Doğuş Holding

SUSTAINABILITY REPORT 2024

DOĞUŞ HOLDİNG

CONTENT

MESSAGE FROM THE CHAIRPERSON OF THE BOARD AND THE CEO 3

MESSAGE FROM THE CHAIRPERSON OF THE SUSTAINABILITY COMMITTEE 5

MESSAGE FROM THE CHIEF OPERATING OFFICER 7

SCOPE OF THE REPORT AND REPORTING PRINCIPLES 9

ABOUT DOĞUŞ HOLDING A.Ş. AND GROUP COMPANIES 11

SUSTAINABILITY MANAGEMENT and STRATEGY

SUSTAINABILITY STRATEGY and APPROACH 17

SUSTAINABILITY GOVERNANCE STRUCTURE and RESPONSIBILITIES 19

STAKEHOLDER ENGAGEMENT and ENGAGEMENT PLATFORMS 22

DOUBLE MATERIALITY ANALYSIS and MATERIAL ISSUES 23

BUSINESS MODEL and VALUE CHAIN 24

RISK MANAGEMENT 28

CLIMATE CHANGE and ENVIRONMENTAL MANAGEMENT

CLIMATE CHANGE MANAGEMENT AND DECARBONIZATION STRATEGY 32

ENERGY MANAGEMENT AND EFFICIENCY 39

WATER AND WASTE MANAGEMENT 41

BIODIVERSITY, IMPACT ON THE ECOSYSTEM AND CONSERVATION ACTIVITIES 42

SOCIAL IMPACT AND PEOPLE-CENTRIC PRACTICES

HUMAN RIGHTS POLICY AND AREAS OF IMPLEMENTATION 46

CORPORATE CULTURE, EQUITY, DIVERSITY AND INCLUSIVITY 47

EMPLOYEE WELL-BEING, HEALTH and SAFETY 47

TALENT MANAGEMENT, TRAINING AND DEVELOPMENT PROGRAMS 49

COMMUNITY ENGAGEMENT and SOCIAL DEVELOPMENT PROGRAMS 50

CORPORATE GOVERNANCE

CORPORATE GOVERNANCE POLICY and PRINCIPLES 55

ETHICS and COMPLIANCE 60

INFORMATION SECURITY and CYBERSECURITY 61

SUSTAINABLE SUPPLY CHAIN MANAGEMENT 61

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDG) 63

KEY PERFORMANCE INDICATORS

CLIMATE CHANGE AND ENVIRONMENT 65

EMPLOYEES AND WORK ENVIRONMENT 68

CORPORATE GOVERNANCE 73

SUSTAINABLE SUPPLY CHAIN MANAGEMENT 74

LEGAL AFFAIRS 75

DIGITAL TRANSFORMATION AND DATA SECURITY 75

DOĞUŞ HOLDING SUBSIDIARIES AND AFFILIATES 76

APPENDICES

GRI INDEX 80

AFFILIATES AND SUBSIDIARIES SASB SECTOR METRICS 89

DO-TRACE SCOPE 3 ASSESSMENT PROGRAM METHODOLOGICAL EXPLANATION AND CALCULATION METHODS 92

DOĞUŞ HOLDING SUSTAINABILITY COUNCIL 96

ABBREVIATIONS 97

REPORTING GUIDE 98

INDEPENDENT ASSURANCE 100



FERİT F. ŞAHENK
Chairperson and CEO
Doğuş Group

“This transformation in our corporate strategy is also shaped by our multidimensional approach to risk management and our vision of pioneering”

Dear Doğuş Group Stakeholders,

The year 2024 marked not only a period of financial success for Doğuş Holding but also a significant milestone in a transformation journey shaped by our ambition to generate long-term value. Having played an active role in Turkish Republic’s economic and social development journey since its establishment, Doğuş Holding, by reporting its sustainability performance transparently and in alignment with global standards for the first time, has taken an important step toward building a strategic assurance mechanism for all its stakeholders.

Through this report, Doğuş Holding demonstrates its determination not only to sculpt the present but also to shape the corporate legacy it will pass on to future generations. International studies conducted on this context since the beginning of 2024 clearly indicate that numerous global developments—particularly the climate crisis and the depletion of natural resources—have a direct impact on our business models. Effectively managing the reflections of these developments for the value of Doğuş Group companies will also enable us to build a more consistent and coherent relationship with all our key stakeholders.

In today’s business environment, the concept of “value creation” encompasses not only our financial profitability but also how we utilize natural resources, our impact on ecosystems, our stakeholder relations, and our corporate governance approach—making it an integral component of a company’s overall value. At Doğuş Holding, we take this perspective as our guiding principle and lead all Group companies accordingly. In this context, and in line with the suggestions of the global standards, we completed our Double Materiality study in 2024 to shape our roadmap. This approach, which aligns the expectations of our stakeholders with Doğuş Holding’s strategic impact and the effects of global challenges such as climate change on our Group companies, will naturally serve as one of the key determinants in all our investment and governance decisions.

The findings derived from the workshop outcomes indicate that within Doğuş Group, topics such as climate change, ethics and compliance, employee well-being, information security, and sustainable procurement will gain greater importance in the coming period. We recognize that these topics are not only interrelated with regulatory requirements but also with our sustainability approach. As with all our global peers, our strategic management philosophy will henceforth prioritize making our environmental and social impact as measurable as our financial performance.

One of the most significant steps concretizing our commitment to sustainability was the approval of the Decarbonization Strategy by our Board of Directors in 2024 and its announcement to our Group companies. This strategy intends to enhance the resilience of Group companies against climate-related risks while at the same time identifying growth opportunities aligned with the low-carbon economy. In line with these goals, Doğuş Holding declares that carbon impact analyses will henceforth be integrated into our investment evaluation processes. Indicators such as energy consumption, emission intensity, and resource efficiency across our portfolio companies will now be among the data sets strategically monitored.

This transformation in our corporate strategy is also shaped by our multidimensional approach to risk management and our vision of pioneering next-generation business models. In line with this strategy, renewable energy, digital transformation, circular economy, and employee engagement in human resources will stand out as key investment themes across Doğuş Group in the upcoming period. These themes, together with Doğuş Holding's vision, will also become integral components of the long-term strategic plans of our Group companies.

In 2024, alongside all these developments, Doğuş Group also revisited its risk management perspective with the intent to enhance its strategic resilience. In line with the double materiality assessment approach, in the industries in which we operate both our impact on issues such as climate, environment, and human rights, as well as the impact of these issues on our corporate operations are analyzed in an integrated manner. Within this scope, the new risk model developed at the Doğuş Holding level is also being integrated into investment evaluation processes and the strategic planning frameworks of our subsidiaries. Corporate governance has always been a strategic focus area for Doğuş Group. However, in light of evolving standards in recent years, we recognize that the global governance approach must be supported not only by transparency but also by the principles of accountability and impact management. In this context, structures such as the Sustainability Monitoring Committee, formed by the sustainability representatives of Doğuş Group companies, and the Stakeholder Dialogue Platforms, which ensure ongoing engagement with various stakeholders, serve as essential mechanisms that reinforce this approach. Furthermore, we continue to establish systematic frameworks to ensure that our strategy is perpetrated through open and sustainable dialogue with investors, public institutions, employees, and all other stakeholders.

> "In today's business environment, the concept of "value creation" encompasses not only our financial profitability but also how we utilize natural resources, our impact on ecosystems, our stakeholder relations, and our corporate governance approach-making it an integral component of a company's overall value."

Additionally, this year we took a major structural step toward embedding sustainability management into our corporate governance framework by establishing our Sustainability Committee. Through this structure, a decision-making process that integrates environmental, social, and governance impact areas into all our operations is being instituted. The Committee, by fostering compliance with international standards, evaluates the applicability of global frameworks across Doğuş Group companies, and provides guidance in this regard.

As the valued stakeholders of Doğuş Group, the trust you have placed in us has been our greatest source of strength throughout this transformation process. In the coming period, we will continue our efforts to evaluate the corporate value we create not only through our financial achievements but also through our social and environmental impact. While remaining fully compliant with both national and international regulations, we continue our journey also with the awareness that our ultimate goal is to prepare for the future. On this occasion, I would like to extend my sincere gratitude to all our employees, subsidiaries, business partners, and members of our Boards of Directors being in the first place, to all our stakeholders who contribute to our performance on the path toward becoming a more sustainable Group. Together, we are going to continue to build a more resilient, more inclusive, and more impactful Doğuş Group vision.

Ferit F. Şahenk
Chairperson and CEO
Doğuş Group



NAFİZ KARADERE
Chair of the Sustainability Committee
Member of the Board of Directors
Doğuş Holding

> "As the Sustainability Committee, our goal is to further strengthen this governance approach and to transform it into a guiding structure that will steer Doğuş Group's transformation journey in the years ahead."

Dear Stakeholders,

By recognizing sustainability as an integral part of its governance structure, Doğuş Holding is ushering in a new era with its first sustainability report, published in accordance with global standards to demonstrate how this approach is reflected in all decision-making processes. The efforts carried out throughout 2024 mark a period in which this perspective has been embedded into our corporate strategy and our management systems have been restructured along the axis of sustainability.

Operating under the Board of Directors, the Doğuş Holding Sustainability Committee has expanded its scope of responsibilities during this period and attained a fully corporate structure. The Committee undertakes the coordination of the establishment of Group's sustainability policies, the oversight of compliance with relevant standards, and the evaluation of performance. At the core of every effort carried out by the Committee lies a governance mindset grounded in transparency and attentiveness to stakeholder expectations.

The Double Materiality Analysis completed in 2024 enabled a comprehensive assessment of the areas impacted by sustainability and, in turn, those that exert an impact on it across all Doğuş Group companies. The material issues identified through this analysis have been incorporated into the Committee's annual evaluation agenda. Areas such as climate change, ethics and compliance, employee well-being, information security, and supply chain practices remain among the key focus areas closely monitored throughout the Group.

In line with international reporting requirements, the Committee's activities are carried out in compliance with the GRI, ESRS, TSRS, and IFRS S1/S2 standards. Conformity with these standards is vital not only from a reporting standpoint but also for ensuring sustainability to become a strategic component of decision-making processes. Established within this framework, the Monitoring Committee carries out activities to provide technical guidance and coordination across Group companies.

Enacted in 2024 with the intent to enhance the Group's resilience against climate-related risks and accelerate its transition toward a low-carbon economy, the Decarbonization Strategy has become one of the key focus areas which are under the pursuance of the Sustainability Committee. The indicators developed within the scope of this strategy have begun to be integrated into evaluation processes of impending investments.

The Committee's work has not been limited to policy development only. It also involves in the regular assessment of the extent to which governance structures and internal control mechanisms align with sustainability principles. The Annual Governance Assessment Form, implemented across the Group, was completed by all companies and their input was analyzed for the first time this year. Through this analysis, both areas of strength and opportunities for improvement were systematically identified.

Working in coordination with the Sustainability Committee, the Monitoring Committee operates with the participation of representatives from all Group companies. By means of this structure practices across various industries, developments in standards and changes in legislation are closely monitored. Moreover, through employee engagement, internal training programs, and implementation guidelines, sustainability management is intended to be disseminated throughout the entire organizational structure.

> “Enacted in 2024 with the intent to enhance the Group’s resilience against climate-related risks and accelerate its transition toward a low-carbon economy, the Decarbonization Strategy has become one of the key focus areas which are under the pursuance of the Sustainability Committee.”

Stakeholder engagement constitutes a key component of the Committee’s agenda. Within the framework of the Stakeholder Engagement Protocol developed at the Group level, a transparent and continuous dialogue environment has been established first and foremost with investors as well as all key stakeholder groups. This approach has fostered a positive impact by enhancing accountability both in reporting and in strategic decision-making processes.

This report has been prepared not only to share performance outcomes but also to demonstrate how Doğuş Group manages sustainability in practice. As the Sustainability Committee, our goal is to further strengthen this governance approach and to transform it into a guiding structure that will steer Doğuş Group’s transformation journey in the years ahead.

I would like to extend my gratitude to the members of the Board of Directors, to all Group company representatives who have undertaken the implementation processes, and to all colleagues who did not refrain to provide their full support for the preparation of this report.

Nafiz Karadere
Chair of the Sustainability Committee
Member of the Board of Directors
Doğuş Holding A.Ş.



AKIN TAVUZ
COO
Doğuş Holding

> "The operational sustainability capacity of Doğuş Group continues to grow each day through its practice-based learning ability."

Dear Stakeholders,

At Doğuş Holding, sustainability has increasingly become central to our management processes in recent years. We are speaking of a journey that is still relatively new. Yet, the experience we have gained in this short time has shown us that true transformation is achieved not only by developing a strategy but by implementing it with steadfast commitment.

Throughout 2024, we worked to make the principles of sustainability more visible within our operational systems. Each of our Group companies has embarked on its own transformation journey, shaped in concord with the dynamics of its respective industry. While these endeavors are aligned with our central sustainability strategy, they have also been enriched with local insights gained from implementation processes.

One of the most significant achievements of this year has been the emergence of a shared sustainability language among different units. This common language has started to be influential not only on reporting, but also decision-making, process management, and team dynamics. The structural improvements implemented across our management systems have established a foundation for embedding this approach as an institutional reflex. Another area in 2024 that we have concentrated our focus was the systematic management of sustainability practices. The process monitoring and data collection infrastructure established across the Group has evolved into a structure that effectively addresses this need. Indicators collected in the environmental, social, and governance domains are now increasingly referenced within decision-making mechanisms.

Our Decarbonization Strategy, which serves as a roadmap for this transformation, has been supported this year through the development of enhanced data collection practices. The strategy will enable each Doğuş Group company to identify its climate-related risks and opportunities, thereby contributing to the establishment of a common framework at the Group level. Within this framework, each company will shape its own roadmap and begin implementing actions it prioritize. In the initial years of this strategy, our primary focus will be on establishing robust baseline datasets and ensuring their regular reporting to management.

We also regard digitalization as a key enabler in integrating sustainability practices into business operations. Through digital projects implemented in 2024, we have made many of our processes more systematic and reliable. These initiatives have also enhanced traceability and strengthened our internal audit capacity.

On the human resources front, the initiatives undertaken this year have supported our goal of transforming sustainability into a management approach that extends beyond environmental considerations. In 2024, our employee loyalty score at Doğuş Holding was measured at 87 percent, while the ratio of women in managerial positions reached 48.6 percent. We also launched new programs to expand access to professional development opportunities across a broader employee base within the organization.

In supply chain management, our localized procurement rate has reached 99 percent. This achievement not only contributes to economic development but also represents a significant improvement in reducing the environmental load arising from logistics. The monitoring of high-risk suppliers will become increasingly systematic in the coming period. The initiatives we have launched in this area will evolve into a more comprehensive structure in 2025.

> “Each of our Group companies has embarked on its own transformation journey, shaped in concord with the dynamics of its respective industry. While these endeavors are aligned with our central sustainability strategy, they have also been enriched with local insights gained from implementation processes.”

From a financial governance perspective, sustainability indicators have been incorporated into the evaluation criteria of the impending investments. Several of our subsidiaries have implemented resource efficiency projects, which have been assessed based on performance metrics such as payback period and operational benefits. Such practices will serve as important examples of how sustainability strategies can be effectively integrated into business models.

Implementation power is where strategic goals truly find their meaning. This power, reinforced by central decisions, will expand its impact through the contributions of our field teams. Throughout the year, the ownership demonstrated by our employees at every level has been one of the most significant factors in embedding sustainability into our corporate culture. The operational sustainability capacity of Doğuş Group continues to grow each day through its practice-based learning ability. Our objective is to transform this capacity into a robust institutional structure and to disseminate the transformation across the entire organization. In the upcoming period, we aim to advance through more streamlined processes, enhanced data systems, and integrated management approaches.

I would like to extend my sincere appreciation to all our teams, managers, and colleagues who have contributed to this process and embraced sustainability not merely as a policy, but as a significant course of transformation. In 2025, we will continue this transformation journey with the same determination, drawing strength from implementation and the unwavering support of our stakeholders.

Akın Tavuz
COO
Doğuş Holding A.Ş.

SCOPE OF THE REPORT and REPORTING PRINCIPLES

About the Report

Prepared in accordance with global reporting standards, this Report intends to present Doğuş Holding A.Ş.'s sustainability approach to its stakeholders in an integrated manner with its corporate strategy. It covers environmental, social, and governance (ESG) data for the period between January 1 and December 31, 2024.

The scope of the Report has been outlined based on Doğuş Holding A.Ş.'s central operations, as well as its subsidiaries and affiliates over which it holds financial and operational control. Companies that make a significant contribution to sustainability in terms of revenue, business volume, and impact level across the Group have been included in the assessment. Providing a holistic and inclusive view of the sustainability performance is intended; however, companies with limited impact on the Company's financials and corporate strategy have been excluded from the scope. These are either entities operating outside the Holding's direct operational control or those for which sufficient data could not be obtained for the reporting period. In addition, companies that were not operational during the reporting year have also been excluded. Overall, Doğuş Holding A.Ş.'s principal investment areas have been included in the scope in accordance with the level of data availability.

This Report has been prepared with reference to the GRI (Global Reporting Initiative) Standards, ESRS (European Sustainability Reporting Standards), and the TSRS (Turkish Sustainability Reporting Standards) recently enacted in Turkey. The indicators presented in the Report have been structured in line with the core principles of these standards—transparency, clarity, comparability, consistency, and verifiability. The reporting language has been designed to be clear and accessible, while technical details have been supplemented with appendices and methodological notes where necessary.

Where the data presented in the Report pertain to Group companies, they have largely been drawn from the companies' internal data sources and information disclosed in their activity reports.

Environmental and social data are based on indicators regularly collected from relevant support units or departments. The accuracy and traceability of the data have been reviewed within the scope of internal control systems and audit mechanisms established by the sustainability unit. Financial data relating to the reporting period have been presented in alignment with the audited financial statements.

The Doğuş Holding A.Ş. 2024 Sustainability Report has been prepared based on information obtained from the three main structures that support the sustainability strategy of Doğuş Group: the Doğuş Holding A.Ş. Sustainability Committee, the Sustainability Council formed by business units of the Holding, and the Monitoring Committee comprising authorized representatives from relevant Group companies. Throughout the report preparation process, content development, data collection, verification, and quality assurance steps were carried out in collaboration among these structures. The content structure of the Report has been shaped by the results of the Double Materiality Analysis completed in 2024 and the insights derived from stakeholder dialogue processes.

