accurate information</b> on social media and digital platforms; <b>proactive crisis management strategies and digital reputation monitoring</b> tools are used to <b>prevent misperceptions</b> . In response to demands arising from public pressure and activism, Arkas Line responds <b>to social expectations with a proactive approach</b> .
	<b>Employee Engagement, Talent Management and Compliance Challenges</b>	Lack of sustainability practices can lead to employee dissatisfaction, talent loss and low engagement. At the same time, social and cultural resistance to new practices and shortages of training and human resources can make it difficult to implement strategies.	<p><b>By establishing the Sustainability Directorate in July 2023</b>, Arkas Line aimed to integrate sustainability into all its processes and operations and to create a positive impact on the environment, society and the long-term success of the company. Projects in ESG are developed by following sector trends; climate change strategy and emission reduction targets are planned.</p> <p>Employees are directly involved in sustainability initiatives, creating inspiring work environments. Employee awareness and participation are increased through <b>Ecording/Econow cooperation, green office award system and digital contribution recording systems</b>. The interdepartmental sustainability working groups launched in 2024 support the contribution of all units to sustainability projects.</p> <p>All managers were assigned <b>sustainability KPIs</b> and the Success and Development system was integrated with these performance criteria. Stakeholders are regularly informed <b>through the SustainConnect newsletter</b>; field practices are carried out through office ambassadors and carbon monitoring officers.</p> <p>Arkas Academy offers <b>“Sustainability and Climate Change” training programs</b> to all employees via virtual classrooms and e-learning platforms. The sustainability team organizes webinar-based information training programs specific to processes. The <b>Sustainability Management Certificate</b> from Istanbul Technical University enhances risk management capacity. Process and risk management is regularly monitored through the <b>Integrated Management System covering ISO 9001, ISO 14001 and ISO 45001</b>.</p> <p>In addition, Arkas Line takes strategic steps to strengthen its human resources competence in sustainability through continuous learning, internal training programs and the recruitment of experts by providing <b>an equal, fair, safe and welfare-oriented working environment</b>.</p>
	<b>Changing Consumer Demands and Adaptation Challenges</b>	Sudden changes or instabilities in consumer demand for sustainable products and services can cause challenges for organizations in strategic planning, resource allocation and service adaptation.	Arkas Line closely monitors fluctuations in consumer demand and regularly updates its sustainability strategies. The company aims to respond quickly to customer expectations by making its internal processes and supply chain practices flexible. As <b>the first container shipowner to use BIO24F biofuel</b> in Türkiye within the scope of sustainable maritime transportation, it has assumed a leading role in the use of environmentally friendly fuel. It also offers low-emission transportation services to its customers through <b>the “book and claim” system</b> , where Arkas Line’s sustainability goals and strategies are designed independently of customer demands. Thus, both adaptation to sudden changes in demand and the vision of sustainability are maintained.
	<b>Local Community Resistance</b>	Organizations may run the risk of encountering resistance from local communities or difficulties in engaging the public in sustainability projects.	In the regions where organizations operate, social impact can be reduced if local communities are resistant to or uncooperative with sustainability projects. Arkas Line focuses on mitigating this risk by engaging in dialog with local stakeholders and developing projects that contribute to local communities.
	<b>Sustainability-Focused Operational and Digital Compliance Challenges</b>	Integrating sustainability practices into business processes and digital infrastructures can bring multi-layered risks such as operational transformation, temporary reductions in productivity, digital compliance complexities and cybersecurity threats. Inadequate technological infrastructures or failures in systems based on sustainability software may jeopardize business continuity and data security.	<p>Arkas Line <b>integrates sustainability practices simultaneously with digitalization and infrastructure transformation</b>. It has digitalized its global operations with MAP360 sustainability software and trained international agencies and teams, thereby ensuring global harmonization and standardization. In order to ensure that the transition process does not affect business continuity, it gradually deploys applications and monitors efficiency through performance analysis.</p> <p>The company <b>strengthens its data tracking, reporting and analysis infrastructures</b> by integrating its digital transformation with its sustainability goals. Information security processes are <b>carried out</b> under the umbrella of Arkas Holding Information Systems Directorate <b>with policies in compliance with Law on the Protection of Personal Data (KVKK) and GDPR; advanced security measures such as network access control, data classification and encryption are applied</b>. In systems such as MAP360, regular maintenance and backup by the provider prevents technological failures and ensures continuity in sustainability activities.</p> <p>Arkas Line manages <b>cyber security threats</b> under the leadership of Arkas Holding Information Systems Directorate. Information security, data privacy and operational continuity are proactively secured through advanced security technologies, regular attack tests and employee awareness training. Launched in 2024, the <b>Data Governance Project and Network Access Control (NAC)</b> and data leakage prevention systems strengthened layers of protection. The company considers the impact of cyber-attacks on its operations in its corporate risk assessment.</p>
ECONOMIC			