This document represents the first sustainability report to be included in Doğuş Holding A.Ş.'s corporate memory. When interpreting the information presented in this Report, it should be taken into consideration that, the Company, guided by a philosophy of continuous improvement and learning, aims to achieve a more comprehensive and advanced reporting framework in the coming years, and that extensive efforts are underway to integrate a holistic management approach into all corporate processes.

Reporting Principles

The data presented in this Report have been structured through a customized reporting methodology designed by taking Doğuş Group's multi-industry and multi-affiliate configuration into consideration. Traditional reporting methods based on the financial consolidation of companies within the Holding may entail certain limitations in accurately and comparably reflecting their sustainability performances. Therefore, the reporting construct has been developed through an approach that accounts for industrial distinctions, investment continuity, and varying levels of corporate impact.

The methodological foundation of the Report is built upon a multidimensional evaluation system based on criteria such as the revenue contribution, business volume, sustainability impact level, and data accessibility of the Group companies. Within this system, companies that create material impact across the Group have been identified, and for these companies, more detailed, traceable, and year-on-year comparable content has been developed.

With this approach, the Report is ensured to present a holistic overview at the Doğuş Holding level while maintaining comparability on company basis. Changes to be encountered particularly in the Group structure, investment strategies, or future projections may limit direct year-to-year comparisons. Therefore, sustainability indicators have been structured with consideration for investment continuity to ensure consistency.

Transparency, traceability, and responsiveness principles have been adopted as the basis for the presentation of the data. Explanations for each indicator, along with measurement methods and, where applicable, methodological notes, are detailed in the relevant sections. The information provided throughout the Report has been structured to allow for cross-company direct comparison, at the same time, it was supported with corresponding risk and opportunity assessments to ensure contextual integrity is maintained.

Acknowledging that each Group company has a distinct impact and business model, the approach of "representing the entire Group through a single data set" has been deliberately avoided. Instead, an analysis framework aligned with the holistic structure of the investment portfolio and consistent with the strategic perspective and vision of Doğuş Holding A.Ş. has been pursued.

At the same time, ensuring the sustainability indicators within the reporting structure are concordantly reusable in the future audit processes and stakeholder analyses, was identified as a material objective.

Report's Context

This Report has been prepared within a framework designed to ensure compliance with the reporting requirements set forth under the European Union Corporate Sustainability Reporting Directive (CSRD). In this context, taking the European Sustainability Reporting Standards (ESRS) as the primary reference, Doğuş Holding A.Ş.'s business model, its relationship with sustainability topics, the outcomes of the analysis conducted on the results of the double materiality assessment, and impact-based materiality processes have been reported transparently. The Report has been structured to provide a clear account of Doğuş Holding A.Ş.'s governance framework, the way in which the connection between strategic objectives and sustainability has been established, risk and opportunity management, and the Company's performance.

During the preparation phase, adherence to the core disclosure principles defined in ESRS 1 and ESRS 2, as well as to the contextualization criteria outlined in the GRI 1-2021 "Foundation" standard, has been ensured. The Report aims to support investors in their decision-making processes and to establish coherence between the Company's sustainability strategy and its publicly disclosed commitments. The reporting framework has been designed with consideration for the Company's future alignment with evolving regulatory requirements.

Inclusivity Principle

Doğuş Holding A.Ş.'s sustainability approach is built upon an inclusive and participatory governance structure that embraces hearing the perspectives of diverse stakeholder groups. Across all geographies in which the Group companies operate, processes are conducted with sensitivity to social, cultural, and individual diversity. Employees, suppliers, customers, business partners, and investors being in the first place, the feedback of all key stakeholder groups has been taken into account in developing the content of this Report.

Through the double materiality approach and stakeholder engagement processes, sustainability-related material issues have been evaluated by considering the internal impact together with the expectations of external stakeholders. This structure enables the democratization of sustainability management and facilitates the decision-making processes to be grounded on a more balanced foundation.

The inclusivity principle has also been incorporated into key business areas throughout the reporting process, including human resources practices, supply chain relations, product and service responsibility, and assessment of social impact. Throughout 2024, particular emphasis has been placed on implementing initiatives that promote the integration of diversity, equal opportunity, and fairness principles within the corporate culture.

ABOUT DOĞUŞ HOLDING A.Ş. and GROUP COMPANIES

Founded in 1951, Doğuş Holding A.Ş. (Doğuş Holding) is one of Turkey's most established and reputable investment holdings. Operating across eight main industries and employing more than 26,000 people, the Group companies have a multifaceted impact contributing to Turkey's economic and social development.

With investments in over 250 companies operating in industries such as automotive, construction, media, food and beverage, tourism and retail, real estate, energy, and technology, Doğuş Holding holds a strong and diversified investment portfolio which are managed in line with strategic diversity and flexibility principles.

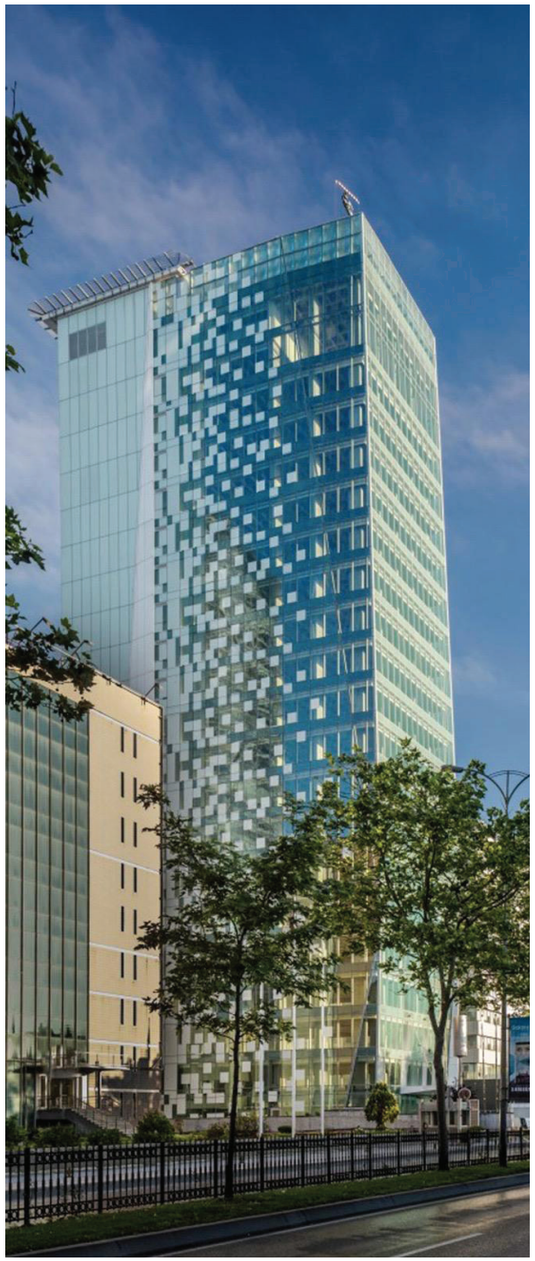
Doğuş Holding's investment philosophy is shaped by its commitment to sustainable growth, long-term value creation, and expansion through enhanced global presence in the service industry. The Holding adopts as its core corporate strategy the creation of added value in high-potential industries and the development of business models that prioritize branding and customer experience. In every field in which it invests, the Holding adopts an approach that goes far beyond providing capital and assumes the role of a strategic partner that steers the transformation of its business partners.

Doğuş Holding's investment portfolio maintains a balanced structure encompassing both traditional and new-generation industries. The distributorship of leading automotive brands, global partnerships in tourism and food and beverage, hydroelectric capacity within energy investments, and mixed-use developments in its real estate portfolio stand as deep-seated examples of the Group's industrial diversity. Moreover, visionary projects that create metropolitan-scale value such as Galataport Istanbul, exemplify Doğuş Holding's forward-looking investment approach.

One of the cornerstones of Doğuş Holding's growth strategy is its goal of becoming a global player in the service industry. In this regard, operations in the food and beverage industry conducted under the d.ream brand continue across 21 countries with 47 brands and more than 200 outlets, while in tourism, luxury hotel management activities are carried out under the D-Hotels & Resorts brand across a geography extending from Croatia to Switzerland.

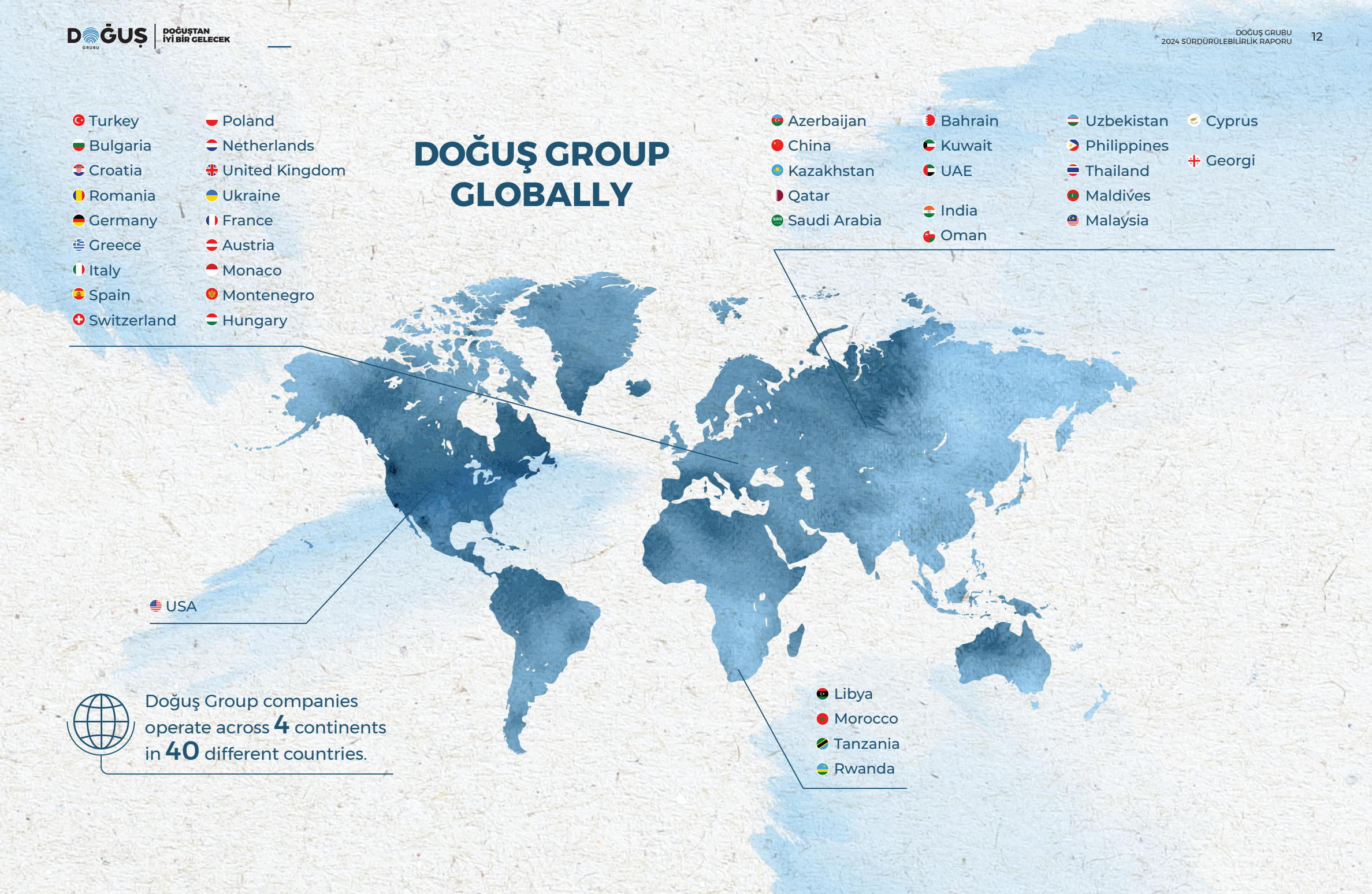
Doğuş Holding's investment strategy concentrates its focus not only on financial growth but also on a governance approach that upholds the environmental and social responsibilities of the Group companies operating in each industry. In this regard, as of 2024, the sustainability strategy has been embedded into the Holding's governance framework, making ESG (Environmental, Social, and Governance) performance an integral component of investment decisions. In alignment with this strategy, Doğuş Holding's subsidiaries and affiliates will adopt low-carbon business models and pursue long-term objectives in areas such as circular economy practices, renewable energy investments, and digital transformation.

Doğuş Holding's vision encompasses not only financial performance but also mindful handling of its social impact and the preservation of the ecological balance, whereby the Company recognizes value creation for stakeholders as a fundamental pillar of its corporate strategy. In this respect, Doğuş Holding continues on its path as one of Turkey's stoutest representatives of sustainable investment business, driven by its commitment to continuous growth.



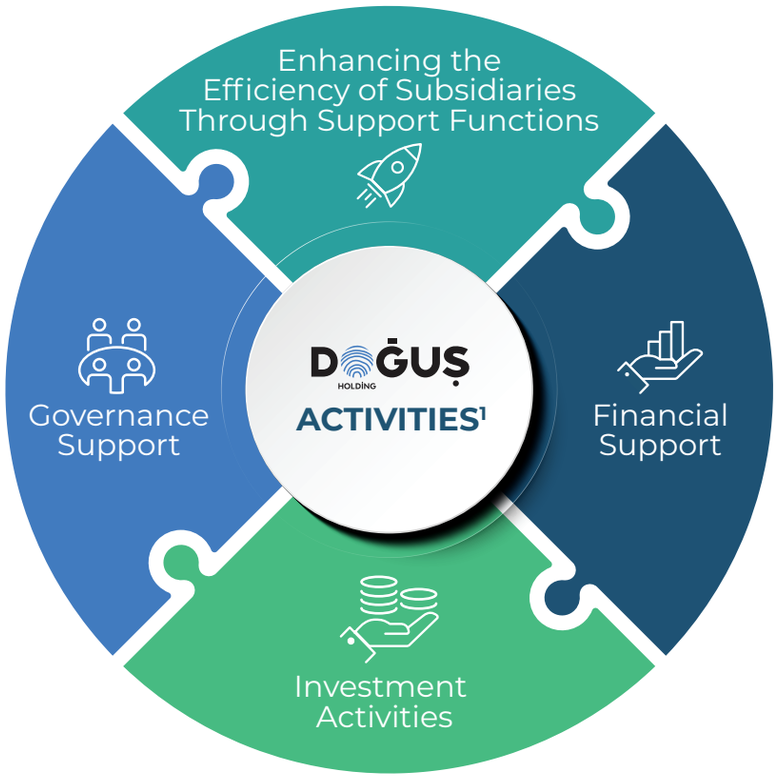
DOĞUŞ GROUP GLOBALLY

- Turkey
- Bulgaria
- Croatia
- Romania
- Germany
- Greece
- Italy
- Spain
- Switzerland
- Poland
- Netherlands
- United Kingdom
- Ukraine
- France
- Austria
- Monaco
- Montenegro
- Hungary
- Azerbaijan
- China
- Kazakhstan
- Qatar
- Saudi Arabia
- Bahrain
- Kuwait
- UAE
- India
- Oman
- Uzbekistan
- Philippines
- Thailand
- Maldives
- Malaysia
- Cyprus
- Georgi



- USA
- Libya
- Morocco
- Tanzania
- Rwanda

Doğuş Group companies operate across **4** continents in **40** different countries.



[1] The activities of the Holding as a legal entity are defined in accordance with the provisions of the Turkish Commercial Code (TCC) whereas industry classifications have been made in line with sustainability standards.



Growth in Global Markets

Doğuş Holding has extended its operations beyond Turkey by establishing a presence in international markets. The Group continues to grow through strategic partnerships and by fostering a culture that supports technology, entrepreneurship, and sustainable development.

AUTOMOTIVE
With the widest brand and service network in the industry, Doğuş Otomotiv is Turkey's leading automotive importer and one of the largest automotive distributors in the country.

TECHNOLOGY
Operating in the field of information technologies, Doğuş Teknoloji provides services covering all necessary infrastructure work as well as system and software products. With its agile and reliable working culture, it has become one of the pioneering companies in the IT industry.

CONSTRUCTION
Strengthening its position day by day through joint ventures and consortia established with international companies, Doğuş İnşaat carries out mega projects not only in Turkey but also across the Middle East, North Africa, Eastern Europe, and the Gulf countries.

ENERGY
Doğuş Enerji engages in investment and production activities in the energy industry. With a total installed capacity of 1 GW, it is among the leading companies in Turkey's energy field.

FOOD AND BEVERAGE
With operations in 20 countries and 40 cities across 198 locations, d.ream offers an exceptional customer experience across various segments. Having created more than 15 unique concepts and 48 brands, it continues to create iconic destinations and luxury lifestyle venues around the world.

TOURISM, RETAIL AND ENTERTAINMENT
Doğuş Tourism, Retail and Entertainment Group, with its dynamic structure and vision of designing unique experiences for its guests, brings high-quality brands to customers both in Turkey and abroad.

MEDIA GROUP
The commitment to principled broadcasting, consistency, professionalism, respect for ethical values, and a quality-oriented perspective Doğuş Media Group has upheld since its establishment, continuously reinforces the sense of trust in the brands operating under the Doğuş Group umbrella.

NEXT-GENERATION INVESTMENTS
Next-generation ventures and start-ups that carry Doğuş Holding's investment vision into the future also form an integral part of its innovation-focused competitive strategy.

COMPANY'S ORGANIZATIONAL, CAPITAL AND SHAREHOLDING STRUCTURES



Capital:
TRY 862,837,305







The Company's capital and shareholding structures are as follows:

Shareholder	Share (%)
Şahenk Family	**79.81**
Doğuş Group of Companies	**20.19**

Doğuş Holding Subsidiaries and Affiliates[1]

Automotive Industry

Doğuş Otomotiv
Doğuş Holding Share: 60.5%
Public Float: 39.5%
Ticker Symbol: DOAS

Having the most extensive brand and service network in its industry, Doğuş Otomotiv is Turkey's leading automotive importer and one of its largest distributors.

Technology Industry

Doğuş Teknoloji A.Ş.
Doğuş Holding Share: 91.41 %

Recognized as one of Turkey's leading R&D centers, Doğuş Teknoloji is a technology company that offers a comprehensive range of services, including Generative Artificial Intelligence, Data Analytics, System Integration, CRM and ERP solutions, Infrastructure and Network Services, Cybersecurity, IoT, and Web and Mobile Technologies.