## MANAGING SUSTAINABILITY RISKS, OPPORTUNITIES AND TRENDS

CATEGORY	PHYSICAL RISKS	DEFINITION	HOW DOES ARKAS LINE MANAGE THIS RISK?
ECONOMIC	<b>Finance and Investment Risks in the Sustainability Compliance Process</b>	Investments in transitioning to new technologies, low-carbon solutions and green projects to align with sustainability goals may initially entail risks such as high costs, uncertainty of returns and unpredictability in financial models. This may cause organizations to face cost increases, be cautious in their investment decisions, or struggle to meet financial performance expectations.	<p>Arkas Line manages the cost risks of sustainability transformation through strategic investment planning. It aims for long-term operational gains and carbon compliance through investments in alternative fuels, digitalization, and fleet modernization.</p> <p>The company increases its resilience to market volatility by applying long-term budgeting and cyclical planning for the financial stability of sustainability investments. Despite the uncertainties in project financing, it makes prudent financial planning, focuses on the expected benefits and value of investments supported by feasibility analyses, and monitors and remediates underperforming projects.</p> <p>Arkas Line analyzes the high cost of sustainable technologies, taking into account financial, environmental and operational returns. It prioritizes investments with the potential to create long-term value. These investments aim not only to reduce carbon footprint, but also to increase organizational resilience and efficiency.</p> <p>In terms of financial performance and return expectations, Arkas Line aligns major investments such as fleet and fuel conversion, which are linked to sustainability goals, with financial sustainability principles, taking into account technological infrastructure and supply constraints. Financial analyses are conducted to minimize the uncertainty of investment returns; investor confidence is maintained by selecting projects in line with strategic goals. By strengthening risk management approaches sustainability investments are structured to support both environmental and economic sustainability.</p>
	<b>Changes in Market Dynamics and Risks of Competitive Positioning</b>	Rapid transformations in sustainability create economic pressures on organizations. While competitors' adoption of similar strategies increases competition, fluctuations in the demand for sustainable products and services can make it difficult to adapt to customer expectations. Moreover, bringing sustainability strategies to markets with different economic conditions can complicate adaptation due to local regulations, cultural differences and unequal levels of development. This can lead to deterioration in product and service quality, thus affecting customer satisfaction and loyalty.	Arkas Line <b>positions</b> its sustainability investments not only as a legal compliance tool but also as <b>an element of creating competitive advantage</b> , differentiating itself in the sector <b>with transparent emission reporting, alternative fuel investments, CII/EU ETS compliant operations and digital sustainability solutions</b> . It closely monitors <b>local regulations</b> in order to adapt sustainability strategies to regional needs when entering new markets, and accelerates adaptation to these markets <b>through its multinational agency network and collaborations based on cultural awareness</b> . It optimizes its resources according to regional priorities, taking into account unequal economic development conditions. Arkas Line monitors <b>changes in customer demands</b> and strives for <b>a balance of flexibility and quality</b> in its sustainable product and service offerings. In order to minimize risks to service quality, the company keeps its quality management systems up to date by taking customer feedback into account, thus striking a balance between <b>operational efficiency and environmental responsibility</b> .
	<b>Managing Financial Uncertainties and Stakeholder Expectations</b>	Financial volatility and regulatory changes can make it difficult to find funding for sustainability projects. Failure to fully comply with ESG criteria, in particular, increases investment risks in securing funding. Moreover, increased sustainability pressure from investors and shareholders can place additional burdens on organizations to perform, be transparent and deliver on commitments, leading to loss of trust and reputational damage.	<p>Arkas Line acts with an agile structure that is highly adaptable to the dynamics of the geography and industry in which it operates, and manages financial uncertainties <b>through alternative scenario analysis and strategic planning</b>. Arkas Line has <b>a data infrastructure</b> and strong corporate compliance systems <b>that enable it to fully respond</b> to the demands of financial institutions regarding sustainability criteria, thus creating <b>reliable and stable financing opportunities</b> for its sustainable projects.</p> <p>As a family-owned company, Arkas Line focuses on long-term value creation and <b>manages and regularly reports its performance transparently</b>, taking into account the sustainability expectations of investors and shareholders. Thus, it not only adapts but also builds a structure that reinforces investor confidence. Timely and open disclosure of strategic changes ensures that Arkas Line <b>maintains trust in stakeholder relations</b>. The company conducts this communication <b>in line with the principles of accountability and sustainability</b>.</p>
	<b>Compliance Risks in Supply Chain and Stakeholder Management</b>	A sustainability transition requires a robust and coherent structure in the supply chain. A mismatch in the chain can disrupt operations and create safety and continuity risks, while dependence on incompatible suppliers can lead to breakdowns. Different stakeholder expectations (investors, customers, employees, society) can make sustainability strategies contradictory, making it difficult for organizations to balance them and creating a risk of non-compliance.	<p>In order to identify <b>supply chain risks</b> in advance, Arkas Line classifies its suppliers according to their <b>Scope 1, 2 and 3</b> emissions and monitors their performance through regular surveys. Resistance points are identified early and improvement plans are implemented in collaboration with suppliers.</p> <p>Suppliers are evaluated according to sustainability criteria and prioritized through <b>a tier-based risk system</b>. Relations with non-compliant suppliers are reviewed and reliable alternative sources are identified for critical products/services. This approach provides <b>a proactive risk mitigation</b> against supply chain disruptions.</p> <p>Arkas Line also regularly analyzes the sustainability expectations of different stakeholder groups and balances the demands of groups such as customers, employees, society and investors <b>with a multi-stakeholder governance approach</b>. These analyses are carried out in integration <b>with corporate risk and opportunity assessment processes</b>.</p>