Real Estate Industry

Doğuş REIT (Doğuş GYO)
Doğuş Holding A.Ş. Share: (Indirect)
57.13% (through Doğuş Otomotiv A.Ş.)
Public Float: 5.56%
Ticker Symbol: DGGYO

Construction Industry

Doğuş İnşaat A.Ş.
Doğuş Holding A.Ş. Share: 100%

Having completed more than 250 infrastructure and superstructure projects with a total value exceeding USD 32 billion since its establishment in 1951, Doğuş İnşaat ve Ticaret A.Ş. is positioned among the world's most reputable construction and contracting companies.

Media Industry

Doğuş Yayın Grubu A.Ş
Doğuş Holding A.Ş. Share: 100%

Doğuş Media Group launched the era of thematic broadcasting in Turkey with NTV, the country's first news channel, and expanded its audience base with STAR TV, Turkey's first private television channel. The Group also hosts puhutv, Euro Star, NTV Radio, Kral FM, and Kral Pop Radio within its portfolio.

Energy Industry

Doğuş Enerji A.Ş.
Doğuş Holding A.Ş. Share: 100%

Doğuş Energy's total installed capacity of 1 GW consists of the Artvin Dam and Hydroelectric Power Plant (332 MW), wholly owned by the Company; the Boyabat Dam and Hydroelectric Power Plant (513 MW), with a 34% partnership interest; and the Aslancık Dam and Hydroelectric Power Plant (120 MW), with a 33% partnership interest. The combined investment value of these projects totals USD 2.6 billion.

Tourism, Food & Beverage, and Retail Industries

Dream International B.V.
Doğuş Holding A.Ş. Share: 58.35%

Nahita Restoran İşletmeciliği ve Yatırım A.Ş.
Doğuş Holding A.Ş. Share: 100%

A leading force across the industries in which it operates, **Doğuş Food & Beverage, Tourism and Retail Group** curates unparalleled, tailor-made experiences to its guests, driven by a vision that elevates everyday living and inspires dreams. With a diverse portfolio of distinguished brands operating both domestically and internationally, the Group maintains a strong presence across **25 countries, 62 cities, and more than 300 locations.**

Doğuş Perakende A.Ş.
Doğuş Holding A.Ş. Share: 100%

Doğuş Retail brings together the world's most distinguished brands with their discerning audiences, offering guests a carefully curated universe of refined tastes. Operating across a broad retail spectrum—including luxury fashion, watches and jewelry, sportswear, cosmetics, art, and photography—Doğuş Retail collaborates with leading global brands and delivers a premium shopping experience through its teams of industry professionals, seamlessly uniting exceptional products with consistently high-quality service.

D-Hotels & Resorts

The D-Hotels & Resorts portfolio comprises a total of eleven hotels, including five hotels that are owned and operated by the Group—D Maris Bay, Argos in Cappadocia, Chenot Palace Weggis, D-Resort Göcek, and D-Resort Ayvalık—as well as six hotels in which the Group holds an investment stake, namely Soho House Istanbul, Maçakızı, Villa Maçakızı, Grand Hyatt Istanbul, Hyatt House Gebze, and The Peninsula Istanbul. In addition, the lease agreement with Labranda Loryma Hotels & Resort remains in effect. During 2024, the Group divested its entire shareholdings in Aldrovandi Villa Borghese and Four Seasons Astir Palace, and these properties were accordingly removed from the portfolio.

Galataport İstanbul Liman İşletmeciliği ve Yatırımları A.Ş.

Managing tourism, retail, and port operations through an integrated approach, Galataport Istanbul offers its visitors a vibrant social experience that redefines urban waterfront living.

[1] Doğuş Holding A.Ş. holds shares in more than 300 subsidiaries and affiliates across four continents. This Sustainability Report covers the Group's strategically significant companies that collectively account for the majority of the Holding's consolidated revenues. The scope of the Report has been determined in line with the materiality analysis conducted under the GRI and ESRS standards, and the data presented herein provide a highly representative reflection of Doğuş Holding's environmental, social, and governance performance.



SUSTAINABILITY MANAGEMENT and STRATEGY

SUSTAINABILITY STRATEGY and APPROACH

Doğuş Holding's sustainability strategy has been shaped in view of the principles of responsible investment, reflecting its position as a diversified group of companies. The effective and accountable management of the environmental, social, and governance (ESG) impact across the Group is regarded as one of the key pillars of long-term corporate resilience.

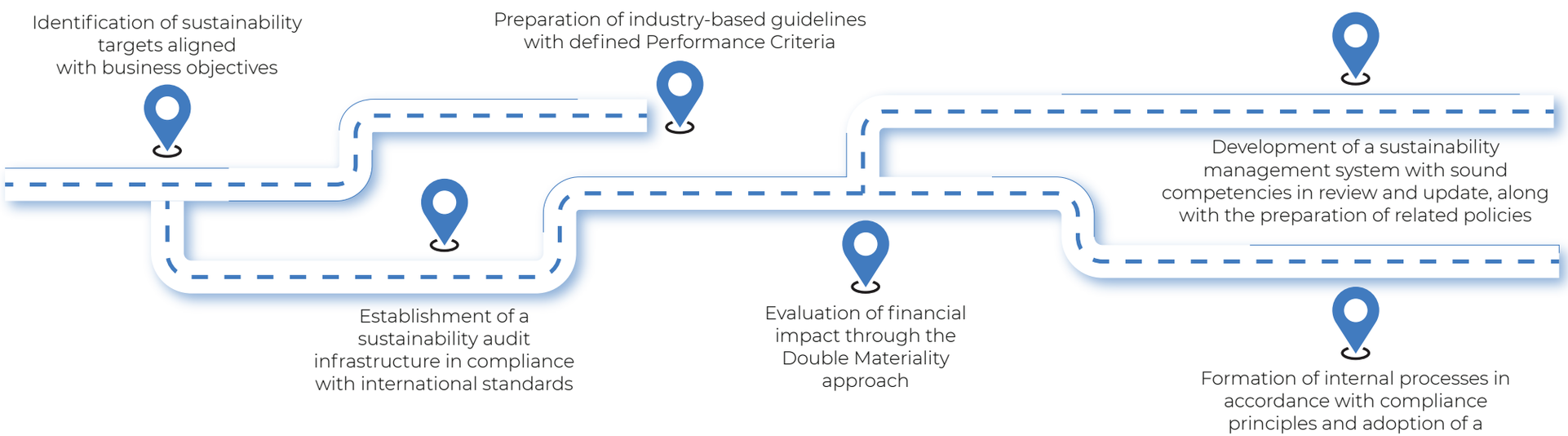
This strategy has been designed with a holistic approach for the Holding's subsidiaries and affiliates operating across diverse industries, and structured to allow each subsidiary and affiliate the flexibility to align with its own risk profile. At the same time, being integrated with the Company's corporate strategy, this structure plays a guiding role in investment decisions, business development processes, stakeholder communications, and performance monitoring systems.

GENERAL STRATEGIC APPROACH

This structured strategic approach enables Doğuş Holding to leverage its position as an investment company, direct its capital toward sustainable ventures within the service industries, and set an example through goals aligned with sustainable development objectives such as corporate governance and environmental management.

- **Strategic structuring of the relationship between sustainable investments and financial performance**
- **Ensuring the sustainability of the environmental ecosystem and the efficient use of natural resources**
- **Acting with a strategic approach centered on the principles of ethics, governance, and transparency**
- **Integrating the management of social impact as an essential component of the sustainability approach**

ROAD MAP



Core Components of the Strategic Approach

Doğuş Holding has built its sustainability strategy upon five core principles:

1. Evaluating investments based on sustainability criteria: Considering environmental impacts, social risks, and governance performance in all new investment decisions

2. Steering subsidiaries and affiliates within a framework of guiding principles: Defining material issues specific to each company's field of activity and establishing sustainability management through common policies and performance indicators

3. Corporate transparency and accountability: Disclosing strategies and integrating them into internal control mechanisms with implementation and reporting processes

4. Monitoring stakeholder expectations and integration into the governance system: Regularly inquiring the sustainability-related material issues of key stakeholders and incorporating these expectations into the risk management framework

5. Risk- and opportunity-based management model: Ensuring that the strategy focuses not only on risks but also on evaluating new business opportunities arising from environmental and social transformation

SUSTAINABILITY STRATEGY

- **Creates value for its stakeholders**
- **Manages climate risks among its priority risks**
- **Develops policies for the efficient use of resources**
- **Places corporate governance and business ethics at the core of its sustainability strategy**
- **Assumes a guiding and supportive role for all its subsidiaries**
- **Places diversity and equity at the center of its management approach**
- **Acts with an investment vision that is transparent and accountable.**

Mission and Vision of Doğuş Holding

Sustainable Investments and Financing

To develop and implement an investment screening process that incorporates ESG criteria across all industries in which we invest, by focusing on service quality.

Environmental Sustainability

To establish specific carbon reduction targets by promoting the use of renewable energy and energy-efficient technologies across all our subsidiaries and affiliates and to support circular economy practices.

Ethics, Corporate Governance, and Transparency

To strengthen governance structures in order to elevate ethical decision-making processes at all levels of our subsidiaries and affiliates to global standards and to enhance our accountability performance.

Social Development

To actively contribute to social development through well-defined programs that address local needs in the regions where our subsidiaries and affiliates operate.

Strategic Positioning Developed Through the IPI Methodology

Doğuş Holding's sustainability strategy has been configured based on the IMAGE–PROFILE–IDENTITY (IPI) methodology. Within this framework strategic gaps and areas for improvement have been identified through the following evaluations:

• **IMAGE:** The phase in which the sustainability-related expectations of key stakeholders from Doğuş Holding are assessed,

• **PROFILE:** The evaluation of peer companies' performance levels and best practices,

• **IDENTITY:** The analysis of Doğuş Holding's current level of sustainability maturity,

This approach enables Doğuş Holding to clearly recognize its potential and to establish a systematic roadmap toward achieving its ideal state.

Risks and Opportunities Perspective

The strategy allows for the identification and management of topics such as climate, social impact, compliance, and digitalization risks throughout the entire process, issues such as. At the same time, new business development opportunities have emerged in areas such as;

• Designing the transition process toward decarbonization,
• Developing circular business models,
• Defining responsible investment criteria,
• Expanding stakeholder-oriented governance systems

In this respect, the strategy plays a critical role in enhancing the transformative impact of the business model.

Objectives and Monitoring Structure

Each component of the strategy is supported by measurable targets, and performance indicators have been defined to monitor progress toward these targets. The monitoring of the strategy is carried out under the coordination of the Holding Sustainability Committee, the Sustainability Council, and the Monitoring Committee.

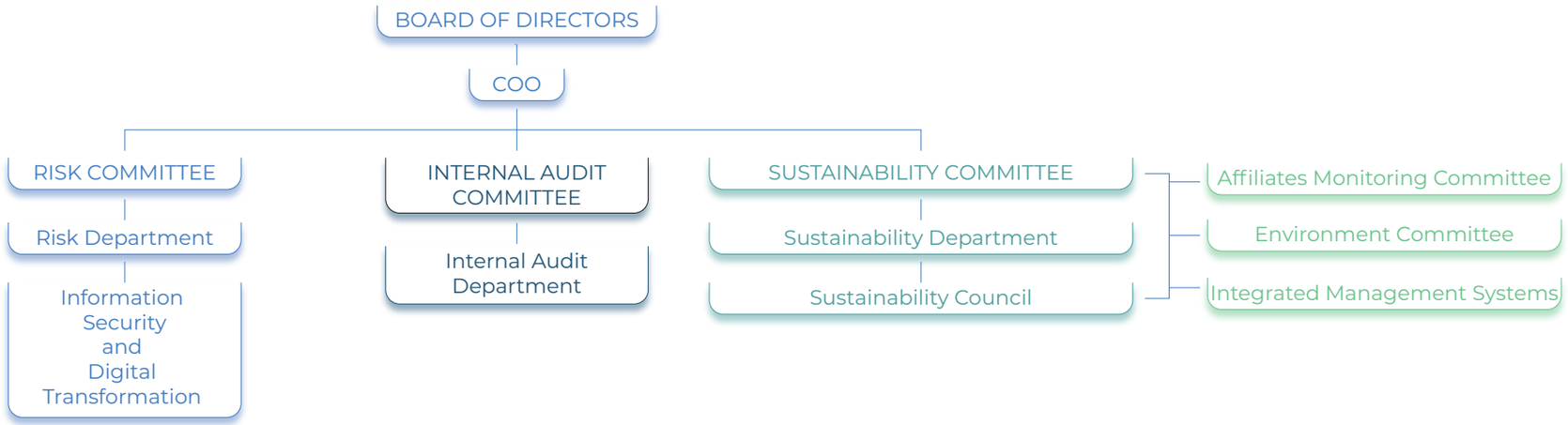
Strategy Principle	Targeted Impact	Risk Connection	Opportunity Potential
Carbon Reduction	Emission reduction, energy efficiency	Physical risks	Access to green financing
Transparent Governance	Stakeholder trust	Compliance risks	Alignment with investor and global expectations, competitiveness
Local Impact	Social license to operate	Social risks	Investment incentives
Digitalization	Operational efficiency	Data security risks	Traceability and automation, efficiency-driven transformation

SUSTAINABILITY GOVERNANCE STRUCTURE and RESPONSIBILITIES

At Doğuş Holding, sustainability management is carried out under the oversight of the Board of Directors through a multi-layered and institutionalized governance system. This structure has been designed to comprehensively encompass strategic decision-making mechanisms, implementation coordination, and performance monitoring processes.

Sustainability is coordinated across the organization through key governance bodies such as the Board of Directors, the COO, the Sustainability Committee, the Sustainability Council, and the Affiliates Monitoring Committee. The structure is also in interaction with the Internal Audit, Risk, and Environment Committees.

DOĞUŞ HOLDING SUSTAINABILITY MANAGEMENT



Board of Directors and Executive Oversight

The Board of Directors has incorporated the sustainability strategy among the Company's corporate material issues and, in this regard, established the Sustainability Committee, which functions directly under the authority of the Board. The Committee oversees environmental, social, and governance (ESG) matters within a framework that extends from policies to targets and from risk monitoring to reporting, while also being responsible for ensuring the overall coherence of strategy, policy, and performance outcomes.

Reporting to the Sustainability Committee, the Head of the Sustainability Department assumes reporting, coordination, internal data management, and communication responsibilities. Working in collaboration with other support functions, this structure ensures that sustainability processes are disseminated throughout the organization

COO and Functional Coordination

Under the leadership of the Chief Operating Officer (COO), organizational and business functions within the Holding are organized horizontally. The Risk Committee, Internal Audit Committee, and Sustainability Committee maintain direct communication with the COO and operate as complementary structures. The processes among these committees are organized as follows:

- **Risk Committee**, together with the Risk Department, carries out activities across the Group to ensure the early detection and management of risks, as well as the analysis of opportunities.
- **Internal Audit Committee**, through the Internal Audit Department, oversees the comprehensive execution of audit activities across the Group, approves audit plans, and coordinates reporting processes.
- **Sustainability Committee**, through the Sustainability Department and the Sustainability Council, coordinates the implementation of policies, manages internal data systems, and ensures the tracking of strategic targets. Coordination across all processes is maintained through shared members between the Risk and Internal Audit Committees.

Sustainability Council

The Council, composed of the managers of business units within the Holding, is responsible for ensuring the adoption of sustainability across the organization, promoting the dissemination of best practices, and supporting the alignment of high-level decisions with sustainability policies. Council members are tasked with monitoring performance targets, conveying implementation insights, and fostering internal communication.



Affiliates Monitoring Committee

The Affiliates Monitoring Committee was established to facilitate the implementation of Doğuş Holding's sustainability strategies across companies within the Group operating in various industries. The Committee was structured as a monitoring committee directly integrated into the Holding's sustainability management model, and it operates as a guidance and engagement platform aiming to fortify strategic sustainability awareness across the Group and support the corporate development of affiliates.



Established in 2024, the Committee is composed of representatives from companies that generate significant revenue for the Holding and, at the same time, carry higher levels of sustainability-related risk. Committee members, who serve as executives responsible for sustainability within their respective companies, gain first-hand insight into the Holding's current strategies through the Committee's activities and have the opportunity to develop roadmaps for applying these strategies within their own organizations.

The Committee convenes on a regular monthly basis, and each meeting focuses on a specific sustainability topic, examined through expert insights and examples from the industry. The meetings also include discussions and evaluations designed to foster mutual learning. The Committee's structure allows internal experts from Group companies to be invited on relevant topics, thereby strengthening the industrial context and supporting knowledge sharing across organizations.

This structure enables affiliates to identify risks arising from their respective industries at an earlier stage, address corporate challenges they encounter in sustainability-related matters, and closely follow global developments. At the same time, how strategies and policies developed at the Holding level are received and interpreted differently among companies is regularly monitored, and these insights are systematically shared with the Strategy unit. In the upcoming period, the activities of the Affiliates Monitoring Committee are expected to directly contribute to the development of industrial guidelines, thematic strategy documents, and compliance processes. This structure not only conveys the Holding's corporate capacity to its affiliates but also assumes a knowledge-based consulting role in areas where the affiliates require support.

Thematic Training Programs of the Monitoring Committee

Sustainability Topics	Departments Attending to Training Programs
Corporate Governance	Investor Relations
Risk Management	Risk Department
Stakeholder Engagement	Corporate Communications
Employee Engagement	Human Resources
Volunteering Programs	Human Resources, Corporate Communications
Digital Transformation and Information Security	Information Security, Corporate Governance, Information Technologies, Sales, Marketing
Supply Chain Management (Upstream)	Procurement Departments
Supply Chain Management (Downstream)	Dealer Management, Sales, Marketing
Climate Law	Administrative Affairs, Sustainability
Internal Audit	Internal Audit, Compliance

Environment Committee

The Environmental Committee was established to ensure the continuous monitoring of environmental performance, maintain compliance with environmental legislation, and develop policy recommendations on climate change and natural resource management. It is responsible for monitoring the Company's performance, providing the Sustainability Committee with information on environmental matters, and developing strategies to ensure alignment across affiliates. The structure has been designed to operate in an integrated manner with both operational and strategic processes.



STAKEHOLDER ENGAGEMENT and ENGAGEMENT PLATFORMS

Doğuş Holding's sustainability management model is built upon structured and continuous communication processes established with stakeholders. Given the Group's diverse portfolio of affiliates operating across various industries, monitoring stakeholder expectations, ensuring alignment, and managing the strategic flow of information through an institutionalized approach are of critical importance. Consequently, stakeholder relations within the Holding have been defined as an integral part of the governance structure and are managed by designated departments.