## MANAGING SUSTAINABILITY RISKS, OPPORTUNITIES AND TRENDS

CATEGORY	PHYSICAL RISKS	DEFINITION	HOW DOES ARKAS LINE MANAGE THIS RISK?
ECONOMIC	<b>Innovation and R&amp;D Challenges</b>	Developing sustainability-compatible products or services may require greater efforts in innovation and research and development (R&D). Difficulties in these processes can affect competitive advantage.	In line with its sustainability goals, Arkas Line uses Türkiye's first new generation International Sustainability and Carbon Certification (ISCC) certified biofuel produced by Arkas Bunker, a subsidiary of Arkas Holding. This biofuel is an important step forward in reducing environmental impact and providing sustainable energy solutions. The use of biofuels, which reduces carbon emissions by 22.8% without changing machinery, is an important tool in the transition period of Arkas Line's decarbonization efforts.
	<b>Political and Economic Uncertainties in International Markets</b>	As organizations expand their sustainability strategies globally, they may face uncertainties such as political instability, carbon taxes, trade barriers, different regulations and economic volatility. This makes it difficult to implement sustainability goals and creates risks in compliance processes.	<b>While taking its sustainability strategies to international markets, Arkas Line analyzes carbon regulations (CII, EU ETS, FuelEU Maritime, etc.), tax practices and geopolitical risks in different countries in detail and</b> positions its operations to withstand these uncertainties. The company <b>takes a proactive stance against increasing global political instability and trade barriers through corporate risk and opportunity assessment processes</b> carried out within the integrated management system. It minimizes these risks through operational flexibility, multi-stakeholder collaborations and strong supply chain infrastructure. It realizes its sustainability goals not only within the framework of legal compliance, but also by developing <b>solutions sensitive to regional dynamics</b> .
ENVIRONMENTAL	<b>Trends in Green Energy Use and Carbon Footprint Reduction</b>	Globally, companies are developing strategies to reduce their operational carbon footprint, control supply chain emissions, and shift towards renewable energy sources. Low-carbon fuels, energy efficiency-oriented systems and digital monitoring solutions stand out as key tools for this transformation. It has also become common practice to set long-term net zero strategies in line with carbon neutrality targets.	Companies are transforming their sustainability strategies by prioritizing renewable energy investments and low-emission technologies to reduce their carbon footprint and achieve net zero targets. Thanks to the BIO24F biofuel used in 2024, a significant reduction in CO <sub>2</sub> emissions was achieved, and vessel designs with high energy efficiency were preferred in fleet investments. The company comprehensively monitors its energy and emission data through the MAP360 platform and makes decisions to improve its efficiency performance in light of this data. With the optimizations made in line with the IMO's EEXI and CII regulations, Arkas Line started measuring its corporate carbon footprint by 2023, assessing not only its own operations but also the emissions from its supply chain. By 2025, it is aimed to set net zero targets, and a long-term strategic planning process is being carried out in this direction.
	<b>Resource Efficiency and Waste Management</b>	The circular economy is becoming a priority in businesses' sustainability strategies, focusing on resource efficiency and waste prevention. Practices such as recycling, reuse, waste classification at source, electronic waste management and digital monitoring of these processes are becoming widespread. Increasing waste awareness in society and traceable waste management solutions form the basis of this transformation.	Arkas Line implements resource efficiency and integrated waste management strategies in a multi-layered structure. In vessel operations, wastes are separated according to their types and disposed of without harming the environment in accordance with MARPOL Annex V regulations. Within the scope of the ISO 14001 Environmental Management System in the offices, waste is included in recycling processes through licensed companies. Thanks to the Ecoding digital platform, office-based waste is monitored, individual contributions of employees are encouraged through a reward system and behavioral transformation is supported. Waste reduction targets are regularly reviewed within the framework of the Extended Environmental Policy. In electronic waste management, Arkas Line recycles electronic equipment in environmentally friendly ways with cloud-based technologies that reduce the need for hardware. Arkas Line has developed a sustainable system that supports the circularity of resources and minimizes waste generation.
	<b>Sustainable Energy Transition and Transportation Transformation</b>	Advances in renewable energy, energy storage and electric transportation are accelerating the transition to a global sustainable energy system. This transformation is having a broad impact, from production to transportation to individual behavior. Energy efficiency training programs and awareness raising activities play a critical role in the adoption of this transition.	Arkas Line, which monitors developments in the sustainable energy transition with a multidimensional strategy and shapes its practices accordingly, follows sectoral advancements in energy storage, carbon capture, and renewable energy solutions, and undertakes future-oriented strategic preparations. Since electric vehicles offer a cleaner transportation alternative, awareness has been raised about these technologies and the use of electric vehicles has been initiated in office operations, albeit limited. In areas such as urban transport and port electrification, work is underway to prepare for 2030 under FuelEU Maritime. Arkas Line's training programs give special attention to energy saving and efficiency, aiming to reduce environmental impact by raising energy awareness among employees and stakeholders. Thus, not only a technological but also a cultural adaptation is achieved in the sustainable energy and transportation transformation.
	<b>Nature-Based Solutions and Environmental Stewardship</b>	Companies adopt nature-based solutions and transform their environmental management systems into integrated strategies to conserve natural resources and reduce environmental impacts. Practices such as biodiversity conservation, efficient use of water resources, ecosystem restoration, use of environmental assessment tools and waste management are becoming key areas where businesses contribute to environmental sustainability. These approaches both build resilience to the climate crisis and offer important opportunities to protect social and ecological values.	Arkas Line adopts nature-based strategies in a holistic manner to support its environmental sustainability goals. It supported the "Last Refuge Marmara" book project for the protection of biodiversity in the Marmara Sea, and also contributed to reforestation activities by throwing 1,700 seed balls with the Ecodrone project on Earth Day 2025. The company manages water on vessels through wastewater treatment and controlled discharge practices under MARPOL Annex IV. In its offices, the company implements improvements to reduce water consumption through the ISO 14001 Environmental Management System and an Extended Environmental Policy. In this context, training programs and awareness-raising activities are carried out for employees. Sustainability strategies for the protection of biodiversity include social responsibility projects such as habitat protection and ecosystem restoration, and stakeholder collaborations are developed for the sustainability of the Marmara Sea ecosystem. The company prioritized issues such as carbon emissions, marine protection and sustainable supply chain through a materiality analysis conducted in 2023. In 2024, using BIO24F biofuel reduced CO <sub>2</sub> emissions by 23%. The carbon footprint decreased due to low-emission fuels, energy-efficient vessel designs, and operational optimization strategies. Arkas Line contributes to sustainability goals by fulfilling its environmental responsibility.





## MANAGING SUSTAINABILITY RISKS, OPPORTUNITIES AND TRENDS

CATEGORY	PHYSICAL RISKS	DEFINITION	HOW DOES ARKAS LINE MANAGE THIS RISK?
SOCIAL	People-Oriented Work Culture and Sustainability Training	Organizations are integrating sustainability into their corporate culture by focusing on the physical, mental and social well-being of employees. Occupational health and safety, psychological support, ergonomic environments, work-life balance and sustainability training programs increase both employee satisfaction and environmental and social awareness. In addition, a holistic learning culture is supported through sustainability-based knowledge transfer and awareness-raising activities in cooperation with educational institutions.	Arkas Line adopts a holistic approach that supports the health, development and sustainability awareness of its employees. In order to ensure work-life balance and strengthen physical health, free yoga and pilates classes are organized every week in the offices, and social interaction is increased through workshops that encourage creativity. Stress management training programs and mental support services are provided to support the mental health of employees, and preventive health practices are carried out through regular health screenings. In the area of training and awareness, Arkas Academy offers sustainability-themed content through its Alive and GlobAlive platforms and provides comprehensive training to employees and suppliers on topics such as energy efficiency, waste management and environmental responsibility. In cooperation with external educational institutions, sustainability-oriented projects are supported and collaborations are carried out with communities. In this way, Arkas Line is leading the way in promoting sustainability awareness among its employees and throughout its business ecosystem.
	Forest Protection and Reforestation	Forest protection and afforestation through Corporate Social Responsibility projects support the fight against climate change by increasing carbon storage, while protecting biodiversity and preventing soil erosion.	In 2025, Arkas Line aims to support reforestation and raise environmental awareness through a project with Ecodrone to plant 1,700 seed balls for 1,700 employees.
ECONOMIC	Sustainable Finance and Green Economy Transformation	Companies and investors are turning to sustainable investments that balance financial returns with social and environmental benefits. Impact investments, green financing instruments in line with the environmental taxonomy and green employment policies play a critical role in the transition to a low-carbon economy. This transformation aims to create financial resources for environmentally friendly projects, equip employees with sustainability-based skills and support sustainable growth.	Arkas Line shapes its sustainable financial strategies by considering both environmental impact and social benefit. The company closely monitors the directives published under the EU Green Deal and, as the first Turkish shipping company able to directly purchase EU Allowances (EUAs) within the framework of the European Union Emissions Trading System (EU ETS), leads the sector in the green financial compliance process. It adopts an impact investing approach by considering not only financial gains but also social and environmental impacts in its investment decisions. These investments in green projects both contribute to reducing long-term environmental impacts and serve the company's sustainable development goals. To support green employment, Arkas Line organizes training programs for its employees to develop environmentally friendly skills. Establishing business lines that focus on sustainability in the company's internal processes and developing specialized human resources in these areas support the goal of sustainable economic growth.
	Trade Tensions and Deteriorating Relations	Carbon Border Adjustment Mechanism (CBAM) applications can cause trade tensions between importing and exporting countries. When one country imposes carbon regulations on another country's products, it can negatively affect trade relations and lead to diplomatic tensions.	Arkas Line does not engage in direct product exports; however, as a carrier in international trade, it is indirectly affected by <b>geopolitical tensions, international carbon regulations</b> (such as CBAM—Carbon Border Adjustment Mechanism, EU ETS), and <b>regional regulatory differences</b> . The intervention of different countries in freight markets through carbon regulations <b>can create uncertainty, lead to changes in routing preferences and risk a reduction in customer demand</b> . Therefore, Arkas Line aims to mitigate the impact of trade tensions by developing <b>legal and operational compliance mechanisms</b> against multiple regulations.