Stakeholder engagement is carried out through a multi-layered structure coordinated by the Board of Directors, the Sustainability Committee, the Council, the Affiliates Monitoring Committee, and the relevant business units. For each stakeholder group, the methods and tools used, feedback cycles, and monitoring mechanisms are based on defined processes.

Engagement Strategy

The stakeholder engagement possesses a systematics that ensures the feedback received from stakeholders are regularly compiled and gathered information is incorporated into strategic decision-making processes. The system is built upon the following core approach:

· Responsible business units have been identified and assigned for each stakeholder group.

· The frequency of engagement is determined according to the needs of the fields of activities and the risk level of the industry which was invested

· Collected information is reported at regular intervals to be evaluated by the Sustainability Committee and the Council.

· Sustainability-related topics are communicated back to the companies through the Monitoring Committee, under the coordination of the Holding, as feedback intended to guide their implementation processes.

STAKEHOLDER ENGAGEMENT STRATEGY

- Regular inquiry of stakeholder expectations and concerns
- Integration of stakeholder expectations into the Company's risk management process
- Evaluation of collaboration opportunities with stakeholders
- Ability to respond effectively to stakeholder expectations

Motivation:

- Compliance with sustainability standards
- Advanced risk management models (stakeholder participation-oriented)
- Establishment of infrastructures that will support the advancement of our subsidiaries and affiliates in the field of sustainability

Goals



To regularly collect qualitative and quantitative data through surveys and feedback mechanisms



To develop clear, consistent, and transparent communication strategies tailored to each stakeholder group and establish strategic policies for communication with investors and financial institutions



To provide as much feedback as possible to stakeholders via digital platforms, focusing on supplying them with sufficient information and responding to their inquiries in time

Doğuş Holding Stakeholder Engagement Platforms[2]

Stakeholder Group	Expectations	Method and Tools	Frequency	Responsible Unit
Shareholders	Transparency, financial management, long-term strategy	Board of Directors meetings, financial reporting	Regularly	Investor Relations, Finance
Investors	Strategic objectives, risk management, reporting in line with global standards	Investor presentations, IR meetings	Periodically	Investor Relations
Employees	Training, development, engagement, communication	Surveys, meetings, training programs, suggestion system	Regularly	Human Resources
Affiliates and Subsidiaries	Strategic alignment, guidance, knowledge sharing	Sustainability Council, Monitoring Committee, meetings	Monthly / Quarterly	Sustainability
Employees of Affiliates	Knowledge sharing, process alignment	Thematic sessions, coordination calls	As needed	Sustainability, Human Resources
Governmental Organizations and Public Institutions	Legislative compliance, public policies	Official meetings, briefing sessions, official correspondences and notifications	Regularly	Legal, Tax Transactions, Financial Affairs
Business Partners and Suppliers	Ethics, compliance, sustainable procurement processes	Supplier assessments, contractual processes	Regularly	Procurement
International Organizations	Global standards, compliance, membership obligations	Platform meetings, reports	Annually	Sustainability, Investment and Risk Departments

DOUBLE MATERIALITY ANALYSIS and MATERIAL ISSUES

With the intent to strengthen its sustainability management, Doğuş Holding carried out a process in 2024 – which aligns with international reporting standards – through which its material focus areas are identified. According to the objective of this process, the Holding's impact across environmental, social, and governance (ESG) domains, investment risks that vary by industry, as well as the financial impact were assessed from a holistic perspective. The double materiality approach, by taking into account both the Company's external impact and the operational and financial results of this impact, will assume a guiding role in strategic decision-making processes.

The stakeholder expectations forming the basis of this study and evaluated during the double materiality workshop were identified through consultations with executives who are knowledgeable about the expectations of Doğuş Holding's key stakeholders—Shareholders, Government and Public Institutions, Employees, Employees of Affiliates, Investors, Affiliates and Subsidiaries, International Organizations, Business Partners and Suppliers, and Climate—and who define relevant strategies in line with these expectations. The Company engages with key stakeholders throughout the year via various dialogue platforms to understand their expectations. Detailed information regarding these dialogue platforms is available on the corporate website.

Key Findings

Strategic Assessments and Main Outcomes

Through the Double Materiality Workshop held on October 11, 2024, Doğuş Holding advanced its sustainability approach one step further by not only ensuring alignment with international standards but also aiming to establish a strategic balance between stakeholder expectations and the Company's environmental, social, and governance (ESG) impact. This approach reflects the Company's proactive value creation mindset.

The Company has recognized climate as a stakeholder and, by assessing its expectations, adopted an innovative approach that analyzes both the Company's environmental impact and the long-term effects of climate change on its operations. Furthermore, as revealed by the workshop outcomes, an integrated double materiality analysis model has been developed using existing financial and operational data, with the objective of embedding a highly data-driven perspective into strategic decision-making processes.

Industry Developments and Best Practices

In the studies conducted on sustainability management, Doğuş Holding A.Ş. has been treated as a legal entity. For this reason, in the preliminary assessment conducted during the workshop, an investment company perspective was adopted, and the material issues identified by the industries in which the Holding operates, as well as how peer companies leading these industries approach in handling such material issues were examined. Consequently, by analyzing the material issues classified by these companies, the reasons and ways in which they attach importance to these focus areas were appraised.

[2] Doğuş Holding A.Ş. provides detailed information on its dialogue platforms with key stakeholders on its corporate website.

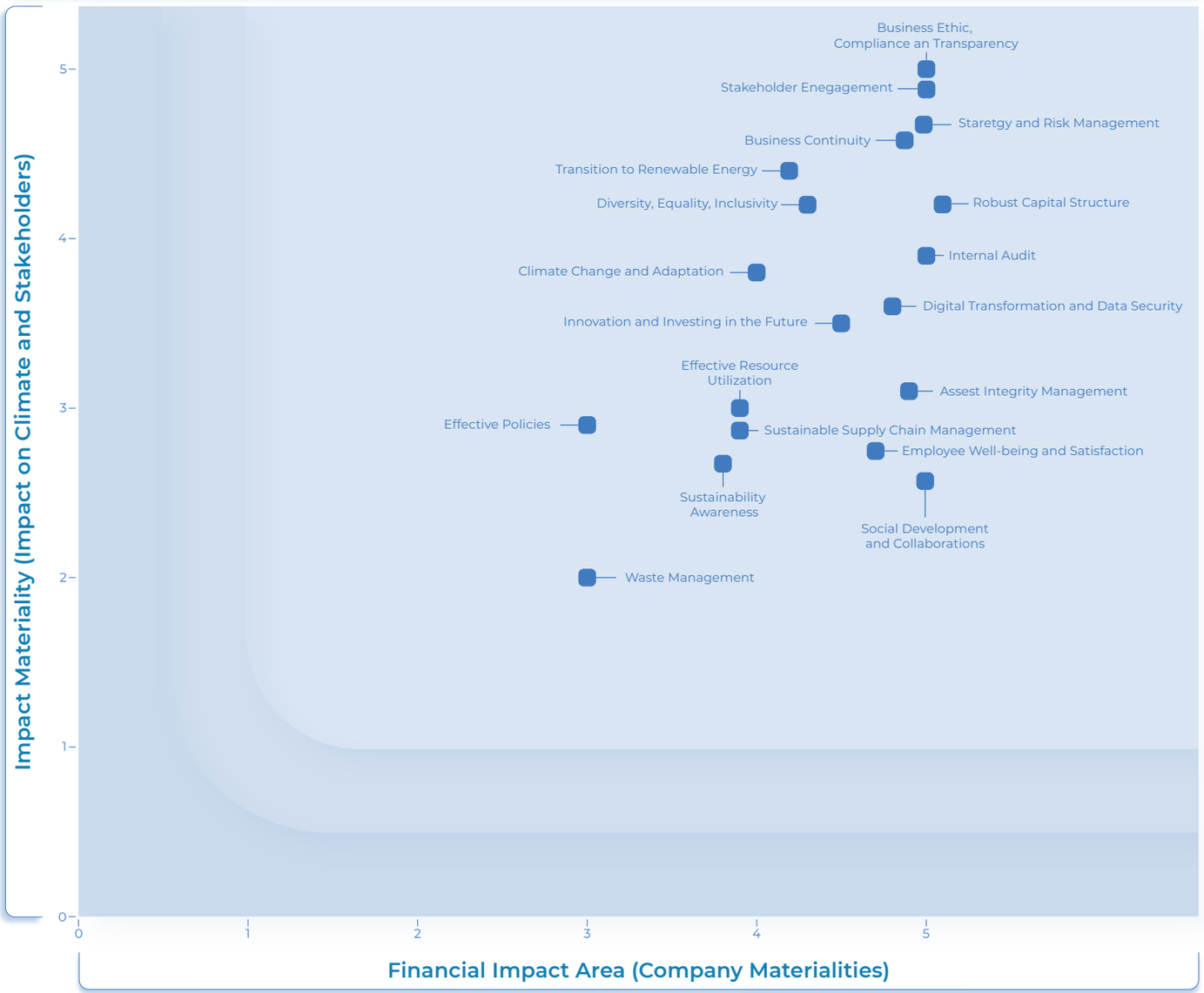
Evaluation of Material Issues

Guided by a consultant, material issues in respect to stakeholders as well as material topics that directly affect the Holding's activities and existence were identified. As stipulated by the double materiality principle, the evaluation also considered the two-way impact, assessing not only how these issues impact the Company's operations but also how the Company impacts these issues.

Materiality and the Matrix

The identified material issues were classified in accordance with their potential impact using the methodology recommended by the AA1000SES standard (Five-Part Prioritization Test), and further evaluated based on the double materiality perspective in terms of the Company's strategic priorities.

Doguş Holding Double Materiality Matrix 2025



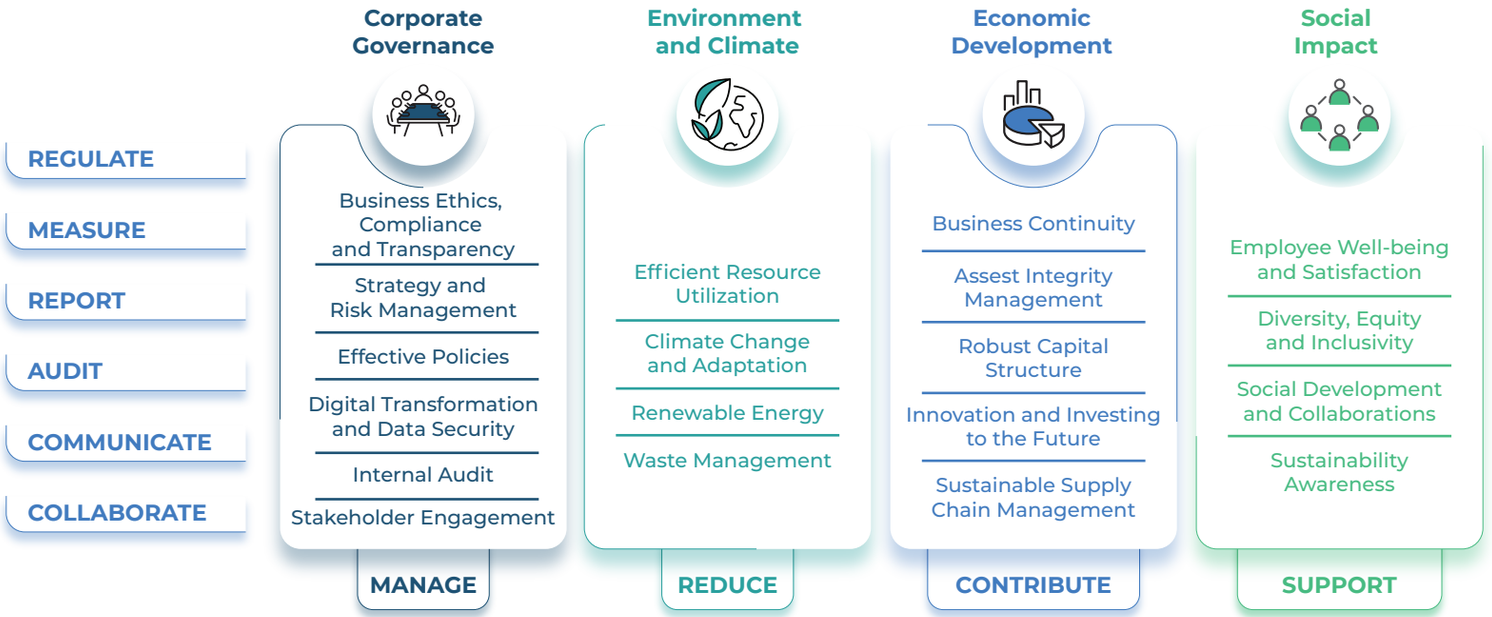
The four strategic focus areas identified within the scope of this study form the main framework of Doğuş Holding's sustainability approach for the upcoming 2025–2028 period. These areas represent a holistic structure in which the material issue topics identified through the double materiality analysis are classified according to their impact and financial materiality. The graphic below illustrates how these four areas are aligned and interfaced with the Company's management model and investment-related material issues in a coherent and corresponding manner, thereby making the Holding's sustainability approach more comprehensible.

The **Corporate Governance-Related Focus Area** represents the fundamental framework that upholds the Company's entire sustainability approach. Topics such as business ethics, compliance, policy framework, risk management, digital transformation, and data security are central to this area. Corporate governance strengthens the Holding's managerial coherence through a shared corporate culture it strives to establish across the Company's operational activities — including measurement, reporting, auditing, stakeholder information sharing, and collaboration.

The **Environment and Climate-Related Focus Area** is founded on reducing environmental impact. Its material issues include climate change adaptation, energy management, waste management, and resource efficiency. This approach aims to mitigate climate-related risks and systematically enhance environmental performance.

The **Economic Development-Related Focus Area** builds upon Doğuş Holding's investment-oriented strategic structure and focuses on financial resilience, business continuity, and asset integrity. A strong capital structure, innovation capability, and the sustainable management of supply chains constitute the key components of this area, which represents the structure supporting the Holding's long-term investment strategy.

DOĞUŞ HOLDING MATERIALITY TOPICS 2025-2028



The expressions "manage, reduce, contribute, support" featured in the graphic provide a conceptual framework summarizing the strategic direction of these four focus areas. In addition to reflecting Doğuş Holding's systematic approach to sustainability management, this framework also facilitates decision-making processes to be carried out within a shared logic.

Through this structure, Doğuş Holding's sustainability approach is presented within a clear, actionable, and auditable framework, establishing a sound foundation for measuring, monitoring, and managing sustainability performance all along the 2025–2028 period.

Each of these focus areas is managed in alignment with the guiding principles set forth by the Sustainability Committee, the coordination efforts led by the Sustainability Council, and the implementation-oriented feedback provided by the Monitoring Committee. These focus areas constitute one of the fundamental bases on which management decisions are grounded, and the progress targeted across these areas for the 2025–2028 period will be regularly monitored through a data-driven tracking system. Planned systematically from the outset, this infrastructure is expected to provide the governance framework necessary for Doğuş Holding's sustainability strategy to be more firmly embedded within its corporate processes.

BUSINESS MODEL and VALUE CHAIN

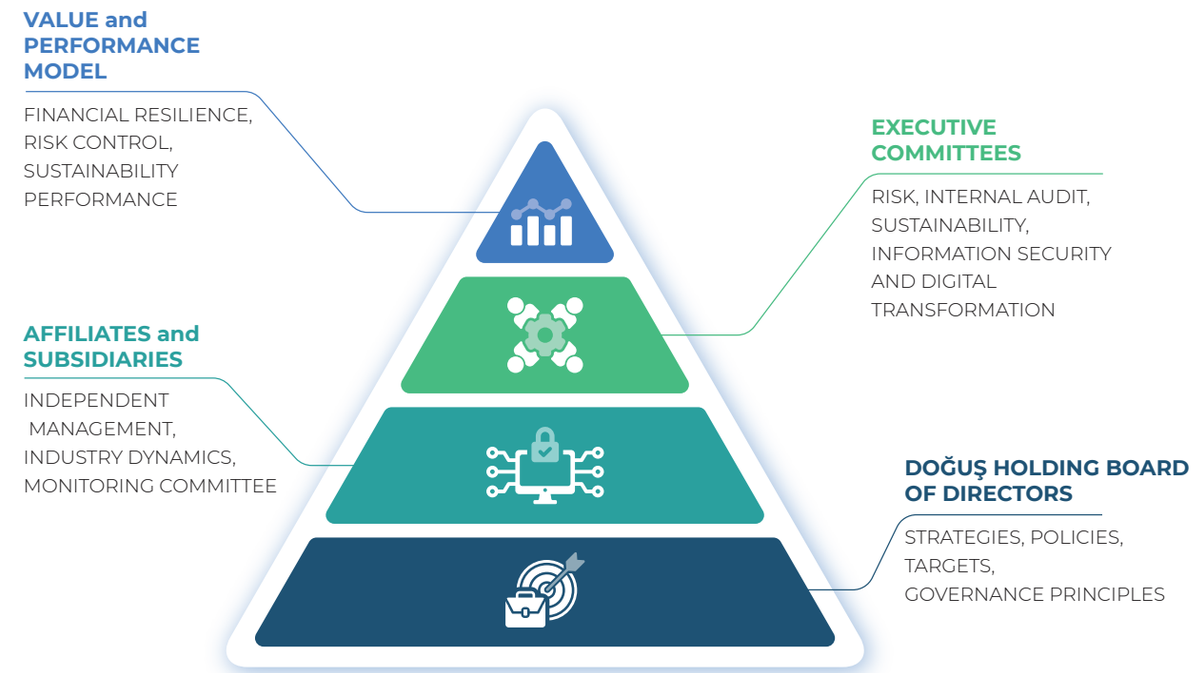
Doğuş Holding's business model provides a strategic framework that ensures the consistent and traceable management of its multi-industry investment structure from a sustainability perspective. This model is founded upon a clear distinction between the Holding's role in decision-making and guidance, and the Group companies' role in implementation within their respective fields of operation.

Doğuş Holding determines its sustainability strategy, policies, and targets in alignment with fundamental governance principles. These strategic components guide the operations of the Group companies, each of which fulfills the requirements of its own industry. Implementation outcomes are regularly evaluated by Doğuş Holding's high committees, and these evaluations provide meaningful inputs for both risk management and long-term value creation.

The value chain structure begins with upstream inputs—including shareholders' and key stakeholders' expectations, industrial requirements, and international standards—and progresses through core activities such as strategy development, governance, risk management, digital transformation, and portfolio coordination. The economic, environmental, and social outcomes arising from the companies' operations constitute the downstream value components.

This approach demonstrates that, across the entire Group, Doğuş Holding does not regard sustainability merely as a singular operational model but rather as a strategic management framework. The Company's business model embodies a structure that recognizes the sensitivities of the diverse industries in which it operates, while preferring that activities related to the monitoring and evaluation of outcomes be carried out at the central level.

SUSTAINABILITY GOVERNANCE AND VALUE CREATION



Value Chain Perspective

Doğuş Holding's value chain consists of a process that begins with the accumulation and allocation of capital, continues with governance practices, and concludes with the reflection of economic outputs, environmental results, and social impact to stakeholders. At every stage of this process, risk and opportunity assessments provide continuous support.

DOĞUŞ HOLDING VALUE CHAIN

UPSTREAM VALUE CHAIN

CAPITAL GENERATION CONTRIBUTERS	GROUP COMPANIES AND BUSINESS UNITS	STRATEGIC STAKEHOLDERS	INTERNATIONAL ORGANIZATIONS
Shareholders, Investors, Financial Institutions	Affiliates and Subsidiaries, Doğuş Holding Business Units	Public Institutions, Suppliers, Business Partners, Industrial Organizations and Associations	Global Regulatory Bodies, International Markets, Business Partners

CORE ACTIVITIES

STRATEGY AND INVESTMENT FRAMEWORK	GOVERNANCE AND PORTFOLIO MANAGEMENT	OPERATIONAL PRACTICES AND STRATEGIC DECISIONS
· Investment Strategy · Capital Allocation · Portfolio Valuation · Integration of Targets · Policy Development	· Governance Structures · Committee Structures · Affiliates Management · Performance Monitoring and Audits Data and Reporting	· Defining the strategic framework · Conveying ESG targets to companies · Monitoring implementation outcomes · Conducting audits and evaluations

DOWNSTREAM VALUE CHAIN

SUPPORT FUNCTIONS AND INFRASTRUCTURAL ELEMENTS

· Risk Management · Internal Audit · Digital Transformation and IT	· Finance · Financial Reporting · Brand Management	· Human Resources · Legal and Compliance · Corporate Communication	· Investment Management · Sustainability · Entrepreneurship and Innovation · Administrative Affairs and Building Management

The table below summarizes the main components of Doğuş Holding's business model and example indicators of those components associated with their 2024 performance:

Business Model and Value Chain

Type of Capital	2024 Inputs	Activities	2024 Outputs	Outcomes
Financial Capital	Investment expenditures: **TRY 13.1 billion**	Capital allocation, portfolio management	Investment realizations Capital structure updates Portfolio profitability and revenue composition	Capital efficiency, long-term growth
Manufactured Capital	Operational infrastructure of Group companies	Operations coordination, service infrastructure	Operational performance reports Infrastructure utilization data Completion of annual maintenance and improvement plans Efficiency efforts in procurement and service processes	Operational resilience, service continuity
Intellectual Capital	Digital project budget: **TRY 411,419** Active projects: **3**	Digital transformation, process standardization, inVendo and inVendoUp	50 business idea submissions (inVendo) 2 pilot projects 80 start-up applications (inVendoUp) 4 PoCs with start-ups 3 active digital transformation projects 700+ engagements with the start-up ecosystem Outcomes of the start-up–Holding synergy model	Increase in digital maturity rate, analytical capacity, and innovation investments
Human Capital	Total number of employees: **170 (*)** [3] Percentage of female employees: **42,9% (*)**	Talent management, training	Hours of training: **1,296 hours (OHS)** Employee Loyalty **(87%)** Average term of service: **9.5 years**	Increased competencies, sturdy corporate culture
Social and Relational Capital	Number of suppliers: **679** Local procurement ratio: **99.12%**	Stakeholder dialogue, supplier management	Supplier assessments (risk scores) Audited suppliers: **77.7%** Stakeholder meetings and feedback mechanisms Information briefs prepared for strategy communication	Stakeholder trust, robust supply chain
Natural Capital	Scope 1: **604,35 (*) tCO_2e** Scope 2: **569,41 (*) tCO_2e**	Energy, water, waste, and emissions management	Annual emission inventory Energy consumption: **13,243.73 GJ** Water consumption: **3,858.74 m^3** Waste volumes and recovery rates Environmental compliance declarations	Climate resilience, resource efficiency

RISK MANAGEMENT

Doğuş Holding's risk management approach is built upon a holistic framework that safeguards the sustainability, financial performance, and operational integrity of its multi-industry strategic investment model. The Holding regards risk management not merely as a compliance process but as a strategic management instrument that supports long-term value creation.

This approach has been developed with the objective of strengthening the corporate governance structure, integrating sustainability-related material issues into decision-making processes, and establishing a consistent risk awareness across Group companies

The risk management structure operates as an integrated whole through policies and principles defined at the Board of Directors level, oversight by the Risk Committee, a functionally segregated risk management, and internal audit processes. This structure has been designed by taking into account both the distinct risk dynamics faced by Group companies operating in different industries and Doğuş Holding's investment strategies and growth objectives.

[3] Number of Doğuş Holding A.Ş. employees only. Employees who are not responsible for the operations of Doğuş Holding A.Ş. are not included.

Risk Management Structure and Management Approach

At Doğuş Holding, risk management is conducted in line with the Corporate Risk Management Policy approved by the Board of Directors. This policy serves as a key reference document that standardizes the processes of identifying, assessing, prioritizing risks, determining their mitigation strategies, and monitoring risks as they actualize. The policy encompasses a broad framework covering financial, operational, strategic, compliance, ethics, social, environmental, and technological risks.

The risk management function at Doğuş Holding is positioned under the Risk Committee. The Risk Committee convenes at least four times a year to evaluate the Holding's risk profile, risk developments across the Group, actions taken, and overall risk appetite. The Committee maintains regular interaction with various functions such as sustainability and digital transformation. A structure has been established that enables the integration of sustainability-related risks and opportunities into the risk management processes of Group Companies as well and ensures that industrial risks are addressed within a common framework at the Holding level.

Doğuş Holding Risk Model

Risk management processes encompass a wide area that is impacted, ranging from financial sustainability to environmental and social performance. The risks identified at Group companies are evaluated at the Holding level using a standardized methodology and are classified under the following five six categories, in line with the policy:

- **Financial Risks:** Effects arising from exchange rate, interest rate, liquidity, and macroeconomic variables.

- **Operational Risks:** Risks related to supply chain, process efficiency, human resources, and business continuity.

- **Compliance and Legal Risks:** Legislative obligations, contractual risks, and adherence to ethical principles.

- **Environmental, Social, and Governance (ESG) Risks:** Risks related to climate impacts, environmental performance, human rights, stakeholder relations, and reputation.

- **Technologic Risks:** Risks concerning digital infrastructure, cybersecurity, and information systems.

- **Strategic Risks:** Risks that involve competition, market and investments-related matters.

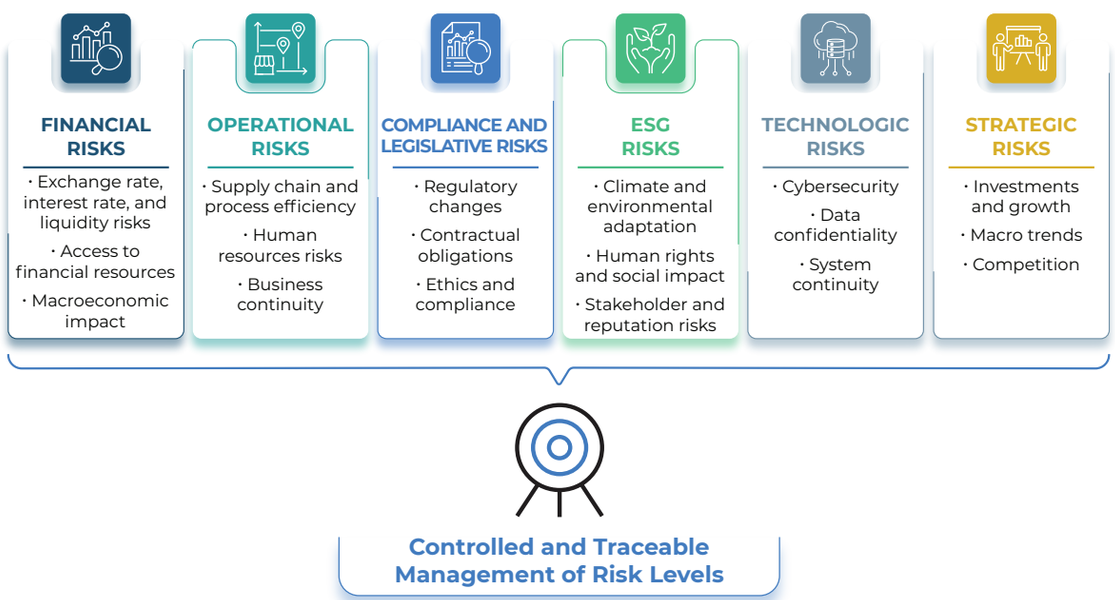
In the risk management process, the Holding follows the steps of identifying, defining, assessing (5×5 L-Matrix), conducting opportunity analysis, prioritizing, determining response strategies, reporting, and monitoring risks, thereby establishing a common methodology for the Holding as well as its subsidiaries and affiliates. In addition, risk categories and opportunity analyses constitute essential components of decision-making in new investment evaluations.

Sustainability- and ESG-related risks have been integrated into the officially defined risk categories in accordance with the procedure. Efforts have been initiated to monitor the key elements of ESG risks such as climate transition risks, environmental compliance obligations, human rights risks, and data security. The outcomes of the double materiality assessment feed into the risk identification phase, while the outputs of risk management also contribute to monitoring sustainability performance. Thus, risk and sustainability structures evolve into an integrated mechanism that reinforces one another. The integration of social and environmental risks into risk management strengthens the Holding's role in value creation while also promoting a clear and systematic management structure through which strategic guidance and risk oversight are conducted at the Holding level.



DOĞUŞ HOLDING RISK MANAGEMENT MODEL

Standardizing risks, ensuring the visibility of opportunities, and strengthening long-term resilience at the Holding level



Linking Risks and Opportunities with the Performance

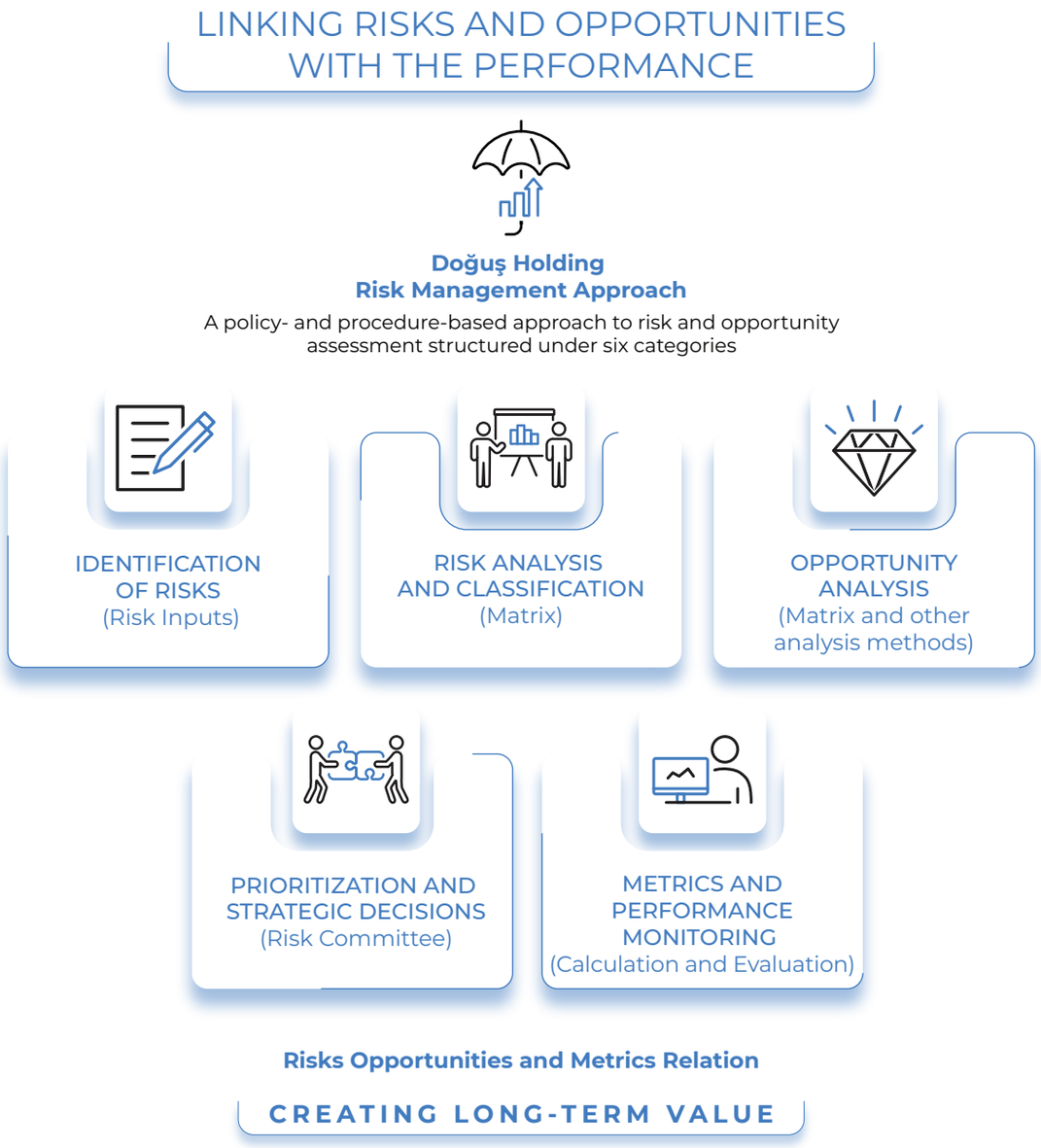
Doğuş Holding's risk management approach is addressed within an integrated structure that incorporates the double materiality assessment, one of the core components of its sustainability strategy. Through this integrated structure, risks, opportunities, and performance indicators are evaluated within a unified framework, and each element is utilized to reinforce the meaning and outcomes of the other.

In determining risk categories and assessing materiality, the findings obtained from the double materiality analysis are directly taken into consideration as inputs. Insights regarding stakeholder expectations, environmental and social impact, operational requirements, and governance practices are integrated into the risk identification phase. In this way, the scope of risk categories expands beyond operational risks to include a broader perspective that encompasses environmental and social impact as well as stakeholder expectations.

Opportunity management is addressed within the same methodological framework as risk management. Opportunities are prioritized using the same methods applied in the risk and opportunity assessment process and serve as a guide in evaluating investment decisions. This interrelation is considered a critical component for implementing the sustainability strategy across Group companies and supporting the Holding's long-term value creation approach. Sustainability metrics, on the other hand, ensure that the outcomes of risk and opportunity management become traceable. Financial, operational, environmental, and social performance indicators are utilized to assess the tangible effects of risk levels or opportunity areas. Performance indicators serve as a key instrument for monitoring the results of actions taken to mitigate risks and for tracking the realization potential of opportunities. In this manner, Doğuş Holding manages sustainability issues beyond policies by linking them to measurable outcomes.

This integrated structure provides a corporate approach that fulfills the principles expected by both international and local sustainability standards—namely, "linking risks to impacts", "connecting material issues to management processes", and "ensuring transparent monitoring through performance indicators".

Doğuş Holding's risk management system contributes to strengthening the strategic foundation of sustainability management through the identification of opportunities and the monitoring of results supported by measurable metrics. The systematic integration of risks, opportunities, and performance indicators is designed to establish a comparable, consistent, and data-driven management approach that meets the requirements of the Holding's multi-industry structure.



Risks Opportunities and Metrics Relation

Risk management, by identifying and analyzing risks, making opportunities visible, and translating priorities into the Holding's strategy, enables the measurement of Group companies' performance and supports long-term



CLIMATE CHANGE and ENVIRONMENTAL MANAGEMENT

CLIMATE CHANGE MANAGEMENT and DECARBONIZATION STRATEGY

Overview of the Climate Change Management

Doğuş Holding considers climate change as a strategic matter that affects the long-term resilience of its investment portfolio. This approach aims to ensure that the environmental impact of subsidiaries and affiliates—varying according to their respective fields of activity—are addressed through a defined framework; that the decision-making processes are supported by data; and that resource utilization is directed in alignment with sustainability objectives.

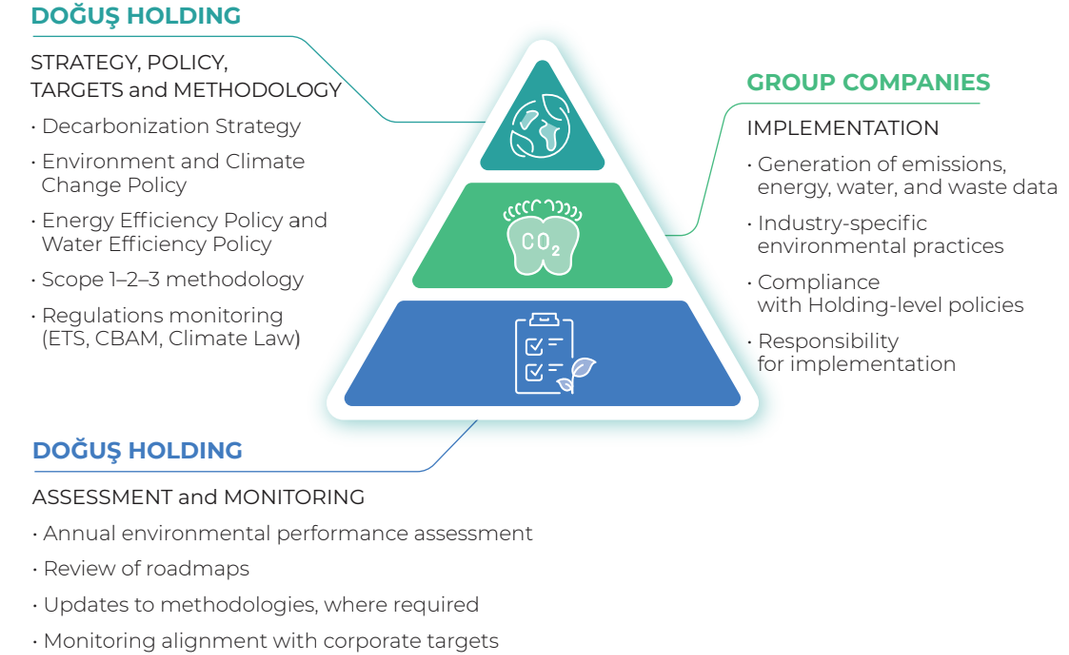
The strategic framework established for climate and environmental management is defined together with climate targets, policies, tailored methodologies, and implementation standards. Operational implementation is carried out within the internal processes of each Group company, in line with the nature of their activities, İndustry dynamics, and corporate strategies. While Doğuş Holding provides a common governance approach in areas such as carbon management, energy efficiency, water use, waste management, and the control of impact on ecosystems, it also enables each company to implement practices in accordance with its specific industrial conditions.