## MANAGING SUSTAINABILITY RISKS, OPPORTUNITIES AND TRENDS

SUBJECT	EXPLANATION	OPPORTUNITY	HOW DOES ARKAS LINE MANAGE THIS OPPORTUNITY?
<b>SUSTAINABLE ENERGY AND CARBON-FREE TRANSPORTATION SOLUTIONS</b>	Companies reduce their environmental impact by supporting the energy transition with renewable energy, clean fuel, carbon-free transportation and energy efficiency solutions. This ensures both operational efficiency and environmental compliance through green chemistry and sustainable material practices.	Reducing carbon emissions, saving energy costs, strengthening an environmentally friendly reputation and gaining an advantage in compliance with future regulations.	Arkas Line takes a holistic approach to sustainable energy and carbon-free transportation solutions. Feasibility studies have been conducted for renewable energy systems in the buildings it owns, and it is planned to install these systems in the Esentepe building to be reconstructed. In 2024, Arkas Bunker developed Bio24F biofuel, which is produced from household waste and certified by ISCC, and this fuel reduced CO <sub>2</sub> emissions by 22.8% per voyage. Energy efficiency is increased through technical improvements, low speed navigation, hull and propeller cleaning, route optimization software, anti-fouling vessel paints and systems that reduce electricity consumption. In Europe-based offices, the use of electric vehicles and bicycle transportation is encouraged, and in the field of green chemistry, sustainable material applications are supported through the use of biofuels. Although no direct investment has yet been made in energy storage, technological developments are closely monitored and included in strategic planning. In addition, renewable energy is planned for the Esentepe building to be renovated.
<b>DIGITALIZATION AND TECHNOLOGICAL TRANSFORMATION</b>	Supporting business processes with digital technologies, creating a data-based decision-making infrastructure, and integrating digital tools and advanced technologies in a holistic manner in all processes from training to operational follow-up.	Saving energy and resources, increasing operational efficiency, reducing carbon emissions, gaining competitive advantage through transparency and accountability, and digitally managing the processes of measuring and reporting sustainability performance.	Arkas Line has purchased MAP360 software to collect sustainability data on a single platform and digitize reporting, and aims to use this software for all reporting from 2025. For energy efficiency and carbon emission reduction on vessels S-Insight Stormgeo provides operational monitoring and automatic data transfer to international systems such as EU MRV and IMO DCS. Fuel-wise software is used to reduce electricity use in reefer equipment. In the field of training, Arkas Academy, GlobAlive and ARWEB platforms offer online training opportunities to employees. On the mobile application side, the Green Office Project, carried out through the Ecoding application, organizes award-winning campaigns that encourage sustainable behaviors. Arkas Holding's IT company Bimar ensures digital security with ISO 27001, KVK and GDPR compliant policies; all digital data is protected at high standards under the supervision of the Cyber Security, Data Privacy and Information Security Committee.
<b>SUSTAINABLE SUPPLY AND CONSUMPTION PRACTICES</b>	The supply chain and consumption habits are crucial for achieving sustainability goals. Sustainable supply chain practices raise ethical and environmental standards, while sustainable consumption promotes resource efficiency.	Ensuring transparency in the supply chain, reducing risks and strengthening relationships with business partners, while at the same time reducing environmental impact and enhancing brand reputation through the spread of conscious consumption habits.	As part of sustainable supply chain management, Arkas Line published its "Supplier Code of Conduct" in 2023 and asked its suppliers to sign it. Since 2016, the company has used a 15-question ESG survey to measure supplier competencies. In 2024, the company established the Sustainable Procurement Working Group and set a goal of achieving 100% recycling among Scope 1 suppliers by 2026. Joint actions are planned with low-scoring companies. On the consumption side, Arkas Line launched a competition with digital prizes to promote sustainable living among employees with the "Green Office Project/ Ecoding" in 2024. Through this competition, recycling, energy saving and consumption habits are monitored, prizes are awarded and sustainability data is shared.
<b>SUSTAINABLE TRAINING AND AWARENESS PROGRAMS</b>	Developing sustainability and climate change-based training and awareness programs for employees, suppliers and customers, and promoting environmental responsibility awareness.	Creating a sustainability-conscious workforce, improving environmental performance, strengthening stakeholder engagement, and building institutional capacity in climate risk management.	In the first quarter of 2024, sustainability webinars were delivered to 847 employees in domestic and international offices. In the same year, mandatory sustainability training programs were uploaded to Arkas Academy's digital platforms and a test-post-test system was introduced to determine the level of awareness and training efficiency. By 2025, such training programs will be expanded. In May 2024, environmental awareness sessions on the protection of marine ecosystems were organized with the Association for the Protection of Marine Life. Within the scope of special climate change-themed content, social and corporate climate awareness was raised through "Climate Change and Sustainability" seminars in May, June and December 2024.
<b>SOCIAL INNOVATION AND SOCIAL IMPACT</b>	Social responsibility projects and efforts to create social impact	Strengthening brand reputation, connecting with communities, customer loyalty.	<b>Best Impact Project (Social Impact Project):</b> In 2024, all overseas offices were asked to develop a project in collaboration with an NGO in their respective countries on a topic they consider necessary. They are expected to work on this project throughout 2025, with interim reporting in June and final reporting at the end of December. <b>NGO Donations:</b> Arkas Line makes an annual donation to all Arkas employees in its Turkish offices through selected NGOs. The NGO pool is specifically selected from local organizations. (NGO donation list will be sent separately) Feasibility studies have been carried out in buildings owned by Arkas Line.
<b>SOCIAL EQUALITY AND SOCIAL INCLUSION</b>	Projects and policies focused on diversity and equality.	Employee satisfaction, social reputation, expanding customer base.	Arkas Maritime Group Human Resources "One for all, All for one" Project views employees from more than 1,700 different cultures, beliefs, and ethnic backgrounds across 27 countries as the colors of a great team and embraces them with the slogan "One of us for all, all of us for one." Below are the links to the videos published as part of this project and initiative: YouTube links: TR: <a href="https://www.youtube.com/watch?v=Ff33XAB1EzQ">https://www.youtube.com/watch?v=Ff33XAB1EzQ</a> EN: <a href="https://www.youtube.com/watch?v=Pqt7QV7uFOA">https://www.youtube.com/watch?v=Pqt7QV7uFOA</a>
<b>WATER EFFICIENCY AND MANAGEMENT</b>	Strategies for monitoring and reducing water consumption.	Water resource protection, operational efficiency, sustainable water management.	As part of its Extended Environmental Policy, Arkas Line aims to reduce non-renewable energy and water consumption, and to reduce water consumption per employee by 0.1 liters per year. The "Arkas Line Green Office" Project, launched in 2024, created a reward system that encourages water conservation in all offices. In 2024, water consumption in 17 countries was included in Scope 3 emission measurements, while training programs and applications such as photocell batteries were expanded to reduce water consumption.
<b>GREEN INNOVATION AND START-UP COLLABORATIONS</b>	Start-up collaborations and innovation projects for innovative and green projects.	Supporting innovative solutions, bringing innovation to the sector, competitive advantage.	Cooperation with the Ecoding/Econow app started in June 2024. Arkas Line became the first corporate company to collaborate with the app on an international scale and opened up to employees in 18 countries. This collaboration aims to help employees adopt sustainable behaviors and reduce their carbon footprint as part of the Arkas Line Green Office project.





## GRI CONTENT INDEX

For the Content Index - Essentials Service, GRI Services reviewed that the GRI Content Index is presented in a manner consistent with GRI Standards reporting requirements and that the information in the index is clearly presented and accessible to stakeholders.

Statement of use	Arkas Line has reported in accordance with the GRI Standards for the period January 1-December 31, 2024.	
GRI 1 used	GRI 1: Foundation 2021	
Applicable GRI Sector Standard(s)	Since the sector standard for the maritime transportation sector has not yet been prepared, no sector standard has been used.	
GRI STANDARD	DISCLOSURE	LOCATION
GENERAL DISCLOSURES		
GRI 2: General Disclosures 2021	Organization and Reporting Practices	
	2-1 Organizational details	About the Report, page 7 About Arkas Line, page 13
	2-2 Entities included in the organization’s sustainability reporting	About the Report, page 7
	2-3 Reporting period, frequency and contact point	Reporting is done on an annual basis.
		About the Report, page 7
	2-4 Restatements of information	There is no revised declaration.
	2-5 External assurance	The report has not received an independent external assurance statement.
	Activities and Employees	
	2-6 Activities, value chain and other business relationships	Arkas Holding and Group Companies, page 12 About Arkas Line, page 13 Geographical Scope, page 15 Responsible Supply Chain Management, pages 37-39
	2-7 Employees	Employee Profile (Human Values), page 43 Performance Indicators, pages 72-75
	2-8 Workers who are not employees	Employee Profile (Human Values), page 43 Performance Indicators, pages 72-75
	Governance	
	2-9 Governance structure and composition	Our Sustainability Governance Structure, pages 20-21
	2-10 Nomination and selection of the highest governance body	In accordance with the minimum qualifications required for the election of Board members, the company acts within the framework of the applicable regulations.
		Our Sustainability Governance Structure, pages 20-21
	2-11 Chair of the highest governance body	Our Sustainability Governance Structure, pages 20-21
	2-12 Role of the highest governance body in overseeing the management of impacts	Our Sustainability Governance Structure, pages 20-21
	2-13 Delegation of responsibility for managing impacts	Our Sustainability Governance Structure, pages 20-21
	2-14 Role of the highest governance body in sustainability reporting	Our Sustainability Governance Structure, pages 20-21
	2-15 Conflicts of interest	Corporate Governance, page 66
	2-16 Communication of critical concerns	Our Stakeholder Map and Stakeholder Engagement, pages 22-23 Customer and Employee Satisfaction, page 24 Material Topics and Materiality Matrix, page 26 Anti-Bribery and Anti-Corruption, pages 68-69
	2-17 Collective knowledge of the highest governance body	Our Sustainability Governance Structure, pages 20-21
	2-18 Evaluation of the performance of the highest governance body	The Supervisory Board meets periodically to evaluate the performance of the Executive Board.
	2-19 Remuneration policies	Diversity, Equity and Inclusion (Human Values), pages 45-48
	2-20 Process to determine remuneration	Diversity, Equity and Inclusion (Human Values), pages 45-48
	2-21 Annual total compensation ratio	Since Arkas Line is not a publicly traded company, it does not share information on compensation rates in line with the principle of confidentiality.





## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
GENERAL DISCLOSURES		
GRI 2: General Disclosures 2021	Strategy, Policies and Practices	
	2-22 Statement on sustainable development strategy	Message from Arkas Holding Vice President, page 8 Message from Arkas Line CEO, page 9 Message from EMES CEO, page 10 Our Path to Sustainable Success, page 18 Our Sustainability Strategy, page 19 Sustainable Development Goals We Contribute to, page 27
	2-23 Policy commitments	Combating Climate Change, pages 30-31 Occupational Health and Safety, pages 55-57  Environmental Policy Health and Safety Policy
	2-24 Embedding policy commitments	Combating Climate Change, pages 30-31 Occupational Health and Safety, pages 55-57  Environmental Policy Health and Safety Policy
	2-25 Processes to remediate negative impacts	Our Stakeholder Map and Stakeholder Engagement, pages 22-23 Customer and Employee Satisfaction, page 24 Anti-Bribery and Anti-Corruption, pages 68-69
	2-26 Mechanisms for seeking advice and raising concerns	Our Stakeholder Map and Stakeholder Engagement, pages 22-23 Customer and Employee Satisfaction, page 24 Anti-Bribery and Anti-Corruption, pages 68-69
	2-27 Compliance with laws and regulations	During the reporting period, there were no incidents of non-compliance with laws and regulations and no penalties were imposed for non-compliance with laws and regulations.  Combating Climate Change, pages 30-31 Occupational Health and Safety, pages 55-57 Anti-Bribery and Anti-Corruption, pages 68-69
	2-28 Membership associations	Our Corporate Memberships and the Initiatives We Support, page 25
	Stakeholder Engagement	
	2-29 Approach to stakeholder engagement	Our Stakeholder Map and Stakeholder Engagement, pages 22-23
	2-30 Collective bargaining agreements	Except for Arkas Ghana, there is no collective bargaining agreement in any company within the reporting scope.
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics and Materiality Matrix, page 26
	3-2 List of material topics	Material Topics and Materiality Matrix, page 26
	Anti-Bribery and Anti-Corruption	
	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Anti-Bribery and Anti-Corruption, pages 68-69
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Anti-Bribery and Anti-Corruption, pages 68-69
	205-2 Communication and training about anti-corruption policies and procedures	Anti-Bribery and Anti-Corruption, pages 68-69
	205-3 Confirmed incidents of corruption and actions taken	During the reporting period, there were no cases of corruption at Arkas Line.





## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
MATERIAL TOPICS		
GRI 3: Material Topics 2021	Combating Climate Change and Decarbonization	
	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Combating Climate Change, pages 30-31 Emissions and Sustainable Fuel Management, pages 32-34 Energy Efficiency and Management, page 36 Water Management, page 40  Environmental Policy Environmental Management System
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Performance Indicators, pages 72-75
	302-3 Energy intensity	Combating Climate Change, pages 30-31 Performance Indicators, pages 72-75
	302-4 Reduction of energy consumption	Energy Efficiency and Management, page 36
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management, page 40
	303-3 Water withdrawal	Water Management, page 40 Performance Indicators, pages 72-75
	303-5 Water consumption	Water Management, page 40 Performance Indicators, pages 72-75
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Emissions and Sustainable Fuel Management, pages 32-34 Performance Indicators, pages 72-75
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions and Sustainable Fuel Management, pages 32-34 Performance Indicators, pages 72-75
	305-3 Other indirect (Scope 3) GHG emissions	Emissions and Sustainable Fuel Management, pages 32-34 Performance Indicators, pages 72-75
	305-5 Reduction of GHG emissions	Emissions and Sustainable Fuel Management, pages 32-34
	Marine Biodiversity, Pollution and Marine Conservation	
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Marine Biodiversity, Pollution, and Conservation of Seas, page 42
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	Marine Biodiversity, Pollution, and Conservation of Seas, page 42
	304-3 Habitats protected or restored	Marine Biodiversity, Pollution, and Conservation of Seas, page 42
	Waste Management and Circular Economy	
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Waste Management and Circular Economy, page 41
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Waste Management and Circular Economy, page 41
	306-3 Waste generated	Waste Management and Circular Economy, page 41 Performance Indicators, pages 72-75
	Responsible Supply Chain Management	
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Responsible Supply Chain Management, pages 37-39
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	During the reporting period, there were no significant negative environmental impacts in Arkas Line's supply chain network.  Responsible Supply Chain Management, pages 37-39
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	During the reporting period, there were no significant negative social impacts in Arkas Line's supply chain network.  Responsible Supply Chain Management, pages 37-39





## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
MATERIAL TOPICS		
GRI 3: Material Topics 2021	Employee Development and Talent Management	
	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Human Values, pages 43-54
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Performance Indicators, pages 72-75
	401-3 Parental leave	Performance Indicators, pages 72-75
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Training and Development (Human Values), pages 50-54 Performance Indicators, pages 72-75
	404-2 Programs for upgrading employee skills and transition assistance programs	Training and Development (Human Values), pages 43-54
	Occupational Health and Safety	
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Occupational Health and Safety, pages 55-57  Health and Safety Policy Occupational Health and Safety Management System
	403-1 Occupational health and safety management system	Occupational Health and Safety, pages 55-57
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety, pages 55-57
	403-3 Occupational health services	Occupational Health and Safety, pages 55-57
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, pages 55-57
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, pages 55-57 Performance Indicators, pages 72-75
	403-6 Promotion of worker health	Occupational Health and Safety, pages 55-57
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, pages 55-57
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety, pages 55-57
	403-9 Work-related injuries	Occupational Health and Safety, pages 55-57 Performance Indicators, pages 72-75
	403-10 Work-related ill health	Occupational Health and Safety, pages 55-57 Performance Indicators, pages 72-75
	Gender Equality, Diversity and Inclusion	
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Human Values, pages 43-54
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equity and Inclusion (Human Values), pages 45-48 Performance Indicators, pages 72-75
	405-2 Ratio of basic salary and remuneration of women to men	There is no gender-based discrimination in employee remuneration at Arkas Line.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	During the reporting period, Arkas Line did not experience any incidents of discrimination.
		Diversity, Equity and Inclusion (Human Values), pages 45-48
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	During the reporting period, to the best of Arkas Line's knowledge, there was no violation of trade union rights at any supplier.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Arkas Line does not employ child labor and expects its stakeholders in the value chain, particularly its suppliers, to comply with the age requirements set out in relevant laws and regulations.
		Our Global HR Transformation with a Focused on Human Rights (Human Values), page 44
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Arkas Line and all its stakeholders in the value chain, particularly its suppliers, do not employ forced labor.
		Our Global HR Transformation with a Focused on Human Rights (Human Values), page 44





## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
MATERIAL TOPICS		
GRI 3: Material Topics 2021	Corporate Citizenship	
	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Social Dialogue and Corporate Citizenship, pages 58-63
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social Dialogue and Corporate Citizenship, pages 58-63
	Data Security and Privacy	
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Data Security and Privacy, pages 70-71
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	During the reporting period, there were no substantiated complaints regarding breach of customer confidentiality and loss of customer data.  Data Security and Privacy, pages 70-71
	Sustainable Fuel Management	
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Emissions and Sustainable Fuel Management, pages 32-34
	Innovation and Digitalization	
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Innovation and Digitalization, pages 64-65
	Proactive Risk and Crisis Management	
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Proactive Risk and Crisis Management, page 67
GRI 3: Material Topics 2021	Operational Excellence and Business Continuity	
	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Emissions and Sustainable Fuel Management, pages 32-34 Innovation and Digitalization, pages 64-65 Proactive Risk and Crisis Management, page 67  Quality Management System
GRI 3: Material Topics 2021	Social Dialogue and Cooperation	
	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Our Corporate Memberships and the Initiatives We Support, page 25 Social Dialogue and Corporate Citizenship, pages 58-63
GRI 3: Material Topics 2021	Corporate Governance	
	3-3 Management of material topics	Material Topics and Materiality Matrix, page 26 Corporate Governance, page 66