The Company's environmental performance is also assessed through its operational outputs, investment processes, and risk management, as well as through the contributions of the Group Companies to overall long-term value creation objectives. Because, Doğuş Holding considers climate management as a tool that enhances the financial resilience and competitiveness of Group Companies. For that reason, reducing carbon emissions, ensuring the efficient use of energy and water resources, and promoting circular economy practices occupy a significant place among its strategic objectives.

In line with the initiatives launched in 2024, Group companies have begun to regularly report their emissions, energy, water, and waste data to the Holding, and these data have been evaluated in accordance with the Decarbonization Strategy, Energy Efficiency Policy, and Water Efficiency Policy. Based on these evaluations, the Holding provides guidance to companies, monitors their roadmaps, and gains access to data that enable it to assess its own impact scope based on sound criteria. These roadmaps will constitute a critical foundation for an actionable and measurable framework that supports Doğuş Holding's long-term objectives in combating climate change.

Furthermore, Doğuş Holding also aims to regularly update its environmental management approach in line with the Climate Law enacted in Turkey, the National Emissions Trading System (ETS) currently under preparation, and carbon regulations effective at the global level (CBAM and the EU Taxonomy), and has already initiated efforts in this direction. This approach demonstrates that Doğuş Holding addresses environmental issues as a strategic area for value creation and manages them through a consistent management system supported by governance, data management, and implementation processes.

DOĞUŞ HOLDING CLIMATE MANAGEMENT MODEL



Doğuş Holding addresses climate change as a holistic value management area. Related strategies and policies are defined at the Holding level, while implementation is managed in an integrated manner within the companies' own systems, in line with their respective industry dynamics. As of 2026, outcomes will be analyzed by the Holding as a part of the annual review cycle.

Doğuş Holding Environment and Climate Change Policy

Doğuş Holding addresses environmental sustainability and climate change as an integral part of its corporate governance approach. Within this framework, climate change is not regarded as an issue limited solely to the Company's environmental impact; rather, it is managed in an integrated manner with strategic planning, risk management, operational decision-making, and performance monitoring processes. Environmental and climate change management has been structured by taking TS EN ISO 14001 Environmental Management System as a reference. In line with this approach, Doğuş Group Companies implement a systematic management framework aimed at identifying, monitoring, and mitigating the environmental impact arising from their operations. Climate change mitigation and decarbonization targets constitute core components of this system. The Company has initiated the ISO 14001 Environmental Management System certification process.

Doğuş Group adopts a climate approach aligned with the objectives of the Paris Agreement to limit the increase in global temperatures and, in this context, defines strategic targets for the reduction of its greenhouse gas emissions. The measurement, monitoring, and reporting of Scope 1, Scope 2, and Scope 3 emissions are considered essential tools in the management of climate performance. Emissions management is carried out in association with energy efficiency and the use of renewable energy initiatives, as well as practices geared for operational improvement.

In terms of climate change adaptation, the regular assessment of physical and transition risks is targeted. These assessments are integrated into risk management processes aimed at safeguarding operational continuity, enhancing asset resilience, and ensuring long-term business continuity. Adaptation and transition strategies are addressed by taking into account the unique risk profiles of the industries in which the companies operate.

Resource efficiency and circular economy principles are considered complementary components of environmental and climate change management. Doğuş Holding aims to reduce its environmental impact by optimizing resource utilization, minimizing waste generation, and broadening the scope of recycling practices. This approach is addressed in a manner that also encompasses supply chain practices.

Within the scope of the environment and climate change management, stakeholder engagement and transparency are placed among the core principles. Environmental targets, performance indicators, and progress status will be communicated to stakeholders through regular reporting, and the feedback obtained from them will serve as input to management processes. Data related to environmental and climate performance are reported within a framework that is open to independent verification.

The Sustainability Committee, operating under the Board of Directors of Doğuş Holding A.Ş., is responsible for the coordination and implementation of the Environment and Climate Change Policy. The management structures of subsidiaries and affiliates are responsible for developing and improving their environmental and climate performance in line with this policy.

Decarbonization Strategy

Doğuş Holding's Decarbonization Strategy has been developed to manage the environmental impact of Group companies arising from climate change across different industries and to establish a framework aligned with long-term mitigation targets. The Strategy is based on principles and methodologies defined at the Holding level, while implementation is carried out within each company's own processes according to their operational structures.

The core components of the Strategy include the regular calculation of emissions, improvement of data quality, enhancement of resource utilization efficiency, and the holistic assessment of environmental performance areas such as energy, water, and waste management. Within this framework, a calculation system has been established for Scope 1 and Scope 2 emissions, while a methodology appropriate to the multi-industry investment structure of the Holding Company has been developed for Scope 3 emissions. Once the Scope 3 study reaches its final form, it will be integrated into the Strategy, and annual roadmaps will be updated accordingly.

The Strategy has been designed in line with national and international regulations. The Climate Law enacted in Turkey, the Emissions Trading System currently under preparation, and the European Union's climate regulations are among the key determinants shaping the design of this framework.

Doğuş Holding has committed to regularly updating its sustainability policies by closely monitoring the effects of these regulations. The Holding evaluates environmental data received from Group companies using a standardized methodology and reviews roadmaps within the annual monitoring cycle. Through this approach, environmental data are assessed in connection with investment strategy and risk management. By this means, sustainability targets shall become an integral component of long-term value creation.

DECARBONIZATION STRATEGY

- Compliance with Regulations
- Investment and Financing Opportunities
- Competitive Advantage
- Operational Efficiency
- Climate Risks Management
- Alignment with Sustainability Strategy
- Stakeholder Expectations

Doğuş Holding's decarbonization strategy reflects a comprehensive approach aimed at managing climate risks and achieving long-term sustainability objectives. Based on measurable indicators, the Strategy targets a 50% reduction in Scope 1 and Scope 2 emissions and a 30% reduction in Scope 3 emissions by 2030 compared to 2022 levels.

By leveraging renewable energy, implementing an energy efficiency management system, and promoting circular economy practices, Doğuş Holding envisages a proactive transition toward its net-zero target. The Doğuş Holding Decarbonization Strategy aims to establish a foundation for transparent and accountable climate action that emphasizes climate-favoring progress, within the Company's investment approach.



DO-TRace Scope 3 Assessment Program[4]

The **DO-TRace Scope 3 Assessment Program** was launched by Doğuş Holding in 2024 with the intent to enable the management of direct emissions (Scope 1 and Scope 2) generated by the operations, alongside the systematic analysis of indirect emissions generated across the value chain (Scope 3). The DO-TRace Program provides a Scope 3 assessment and governance framework specifically designed for Doğuş Holding, taking into account its multi-industry structure, investment portfolio, and operational diversity. The primary objective of the Program is to prioritize, interpret, and render Scope 3 emissions manageable across the Holding's subsidiaries and affiliates, based on the companies included within the scope of the report.

Scope and Strategic Approach of the Program

While adopting a framework aligned with international standards (GHG Protocol Scope 3 Standard, ESRS E1, TSRS), the DO-TRace Program is based on interpreting these standards in a manner that aligns with Doğuş Holding's business model. Within the scope of the Program, the following factors have been evaluated together:

- The industries in which the Holding operates,
- Regarding affiliates and subsidiaries;
- their position within the value chain,
- their revenue scale, operational volume, and level of indirect impact,
- the accessibility and measurability capacity of their data

In line with this framework, DO-TRace has adopted a materiality-based assessment approach rather than a calculation model that assigns equal weight to all Scope 3 categories. By doing so, ensuring that all subsidiaries and affiliates, in their Scope 3 emission calculations, concentrate their focus on the areas that are truly material from the perspective of the Holding's decarbonization strategy is targeted.

Materiality Approach

The foundation of the DO-TRace Scope 3 Assessment Program is an industry-based Scope 3 materiality assessment developed specifically for Doğuş Holding. Rather than adopting an approach that treats all Scope 3 emissions as equally significant, this assessment aims to focus on areas that are directly linked to the Holding's business model, value chain structure, and strategic risks.

Within the scope of the materiality assessment, each Scope 3 category defined under the GHG Protocol has been evaluated separately for the industries in which Doğuş Holding operates and analyzed in line with the materiality principle. In this context, in addition to emission volume, the strategic, operational, financial, and legal impact of each relevant category for the Holding and its subsidiaries have been used as key assessment criteria.

[4] The DO-TRace Scope 3 materiality study was developed taking into account Doğuş Holding's business model and value chain structure. While compliant with international standards, it incorporates methodological assumptions specific to the Holding. Calculation details and coefficients are shared at a summary level due to methodological sensitivities.

Through this approach, even if their emission volumes are relatively low, categories that present regulatory compliance, reputation, or transformation risk potentials have not been classified as "immaterial,". Conversely, categories with limited data availability or no direct linkage to the Holding's business model have been deliberately excluded from scope.

The materiality assessment was conducted based on distinct industry rationales for the automotive, real estate, construction, energy, technology, media, tourism–retail–entertainment, finance, and services industries, taking into account the Holding's multi-industry structure. Accordingly, the Scope 3 assessment was built on a flexible framework that considers industry dynamics and their respective impact, rather than relying on a uniform calculation set.

At the same time, this approach enables Doğuş Holding to direct the resources and actions of its decarbonization strategy towards areas where they will have the greatest impact. The outputs of this materiality study serve as the primary reference for determining which Scope 3 categories will be subject to detailed calculation under the DO-TRace Program and which will be addressed in subsequent phases. At the same time, this approach enables Doğuş Holding to direct the resources and actions of its decarbonization strategy toward areas where the highest impact can be achieved.

Industrial and Organizational Scope

Within the scope of the Program, the industries in which Doğuş Holding has investments were evaluated based on the impact intensity of their Scope 3 emissions and their level of contribution to the Holding's financial performance. In this context, activities in automotive, construction, energy, real estate, technology, media/broadcasting, and tourism–retail–entertainment industries were included in the Scope 3 assessment.

In particular, in value chain–intensive industries such as automotive, tourism, and retail—where indirect effects related to procurement, logistics, product use, and dealer networks are more pronounced—the DO-TRace Program has adopted a more detailed assessment approach

Authorized Sales Network and Value Chain Integration

The DO-TRace Program addresses Doğuş Holding's value chain structure in a holistic manner, while clearly observing organizational responsibility boundaries. Although authorized sales network are separate legal entities with their own operational footprints, they are considered an integral part of the Holding's value chain.

Within this framework, DO-TRace has developed an approach that defines how and within which boundaries authorized sales network operations should be incorporated into the Scope 3 profile of the Holding. The objective is to ensure that authorized sales network-oriented indirect emissions are treated in a comparable, and manageable manner that is consistent with the Holding's decarbonization strategy.

Calculation Approach and Methodological Framework

The calculation approach used within the DO-TRace Program has been developed specifically for Doğuş Holding, drawing on international databases, industry averages, and activity-based indicators. However, the focal point of the Program is not only to produce quantitative results, but also to establish a governance structure that clearly articulates which data, and how they are used.

Detailed technical explanations regarding the calculations, including the coefficients and formulas used, are summarized in the section titled **"Methodological Information and Calculation Methods"** at the end of the report, and presented in a reporting-appropriate framework.

Added Value of the Program

The DO-TRace Scope 3 Assessment Program establishes a foundation for Doğuş Holding by:

- Linking Scope 3 emissions with strategic priorities,
- Directing decarbonization actions toward the most appropriate areas,
- Establishing a scalable and further developable infrastructure for future reporting,
- Creating a common language and methodological framework between the Holding and the subsidiaries

> Advancing Doğuş Holding's climate strategy beyond quantitative measurements, the DO-TRace Program is positioned as a tool that supports long-term transformation across the value chain.

Future Development Areas

The DO-TRace Program has been designed as a living and evolving structure. In the coming periods, the following are identified as priority areas for development:

- Expanding the scope of Scope 3 categories,
- Improving data quality,
- Strengthening data integration with dealers and suppliers,
- Developing performance indicators linked to decarbonization targets

Doğuş Holding Scope 3 Matrix

Industry / Investment Area	Representing Company / Companies	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	S11	S12	S13	S14	S15	Share in Overall Emissions (%)	Year
Automotive Group	• VDF Servis ve Ticaret A.Ş. • TÜVTURK Kuzey Taşıt Muayene İstasyonları Yapım ve İşletim A.Ş. Doğuş Otomotiv: • Doğuş Otomotiv Servis ve Ticaret A.Ş. • Yüce Auto Motorlu Araçlar Ticaret A.Ş. • Doğuş Gayrimenkul Yatırım Ortaklığı A.Ş. • Doğuş Sigorta Aracılık Hizmetleri A.Ş. • Doğuş Oto Pazarlama ve Ticaret A.Ş. • Doğuş Şarj Sistemleri Pazarlama ve Ticaret A.Ş.	◐	◐	●	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	16.82%	2024
Technology	• Doğuş Bilgi İşlem ve Teknoloji Hizmetleri A.Ş. alt kırılım: Hedef Medya Tanıtım Interaktif Medya Pazarlama A.Ş.	–	○	●	○	◐	○	○	○	○	–	–	–	–	–	–	0.14%	2024
Construction	• Doğuş İnşaat ve Ticaret A.Ş. Alt kırılımlar: -Doğuş Teknik İnşaat A.Ş. -Doğuş YDA Adi Ortaklığı -Doğuş – Yapı Merkezi –Özaltın General Partnership -Doğuş – Soma -Doğuş – VIA – Ultrastroy General Partnership -Doğuş Abu Dhabi GCC	○	○	◐	○	○	○	○	○	○	○	○	○	○	○	○	0.33%	2024
Food & Beverage	• A.L.E. Gıda Turizm ve Ticaret A.Ş. • Boğaziçi Borsa Lokantacılık İşletmeleri Sanayi ve Ticaret A.Ş. • Günaydın Restaurant LLC • D Eğlence Bar Restoran İşletmeciliği ve Yatırım A.Ş. • D Et ve Et Ürünleri Gıda Pazarlama Ticaret A.Ş. • Etiler Kebapçılık Restoran A.Ş. • Etiler Turistik Tesisler İşletmeciliği Ticaret A.Ş. • Günaydın Et Sanayi ve Ticaret A.Ş. • Günaydın Üretim ve Lojistik A.Ş. • Havana Yayıncılık Turizm ve Gıda Pazarlama Ticaret A.Ş. • Lacivert Turizm A.Ş. • Mezzaluna Gıda İşletmecilik Sanayi ve Ticaret A.Ş. • Nahita Restoran İşletmeciliği ve Yatırım A.Ş. • NUSRET GALLERIA RESTAURANT LTD • Nusret New York LLC • Nusret Restaurant LLC • Nusret UK Ltd. • Popülist Yiyecek İçecek Sanayi ve Ticaret A.Ş. • Sait Restoran Turizm İşletmeciliği İnşaat Emlak ve Ticaret A.Ş. • Tiendes Turizm İşletmeleri A.Ş. • Zuma Turizm ve Gıda Pazarlama Ticaret A.Ş. • Nusret Miami LLC • Coya Restaurant Limited • Coya Angel Limited • Coya Restaurant LLC (Dubai) • Coya (Restaurant) Limited ("Coya London") • Meng Baked Goods • Coya Paris SAS • Nusret Las Vegas LLC • Bar Des Pres Ltd. • Gattopardo Mayfair Limited • Coya Barcelona- Restaurantes Coya SL • Azumi Limited • Mosela Investments, S.L.	◐	●	◐	–	●	○	○	○	○	○	○	○	○	○	○	0.67%	2024

Doğuş Holding Scope 3 Matrix

Industry / Investment Area	Representing Company / Companies	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	S11	S12	S13	S14	S15	Share in Overall Emissions (%)	Year
Tourism	· Galataport İstanbul Liman İşletmeciliği ve Yatırımları A.Ş. -Breakdowns: PIT İstanbul Otel İşletmeciliği A.Ş. · Antur Turizm A.Ş. · Körfez Havacılık Turizm ve Ticaret A.Ş. · Doğuş Spor Kompleksi Yatırım ve İşletme A.Ş. Hotels: · Argos Turizm Yatırım ve Ticaret A.Ş. · BMK Turizm ve Otelcilik Hizmetleri A.Ş. · D Otel Göcek Turizm Yatırımları ve İşletmeciliği Ticaret A.Ş. · D Otel Marmaris Turizm İşletmeciliği Ticaret ve Sanayi A.Ş. · Doğuş Otel Yatırımları ve Turizm A.Ş. · Göktrans Turizm ve Ticaret A.Ş. · Şahintur Şahinler Otelcilik Turizm Yatırım İşletmeciliği A.Ş. · Doğuş Health & Wellness AG · Corpera Turizm Yatırımları A.Ş · HC International A.G.	◐	○	◐	○	◐	○	○	○	○	○	○	○	○	○	○	1.36%	2024
Retail	· Doğuş Perakende Satış, Giyim ve Aksesuar Ticaret A.Ş.	◐	–	●	–	◐	◐	○	–	○	–	○	–	○	◐	○	1.09%	2024
Energy	· Doğuş Enerji Üretim ve Ticaret A.Ş.	○	●	◐	–	–	–	–	–	–	–	–	–	–	–	–	0.07%	2024
Media & Entertainment	· Ege Turizm ve Gayrimenkul Yatırımları A.Ş. · Pozitif Müzik A.Ş.	○	○	◐	○	○	○	○	○	○	○	○	○	○	○	○	0.40%	2024
Publishing Group	· Doğuş Yayın Grubu A.Ş.	–	–	◐	○	○	○	○	○	○	○	○	○	○	○	○	0.19%	2024
TOTAL (Weighted)																	**21.08%**	**2024**

The Doğuş Holding Scope 3 Matrix illustrates the data maturity of Group-wide sectors across 15 distinct categories. This study was conducted based on companies representing over 80% of Doğuş Holding's total revenue, with priority category structures defined according to each sector's specific business model. The matrix serves as the initial output of a multi-year roadmap aimed at incrementally enhancing the Doğuş Group's Scope 3 visibility. The GHG Protocol Scope 3 category set is defined as follows: S1=Purchased goods and services, S2=Capital goods, S3=Fuel- and energy-related activities, S4=Upstream transportation and distribution, S5=Waste generated in operations, S6=Business travel, S7=Employee commuting, S8=Upstream leased assets, S9=Downstream transportation and distribution, S10=Processing of sold products, S11=Use of sold products, S12=End-of-life treatment of sold products, S13=Downstream leased assets, S14=Franchises, and S15=Investments. Coverage Ratio (%): Represents the extent to which the Scope 3 categories evaluated within the DO-TRace scope reflect the potential Scope 3 impact of the respective sector. The "Latest Year" column has been included to demonstrate how DO-TRace is managed as a phased, materiality-based program.