UNGC INDEX

Topics	Global Principles	Relevant Section of the Report
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	Our Global HR Transformation with a Focused on Human Rights (Human Values), page 44 Diversity, Equity and Inclusion (Human Values), pages 45-48 Responsible Supply Chain Management, pages 37-39
	Principle 2: Make sure that they are not complicit in human rights abuses.	Our Global HR Transformation with a Focused on Human Rights (Human Values), page 44 Responsible Supply Chain Management, pages 37-39 Anti-Bribery and Anti-Corruption, pages 68-69
Working Standards	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Our Global HR Transformation with a Focused on Human Rights (Human Values), page 44
	Principle 4: All forms of forced and compulsory labor must be ended.	Our Global HR Transformation with a Focused on Human Rights (Human Values), page 44
	Principle 5: All forms of child labor must be ended.	Responsible Supply Chain Management, pages 37-39
	Principle 6: Discrimination in hiring and working processes must be eliminated.	Our Global HR Transformation with a Focused on Human Rights (Human Values), page 44 Diversity, Equity and Inclusion, pages 45-48
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges.	Combating Climate Change, pages 30-31 Emissions and Sustainable Fuel Management, pages 32-34 Our Sustainable Investments, page 35 Energy Efficiency and Management, page 36 Water Management, page 40 Waste Management and Circular Economy, page 41 Marine Biodiversity, Pollution, and Conservation of Seas, page 42
		Marine Biodiversity, Pollution, and Conservation of Seas, page 42
		Social Dialogue and Corporate Citizenship, pages 58-63
		Emissions and Sustainable Fuel Management, pages 32-34 Waste Management and Circular Economy, page 41 Management of Sustainability Risks, Opportunities, and Trends, pages 76-83
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Anti-Bribery and Anti-Corruption, pages 68-69





WEPS INDEX

Principles	Relevant Section of the Report
<b>Principle 1:</b> Ensuring high-level corporate leadership for gender equality	Our Sustainability Governance Structure, pages 20-21  Diversity, Equity and Inclusion (Human Values), pages 45-48
<b>Principle 2:</b> Treating all women and men fairly at work, respecting and promoting human rights and the principle of non-discrimination	Our Global HR Transformation with a Focused on Human Rights (Human Values), page 44  Diversity, Equity and Inclusion (Human Values), pages 45-48  Anti-Bribery and Anti-Corruption, pages 68-69
<b>Principle 3:</b> Ensuring the health, safety and well-being of all female and male workers	Employee Satisfaction and Engagement (Human Values), pages 49-50  Occupational Health and Safety, pages 55-57
<b>Principle 4:</b> Supporting women's education, training and professional development opportunities	Diversity, Equity and Inclusion (Human Values), pages 45-48  Training and Development (Human Values), pages 50-54  Social Dialogue and Corporate Citizenship, pages 58-63
<b>Principle 5:</b> Applying entrepreneurial development, supply chain and marketing methods for women's empowerment	Responsible Supply Chain Management, pages 37-39  Diversity, Equity and Inclusion (Human Values), pages 45-48
<b>Principle 6:</b> Promoting equality through social initiatives and advocacy work	Our Corporate Memberships and the Initiatives We Support, page 25  Diversity, Equity and Inclusion (Human Values), pages 45-48  Social Dialogue and Corporate Citizenship, pages 58-63
<b>Principle 7:</b> Evaluation and public reporting of achievements on gender equality	Diversity, Equity and Inclusion (Human Values), pages 45-48





SASB INDEX

Table 1: Sustainability Disclosure Topics and Metrics\*

SUBJECT	METRIC	UNIT OF MEASURE	CODE	ARKAS LINE'S RESPONSE
Greenhouse Gas Emissions	Gross total Scope 1 emissions	tCO <sub>2</sub> -e	TR-MT-110a.1	531,018 tons CO <sub>2</sub> -e
	Emission management strategy and targets	None	TR-MT-110a.2	Long-term strategy is being implemented in line with the IMO 2050 target. In 2024, 2,288 tons of biofuels (BIO24F) were used and 10 new eco-design vessels were ordered. Our emissions (gCO <sub>2</sub> e/TEU-km) were reduced by 27.9% compared to 2011.
	Energy consumption: (1) total, (2) HFO %, (3) renewable %	GJ, %	TR-MT-110a.3	Total ≈ 6.9 million GJ (169,125.9 tons of fuel equivalent). • HFO (VLSFO + ULSFO): 98.6% • Biofuel: 1.4%
Air Quality	SOx emissions	SOx %	TR-MT-120a.1	SOx emissions were reduced to below 0.1% with scrubber systems.
Ecological Impacts	Ballast water management system	%	TR-MT-160a.2	The entire fleet complies with the IMO Ballast Water Management Convention (100%).
	Number and volume of spills	Unit, m <sup>3</sup>	TR-MT-160a.3	In 2024, there were no spillages.
Activity Metrics	Number of port calls (number of countries)	Country / Number of ports	TR-MT-510a.1	4,420 port calls (27 countries)
	Financial losses due to corruption/litigation	TL	TR-MT-510a.2	In 2024, there were no lawsuits or financial losses.
Accident & Safety Management	Marine accidents	Case	TR-MT-540a.1	In 2024, there were no serious marine accidents.

Table 2: Activity Metrics\*

ACTIVITY METRIC	UNIT OF MEASURE	CODE	ARKAS LINE'S RESPONSE
Total distance traveled by vessels	Nautical mile (nm)	TR-MT-000.B	1,651,305
Number of operation days	Day	TR-MT-000.C	12,092
DWT (deadweight tonnage / carrying capacity)	Thousand DWT	TR-MT-000.D	965,4
Total number of vessels	Unit	TR-MT-000.E	38 vessels (23 Arkas Line, 15 EMES)
Number of port calls	Unit	TR-MT-000.F	4,420
TEU capacity	TEU	TR-MT-000.G	56,636 TEU (2024); 124,630 TEU (Plan for 2028)

\*The sections of the SASB's Marine Transportation sector guidance that Arkas Line was able to respond to were included in the index.





### Contact

For more information about this Report and Arkas Line's sustainability activities,  
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