Legend

● Data available; included in the reporting
◐ Partial data available
○ Data collection ongoing
– No data available yet

LEADING PERFORMANCE



Doğuş Otomotiv – Solar Power Plant (SPP)

As a part of its decarbonization strategy, Doğuş Otomotiv has commissioned solar energy investments to reduce its greenhouse gas emissions arising from energy consumption. The solar power plant installed in this context at the Şekerpınar Logistics Center has been actively generating electricity as of 2024.

In 2024, a total of 4,337 MWh of electricity was produced at this plant in mention, with that production, approximately 77% of Doğuş Otomotiv's total electricity consumption supplied from renewable sources. Addressed in conjunction with energy efficiency practices, the SPP investment directly contributes to the reduction of Scope 2 emissions.

This initiative constitutes a tangible example how Doğuş Otomotiv is strengthening its operational energy management and reducing its carbon footprint. Authorized dealer and service center locations being in the first place, the plan is to expand renewable energy investments to different locations in the coming period.

Greenhouse Gas Emissions

The monitoring of greenhouse gas emissions across Doğuş Group Companies constitutes one of the core components of the climate change management approach. Within this scope, emissions are determined based on the operational control approach and are regularly reported in relation to the relevant activities.

Scope 1 emissions cover emissions arising from direct fuel consumption, while Scope 2 emissions comprise indirect emissions resulting from purchased electricity consumption. Emission calculations are carried out in line with internationally recognized methodologies, and comparable datasets are generated on an annual basis.

Scope and Methodology of Emission Calculations

Greenhouse gas emissions are calculated in alignment with the principles of the GHG Protocol, with organizational boundaries defined to cover locations over which Doğuş Holding has operational control. The emission factors and calculation approaches applied are presented in detail in the tables section of the Report.

Overview of Scope 1 and Scope 2 Emissions for 2024 (Summary)

As of 2024, Scope 1 and Scope 2 greenhouse gas emissions of Doğuş Group Companies are monitored on a comparative basis with previous years. The increased use of renewable energy and the implementation of energy efficiency initiatives play a decisive role, particularly in the management of Scope 2 emissions.

Detailed quantitative data on Scope 1 and Scope 2 emissions are provided in the Performance Indicators and Tables section of the Report, presented in comparative tables by activity type and year. The summary overview presented in this section has been prepared to outline the general framework of the emissions management approach.

Greenhouse Gas Emissions – Company-Level Summarized Overview (2024)[5]

Company	Scope 1 Emissions (tCO_2e)	Scope 2 Emissions (tCO_2e)	Total Scope 1+2 Emissions (tCO_2e)
Doğuş Enerji	204.56	6.82	211.38
Doğuş GYO	36.41	32.81	69.22
Doğuş Turizm ve Perakende	14,544.63	24,512.64	39,057.27
Doğuş İnşaat	107,155.25	5,442.82	112,598.07
Doğuş Otomotiv	2,092.00	1,573.00	3,665.00
Doğuş Teknoloji	430.58	792.36	1,222.94
Doğuş Yayın Grubu	285.22	2,823.63	3,108.85
Galataport	844.56	6,508.43	7,352.99
vdf	566.00	83.98	649.98
Total (covered by the report)	**126,159.21**	**42,690.14**	**168,849.35**

[5] Companies were selected based on operational control and revenue-weighted criteria. Scope 1 and Scope 2 data for TÜVTÜRK for the year 2024 are not included within the reporting scope.

ENERGY MANAGEMENT AND EFFICIENCY

Energy management across Doğuş Group Companies is considered as one of the essential inputs of the climate change management and decarbonization strategy. Energy performance is monitored within the scope of operational activities, and consumption data are assessed in connection with the management of greenhouse gas emissions.

Energy consumption is predominantly driven by electricity and natural gas. Consumption data are regularly monitored on a location basis and consolidated during the annual reporting cycle. This approach enables establishing a direct link between emissions management and energy efficiency initiatives.

Energy Management Approach

Energy management practices are carried out with the objective of increasing the efficiency of existing operations and reducing energy consumption-induced environmental impact. In this context, energy management is predicated on the monitoring of energy consumption, identification of savings potential, and evaluation of the performance of implemented improvement actions.

As of 2024, energy management practices have concentrated their focus on strengthening systematic data collection and reporting infrastructure. Energy efficiency–focused initiatives have been associated with the objective of establishing an ISO 50001 Energy Management System; as a result, the system was installed and certification was obtained.

Doğuş Holding Energy Efficiency Policy

At Doğuş Holding, energy management is considered as a corporate policy established in line with the objectives of managing the Company's environmental impact and enhancing its operational efficiency. This energy management approach is predicated on monitoring, improving, and sustainably managing energy performance in compliance with national and international legal requirements.

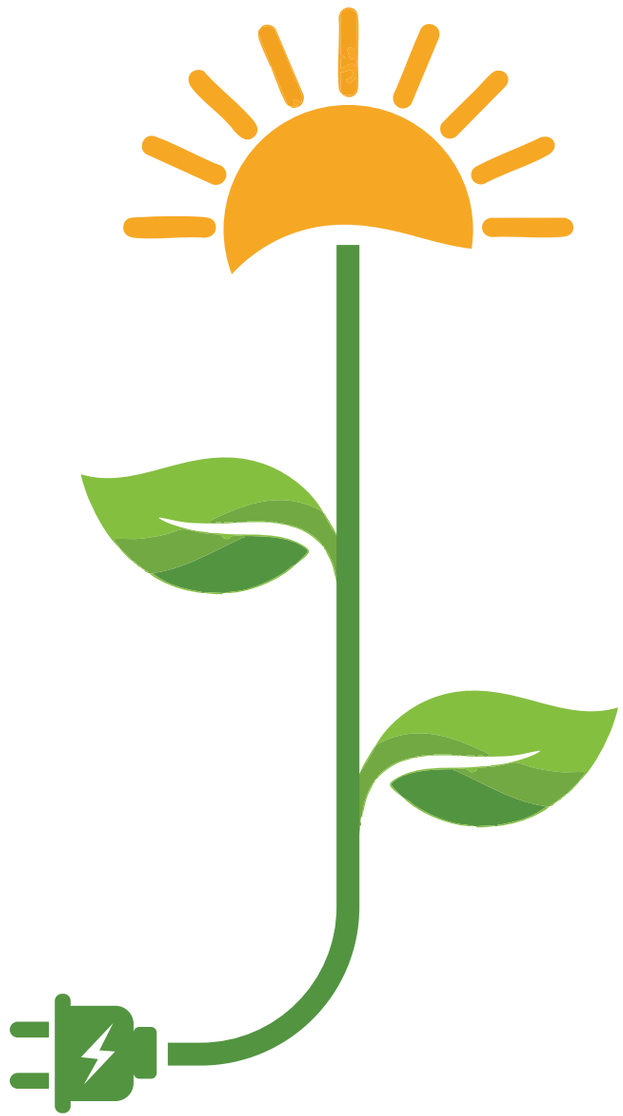
Energy management practices have been structured with reference to the TS EN ISO 50001 Energy Management System. Within this framework, supervision of energy consumption, preferment of energy-efficient technologies, and ensuring the effective utilization of energy resources are set forth as the key material issues. The continuous improvement of energy performance is associated with the provision of the information and resources required to support the achievement of defined goals and targets.

Doğuş Holding monitors existing best practices and promotes the use of energy-efficient and cost-effective technologies in order to manage energy costs and enhance resource utilization within the scope of its operations. This approach also contributes to managing the relationship between energy consumption and greenhouse gas emissions.

In the implementation of the energy policy, the human factor is considered a critical component. The goal is to provide employees with information about energy saving and efficiency, increase their awareness regarding the efficient use of energy, and embed these practices as part of the corporate culture. In this context, in-person environmental and energy efficiency training will be provided to at least 50% of Doğuş Holding employees in 2025.

Within the scope of energy management, opting for procuring energy-efficient products and services, monitoring technological developments, and ensuring efficiency in raw material use are addressed as complementary components aimed at strengthening environmental performance. This approach contributes to long-term sustainability objectives through the optimization of energy and resource utilization.

The Energy Management System is regularly reviewed within the framework of a continuous improvement approach, and the effectiveness and performance of the system are monitored. In view of that, Doğuş Holding commits to sustaining energy management as an integral component of its corporate governance approach by allocating the necessary resources.



Company	ISO 50001 Certification Status	Certificate Scope	Initial Year of Certification	Validity Date
Doğuş Holding (Headquarter)	Obtained	Doğuş Holding A.Ş.: Management Operations	14.12.2023	13.12.2026
Doğuş Otomotiv	Obtained	Doğuş Otomotiv Servis ve Tic. A.Ş. • General Directorate: Motor vehicle and spare parts sales, logistics services, customs clearance, foreign trade, logistics, management, and administrative organizational activities • Logistics Center: Motor vehicle and spare parts sales, logistics services, customs clearance, foreign trade, logistics, management, and administrative organizational activities • Gebze Doğuş Otomotiv: Motor vehicle and spare parts sales, logistics services, customs clearance, foreign trade, logistics, management, and administrative organizational activities • Tuzla Doğuş Otomotiv: Motor vehicle and spare parts sales, logistics services, customs clearance, foreign trade, logistics, management, and administrative organizational activities • Şekerpınar Doğuş Otomotiv: Motor vehicle and spare parts sales, logistics services, customs clearance, foreign trade, logistics, management, and administrative organizational activities	18.08.2022	15.08.2028
Doğuş GYO	Obtained	• D-Ofis–Doğuş Holding: Management Systems • Doğuş Center Maslak: Managerial Activities • Doğuş Spor Kompleksi Yatırım ve İşletme A.Ş.: Fitness Center Operations • Gebze Center Shopping Mall: Shopping Mall Operations Management • Hyatt House Gebze: Accommodation, Food and Beverage Services	• D-Ofis–Doğuş Holding: 14.12.2023 • Doğuş Center Maslak: 05.12.2023 • Doğuş Spor Kompleksi Yatırım ve İşletme A.Ş.: 05.12.2023 • Gebze Center Shopping Mall: 22.11.2023 • Hyatt House Gebze: 21.12.2023	• D-Ofis–Doğuş Holding: 13.12.2026 • Doğuş Center Maslak: 04.12.2026 • Doğuş Spor Kompleksi Yatırım ve İşletme A.Ş.: 04.12.2026 • Gebze Center Shopping Mall: 22.11.2026 • Hyatt House Gebze:20.12.2026
Doğuş Enerji	Obtained	• Hydroelectric plant management and electricity sales services	02.07.2022	02.07.2025
Doğuş Turizm ve Perakende	D Maris Bay The Peninsula İstanbul Grand Hyatt İstanbul Hyatt House Gebze	• D Otel Marmaris Turizm İşletmeciliği Tic. ve San. A.Ş.: Hotel Management, Accommodation, Food and Beverage Production and Service • The Peninsula İstanbul: Hotel Management, Accommodation, Food and Beverage, Meeting Organizations • Grand Hyatt İstanbul: Accommodation, Food and Beverage Services • Hyatt House Gebze: Accommodation, Food and Beverage Services	• D Otel Marmaris Turizm İşletmeciliği Tic. ve San. A.Ş.: 04.11.2023 • The Peninsula İstanbul: 29.07.2024 • Grand Hyatt İstanbul: 20.12.2023 • Hyatt House Gebze: 21.12.2023	• D Otel Marmaris Turizm İşletmeciliği Tic. ve San. A.Ş.: 03.11.2026 • The Peninsula İstanbul: 28.07.2027 • Grand Hyatt İstanbul: 19.12.2026 • Hyatt House Gebze:21.12.2023
Doğuş Yayın Grubu	Obtained	• Doğuş Yayın Grubu A.Ş.: Media Operations	13.12.2023	12.12.2026
Galataport	Obtained	• Cruise Ship Passenger Terminal and Shopping Center Operations	28.12.2023	28.12.2025

Energy Efficiency Practices and Materiality Approach

As of 2024, energy efficiency practices have predominantly concentrated on identifying areas with improvement potential within existing facilities and operations. The replacement of lighting systems with energy-efficient technologies, automation and timer installations, the review of equipment usage practices, and the optimization of maintenance processes are among the practices that came to the forefront. These practices contribute to controlling energy consumption and managing operational costs.

The monitoring and evaluation of energy efficiency initiatives are carried out through the regular reporting of energy consumption data. Data obtained from Group companies are consolidated at the Holding level and analyzed during the annual review cycle. These analyses enable establishing a more robust linkage between energy consumption and emissions performance. In the coming period, the goal is to monitor energy efficiency practices in a more systematic manner through measurable performance indicators

WATER AND WASTE MANAGEMENT

Water Management Approach

At Doğuş Holding, water management is carried out based on differing water use profiles depending on the nature of operations. Accordingly, water management practices are implemented in line with priorities aligned with the operational realities of the companies. Data are compiled in a standardized format to enhance traceability within the reporting cycle.

At the Doğuş Holding (Headquarters) level, water is supplied through the municipal network and discharged into the sewer system following in-building use. At the headquarters, practices such as reducing the amount of water in the flush tanks and using sensor-activated water fixtures have been implemented to improve water efficiency. Initiatives aimed at reducing water losses through leak detection, as well as preparatory efforts for the utilization of rainwater and process water in specific areas, are also on the agenda.

2024 Water Consumption

At the Doğuş Holding (Headquarters) level, total water withdrawal for 2024 was reported as 9,816 m^3, with the source breakdown predominantly consisting of municipal network water.

Water consumption across subsidiaries and affiliates varies in parallel with the dynamics of the industries in which they operate. As of 2024, water consumption data are monitored on a company basis; for example, water consumption was reported as 89,844 m^3 at Doğuş Otomotiv, 140 m^3 at Doğuş GYO Central Office, whereas across the portfolio 151,642 m3, 156,169 m^3 at Galataport, and 15,956 m^3 at Doğuş Yayın Grubu.

LEADING PERFORMANCE



Doğuş Reit Portfolio-Based Water Efficiency

Doğuş REIT monitors water consumption across its portfolio and contributes to water efficiency efforts through practices such as irrigation optimization, and the installation of water-saving adapters and flow control systems in common areas. Total water consumption in 2024 was recorded at 151,642 m^3, and an improvement target for total water consumption has been defined for 2030.

Waste Management Approach and 2024 Performance

Waste management includes source separation of wastes generated during the operations of offices and facilities, temporary storage in compliance with legislation, and recovery and disposal through licensed companies. At the headquarters in particular, the predominant waste profile consists of packaging waste; fractions such as plastic, paper, glass, and batteries are collected separately, whereas their recovery and disposal processes are carried out in cooperation with municipal recycling vehicles and licensed companies. Services of licensed disposal agencies are utilized for the removal of hazardous waste such as antifreeze and engine oils.

As of 2024, at Doğuş Holding waste indicators are started to be monitored on a company basis. Depending on their areas of activity, the volumes of non-hazardous and hazardous waste generated by companies vary significantly. For example, in 2024, amounts of non-hazardous waste were reported as 3,354,952 kg at Galataport, 408,692 kg at Doğuş Otomotiv, and 270,111.58 kg at Doğuş İnşaat.

With respect to hazardous waste amounts, 181,591 kg was reported at Doğuş Otomotiv, 27,707 kg at Doğuş Yayın Grubu, 3,486 kg at Galataport, and 1,736.27 kg at Doğuş İnşaat. Through this approach, a foundational dataset has been established to support circularity steps, providing a basis for more clearly monitoring company-level material improvement topics in subsequent reporting periods.

LEADING PERFORMANCE



E-Wastes at Doğuş Teknoloji

Doğuş Teknoloji demonstrates an exemplary approach in the field of e-waste management through its practices aimed at ensuring the legally compliant, traceable, and secure management of electronic waste generated across Doğuş Holding. The Company regularly separates electronic waste generated from office and operational activities and channels it toward recovery and reuse processes through licensed agencies.

Within this scope, electronic waste collection activities were carried out systematically during 2022–2024, whereas 6,553.02 kg of electronic waste was collected in 2024. The amounts of e-waste collected in previous years were recorded as 912.40 kg in 2022 and 440.90 kg in 2023.

In cooperation with the Informatics Industry Association (TÜBİSAD), the collected electronic waste was donated, with the intent to support the Turkish Education Volunteers Foundation (TEGV) and the Technology Education Container (TEK) projects running in the earthquake-affected regions. This implementation not only repurposed electronic waste in a manner that would not pose any environmental risks, it also contributed to the strengthening of educational infrastructure.

Doğuş Teknoloji's e-waste management implementation is positioned as a holistic example in which waste management is addressed in conjunction with data security, and regulatory compliance with circular economy approaches.

BIODIVERSITY, IMPACT ON THE ECOSYSTEM, AND CONSERVATION ACTIVITIES

Doğuş Holding addresses biodiversity and its impact on the ecosystem as environment-related topics that need to be assessed by taking into account the physical asset intensity and geographic footprint of the industries in which its operations are located. Within this framework, biodiversity at the Holding level is regarded as an impact associated with the environmental risk profile of its investment portfolio.

The Holding's operational structure is based on its investment, management, and coordination role. Accordingly, impact on biodiversity is addressed predominantly through the activities of subsidiaries and affiliates, using an industry-based approach.

In industries such as real estate, construction, energy, and tourism where physical interaction levels are high, biodiversity emerges as a more pronounced area of risk and management focus.

Link between Ecosystem Risks with Climate and Resource Management

Biodiversity loss and ecosystem degradation are assessed by Doğuş Holding in association with environmental risks such as climate change, water stress, and land use. These risks are considered as factors that may have indirect impact on asset values, operational continuity, and investment performance over the long term.

Within this scope, physical risks associated with climate change, risks that may have an adverse effect on the sustainability of water resources, and the impact caused by the land use are utilized as inputs in the risk management efforts and double materiality assessment activities conducted at the Holding level. Biodiversity is indirectly linked, in particular, to practices related to water management, waste management, and emissions reduction.

Current Practices and Monitoring Approach

As of 2024, Doğuş Holding does not have a set of biodiversity-specific direct practices that are monitored through quantitative performance indicators. Nevertheless, practices implemented to reduce environmental impact, such as energy efficiency, water management, waste management, and emissions reduction activities are regarded as complementary components that contribute to limiting pressure on ecosystems.

The environmental impact specific to the industries in which subsidiaries and affiliates operate is monitored within the scope of environmental management systems and regulatory compliance processes. Particularly in investments which have large-scale physical assets, impacts on ecosystems are taken into consideration through environmental impact assessments and permission obtaining processes.

Focus Areas Identified for the Upcoming Period

With the intent to address biodiversity and impact on the ecosystem in a more systematic manner, the scope of environmental datasets are projected to be expanded at the Holding level in the coming period. In this context, defining industry-based risks more clearly, developing water and land use-related indicators, and integrating biodiversity-related environmental risks into the risk management framework more explicitly is planned.

This approach demonstrates that Doğuş Holding addresses environmental and climate-related matters from a long-term investment resilience and sustained value creation perspective.



Bonus Parkorman

LEADING PERFORMANCE

DOĞAYA KANAT AÇTIK (Spreading Our Wings to the Nature)

Beyond its direct operational impact, Doğuş Otomotiv supports its biodiversity and ecosystem conservation approach through awareness-raising and information-sharing activities. In this context, the Doğaya Kanat Açtık (Spreading Our Wings to the Nature) biodiversity awareness program, launched in 2021, aims to document natural life along Turkey's major migratory bird routes and to increase public awareness of nature conservation.



The program is carried out in cooperation with nature and wildlife photographer Alper Tüydeş. As part of fieldwork conducted across different regions of Turkey, migratory bird routes, critical habitats, and rare species are regularly observed and documented. Since the launch of the program, more than 60,000 km of fieldwork has been realized; the number of recorded bird species has reached 395, while the number of mammal species has reached 30. Recorded species include eagles and vultures, as well as rare species native to Southeastern Anatolia such as the small desert lark, rufous-tailed scrub robin, and cream-colored courser.



In 2024, the awareness dimension of the program was further strengthened through nature workshops, educational activities, and birdwatching events added to its content. Through these initiatives, direct outreach was achieved with more than 100 students and volunteers, providing them with information on biodiversity, migratory routes, and habitat conservation.

Doğaya Kanat Açtık program draws attention not only to biodiversity conservation but also to the relationship between climate change risks, habitat loss, and ecosystem integrity. Visual and written content produced within the scope of the program is shared with broader audiences through exhibitions and digital platforms, and it is planned to further disseminate the accumulated knowledge in the coming years through exhibitions, publications, and new media projects.

Aligned with Doğuş Otomotiv's environment and climate approach, this awareness program is positioned as an exemplary practice that contributes to the conservation of biodiversity and ecosystems through knowledge generation, documentation, and the promotion of public awareness, rather than direct physical intervention.

Correlation of the Program with the United Nations Sustainable Development Goals (SDGs

Doğaya Kanat Açtık biodiversity awareness program is associated particularly with the following goals that are within the framework of the United Nations Sustainable Development Goals:

- **SDG 15 – Life on Land:**
The program contributes to raising awareness regarding the protection of terrestrial ecosystems, the monitoring of biodiversity, and the sustainability of habitats. The documentation of migratory bird routes and critical habitats within the scope of the program supports the generation of knowledge aligned with this goal.

- **SDG 14 – Life below Water:**
As a significant proportion of migratory bird species are directly linked to wetlands and coastal ecosystems, the program indirectly contributes to increasing awareness of the protection of aquatic ecosystems.

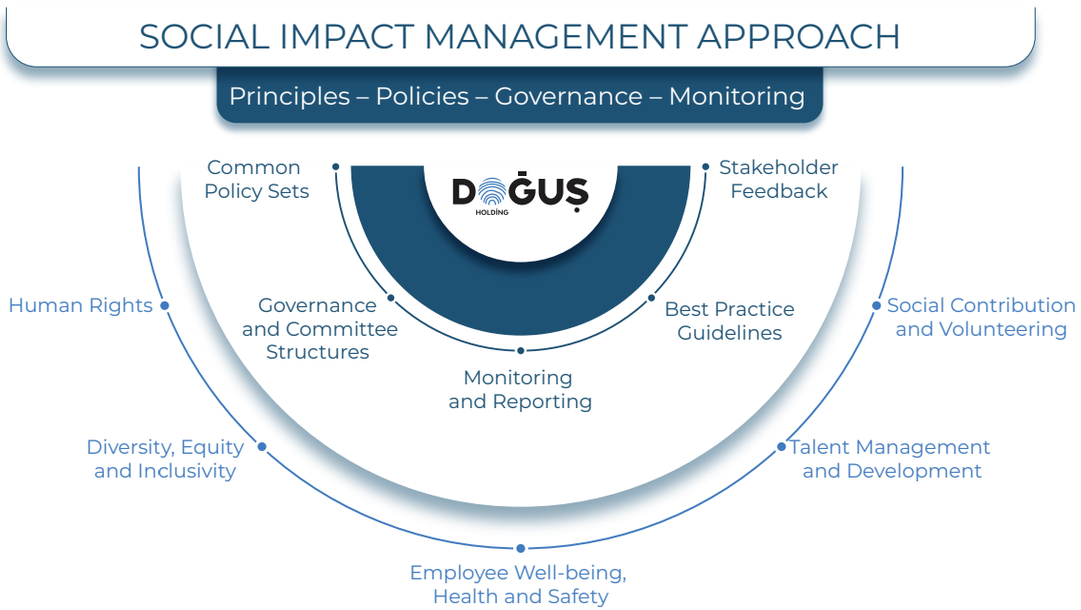
- **SDG 13 – Climate Action:**
By making the relationship between biodiversity loss and climate change visible, the program supports the development of an ecosystem-based perspective in addressing climate-related risks.



SOCIAL IMPACT AND PEOPLE-CENTRIC PRACTICES

SOCIAL IMPACT AND PEOPLE-CENTRIC PRACTICES

Doğuş Holding addresses its social impact as a strategic area of responsibility in which relationships with employees, all stakeholders across the value chain, and broader societal segments are managed in a holistic manner. The Holding's approach in this area focuses on establishing a common set of principles, policies, and a governance framework for subsidiaries and affiliates. This framework aims to systematically integrate issues such as human rights, equity, diversity, inclusivity, employee well-being, and community engagement into corporate decision-making processes.



The management approach to social impact has been designed in consideration of the Holding's investment structure and its multi-industry operations. Within this framework, rather than running all practices centrally, the Holding encourages subsidiaries and affiliates to develop initiatives aligned with their own operational realities through common policy sets, monitoring mechanisms, and good practice guidelines. By this way, social issues are addressed not through isolated and fragmented practices, but within a structure that is comparable, traceable, and capable of being linked to corporate risk management.

The topics addressed in this section are structured around the responsible management of areas including respect for human rights, promotion of fair working environments grounded in inclusivity, safeguarding of employees' physical and psychological well-being, competency development, and social contribution. The Holding handles the gradual enhancement of performance maturity in these areas through a progress approach supported by data-driven monitoring, stakeholder feedback, and governance processes.

In the coming period, the focus of Doğuş Holding's social impact will concentrate on reinforcing this policy-level framework with more consistent practices across subsidiaries and on linking social risks and opportunities more resolutely with the corporate strategy. This approach demonstrates that social impact is addressed from the perspective of long-term value creation and corporate resilience.

HUMAN RIGHTS POLICY AND AREAS OF IMPLEMENTATION

Doğuş Holding regards human rights as one of the fundamental components of its corporate value system and structures its approach in this area through written policies and governance mechanisms. The Human Rights Policy has been prepared to bind all subsidiaries and affiliates of the Holding and aspires to safeguard the principle of respect for human rights across employees, business partners, suppliers, and the entire value chain.

The Human Rights Policy has been designed in alignment with international frameworks such as the United Nations Guiding Principles on Business and Human Rights (UNGPs), the core conventions of the International Labor Organization (ILO), the OECD Guidelines for Multinational Enterprises, and the Universal Declaration of Human Rights. Within the scope of the Policy, a zero-tolerance approach is adopted against discrimination, and the prevention of engaging practices such as child labor, forced labor, and modern slavery across the entire value chain is defined as the fundamental principle.

According to Doğuş Holding's human rights policy, suppliers and business partners are also expected to comply with these same principles. Human rights criteria are treated as a binding factor within procurement and supply processes, and initiatives have been launched to activate audit and remediation mechanisms where deemed necessary. During the 2024 reporting period, no human rights violation incidents, no cases of discrimination, or no sanctions imposed stemming from such matters were encountered.

In order to manage potential risks related to human rights, grievance and reporting mechanisms are in place through which employees and other stakeholders can securely raise and submit their concerns. In the coming period, the goal is linking human rights management more systematically with employee experience, supply chain practices, and stakeholder engagement processes, and strengthening data collection and monitoring infrastructure. Doğuş Holding considers human rights as an evolving and deepening area of governance.

CORPORATE CULTURE, EQUITY, DIVERSITY AND INCLUSIVITY

At Doğuş Holding, corporate culture is addressed within a management approach framework that aspires to ensure alignment across subsidiaries and affiliates operating in different industries around shared values. The cultural framework established at the Holding level is built on the principles of fair management, equal opportunity, respect, inclusivity, and mutual trust. In line with the Holding's guiding role, this approach serves as a reference framework that can be adapted to the different operational realities of subsidiaries.

Diversity, Equity, and Inclusivity (DEI) approach constitutes one of the core principles guiding Doğuş Holding's human resources management. The DEI Policy sets out common principles for the Holding and its subsidiaries, and defines the stance against discrimination and the establishment of an inclusive working environment as a fundamental area of governance.

Global Compact Network Türkiye | UN WOMEN

Doğuş Holding considers gender equality as a key component of its diversity and inclusivity approach. In this context, the Holding has been a signatory to the United Nations Global Compact since 2007 and to the United Nations Women's Empowerment Principles (WEPs) since 2016. Indicators related to gender equality are monitored at the Holding level, and the distribution of female and male employees is evaluated within the framework of promotion and career development processes.

As of 2024, the gender distribution of Doğuş Holding employees stands at 42.9%(*) women and 57.1% men. This profile has remained stable over the past three reporting periods.

With the intent to strengthen corporate culture and support an inclusive working environment, practices that foster employee engagement and feedback mechanisms are put in place across the Holding. Data related to employee loyalty and experience are collected through regularly conducted surveys, and the findings obtained are used as inputs for the development of human resources practices. This approach aims to establish a structure that supports employees' participation in corporate processes and reinforces their sense of belonging.

The multi-industry nature of Doğuş Holding's investments brings together employee profiles from different age groups, experience levels, and needs. This diversity is regarded as an area of opportunity in terms of learning and collaboration within corporate culture, and as a driver of organizational development. The adaptation of younger employees to the organization, the transfer of knowledge from experienced employees, and intergenerational interaction are among the components that support the continuity of corporate culture.

Within the scope of the inclusivity approach, the equal participation of employees with disabilities in corporate life is also taken into consideration. Topics such as physical accessibility, ergonomic arrangements, and the adaptation of working conditions are addressed in line with existing needs and reviewed periodically. This management approach also reflects a perspective that considers inclusivity as a tangible component of the working environment.

In 2024, Doğuş Holding concentrated its focus on the further maturation of its policy, governance, and monitoring framework in the areas of corporate culture, diversity, and inclusivity. In the coming period, the goal is to strengthen this framework and the data collection infrastructure, and further develop it through more systematic sharing of good practices among subsidiaries.

EMPLOYEE WELL-BEING, HEALTH and SAFETY

At Doğuş Holding, employee health and safety is addressed as one of the fundamental components of workplace sustainability and corporate resilience, beyond mere legal compliance.

Practices implemented at the Holding level are structured primarily in consideration of an office-based working model, and accordingly, an approach focused on the prevention of physical, ergonomic, and psychosocial risks is adopted.

Occupational Health and Safety Management Framework

Occupational health and safety activities are carried out through a management system structured in line with legislative requirements. Within this system, the employer's representative bears ultimate responsibility, while implementations are made operational with the coordination of the Security and Administrative Affairs function. At the Holding, OHS processes are conducted while of one occupational safety specialist, one workplace physician, and two other healthcare professionals are present during the activity.

As required by legislation, an Occupational Health and Safety Committee composed of employee representatives has been established. The Committee carries out its activities concerning matters such as the assessment of workplace-specific risks, the preparation of training plans, emergency preparedness, and the determination of preventive measures. The Committee convenes on a quarterly basis, and the decisions taken are regularly monitored by management.

Risk Assessment and Occupational Accidents

Occupational health and safety risks are identified through risk assessments conducted with a proactive approach. The main types risks encountered in the office environment are defined as slips and falls, minor injuries such as punctures, stabs, and cuts, ergonomic risks, and prolonged screen use.

Throughout 2024, no occupational accidents occurred in Doğuş Holding's headquarters operations. Cases reported in previous years were limited to minor injuries caused by slips and falls, with no lasting effects. This outlook serves as a reference point for assessing the effectiveness of the preventive measures and awareness-raising activities implemented.

Training Type	Number of Sessions	Number of Attendees	Explanation
Basic Occupational Health and Safety Training	14	100	Mandatory training under legislation, conducted every three years, totaling 8 hours
Emergency Response Teams Refresher Training	5	32	Refresher training for firefighting, rescue, security and first aid teams
First Aid Certification Training	1	7	Ministry-approved, periodically renewed certification process
Emergency Evacuation Chair Training	1	10	Hand-on training for the evacuation of persons with disabilities and limited mobility
Subcontractor OHS Awareness Training	1	17	OHS information and awareness training for subcontractor employees

Disaster Management and Business Continuity

Doğuş Holding addresses business continuity as a strategic management area that is directly linked to employee safety, the protection of assets, and the long-term resilience of its investment portfolio. This approach has been shaped with due consideration given to its multi-industry investment structure operating in geographies with heightened disaster risks.

The business continuity approach is based on a holistic framework encompassing emergency management, crisis scenarios, the protection of critical processes, and the strengthening of organizational resilience. This framework, established at the Holding level, aims to provide guiding principles that can be adapted to the operational realities of subsidiaries and affiliates. As of 2023, Doğuş Holding with the intent to increase its level of preparedness against disaster and crisis risks, has launched a comprehensive initiative in the field of disaster management and business continuity. Within the scope of this initiative, scenarios involving natural disasters, technological risks, and operational disruptions have been addressed, current-state assessments have been conducted, and areas for improvement have been identified.

The business continuity approach is supported by emergency plans that prioritize employee safety and are designed to cover scenarios such as earthquakes, fires, floods, extreme weather conditions, and similar events. The applicability of these scenarios is assessed through regular review processes and drills, with the findings serving as inputs for continuous improvement efforts. Business continuity is addressed in close linkage with Doğuş Holding's risk management, internal audit, and sustainability management structures and is positioned as one of the core components of the social impact.

LEADING PERFORMANCE

Doğuş Holding – Disaster Management and Business Continuity Program

In 2023, Doğuş Holding launched a Holding-wide Disaster Management and Business Continuity Program with the aim of increasing its level of corporate preparedness against disaster risks. The primary objective of the Program is to ensure employee safety in the event of potential disasters and crises, maintain the continuity of critical business processes, and strengthen the operational resilience of the Holding's investment portfolio.

Within the scope of the Program, existing emergency response and crisis management practices were evaluated specifically for the Holding's headquarters operations and priority subsidiaries, and risk scenarios, organizational roles, and communication structures were reviewed. Based on these evaluations, roadmaps were created aiming to enhance the corporate capacity pertaining to business continuity.

The Disaster Management and Business Continuity Program adopts an approach that encompasses employee awareness, coordination, and decision-making processes as well. In this context, providing employees with sufficient information, conducting scenario-based drills, and defining organizational roles are considered as priority focus areas.
In the subsequent phases of the Program, the goal is to structure business continuity approaches in a more systematic manner across the Holding and its subsidiaries, ensure the comparability of practices, and establish regular monitoring mechanisms.

Emergency Management and Drills

Emergency plans have been prepared to cover scenarios such as earthquakes, fires, floods, explosions, sabotage, and extreme weather conditions. The effectiveness of these plans is supported through scenario-based evacuation drills conducted at least once a year and periodic testing of fire detection and extinguishing systems.

System resilience against the probable cases of pandemics, natural disasters, and similar crisis scenarios is regularly reviewed through up-to-date emergency plans, drills, and system tests.

Employee Well-Being and the Psychosocial Dimension

At Doğuş Holding, employee well-being is taken into consideration in conjunction with factors such as work–life balance, mental workload, and the sustainability of work pace. The Holding's multi-stakeholder structure which demands high levels of coordination, may bring along mental and psychosocial risks for certain positions.

Within this framework, a hybrid working model is implemented, and other than those operational roles mandatory to be present at the office in terms of business continuity, employees are offered the opportunity for remote work on designated days of the week. Status of the employee well-being is monitored through employee experience and loyalty surveys as well as feedbacks, and the findings obtained are considered as inputs for the development of human resources practices. Through a dedicated 24/7 Employee Support Line exclusive to Doğuş Group employees, comprehensive support is provided across a wide range of areas, including psychological well-being, health, financial, legal, and technical counseling. Occupational health and safety performance is monitored through regular risk assessments, OHS Committee meetings, and training activities. The effectiveness of preventive measures taken is reviewed through drills and periodic evaluations.

TALENT MANAGEMENT, TRAINING AND DEVELOPMENT PROGRAMS

At Doğuş Holding, talent management and employee development affairs are carried out through the coordinating role of the Human Resources Department, with the aim of establishing a shared corporate culture and a common set of competencies across the Holding's multi-industry investment structure. Holding Human Resources Department assumes a guiding role in shaping human capital strategies across the Holding and its subsidiaries in line with shared values and sustainability principles; supporting the development of inclusive and equitable human resources policies; disseminating practices that enhance the employee experience; developing and placing executive talent for Doğuş Group subsidiaries; defining future skill sets; and steering employees toward the acquisition of these competencies.

Identification of Training Needs and Planning Process

At Doğuş Holding, training and development needs are determined through a multi-source approach defined in the training policy. Within this scope, the assessment process through which the needs are determined, takes into consideration the results of employee satisfaction surveys, position requirements, face-to-face meetings with managers on a departmental basis, as well as individual requests from managers and employees collectively. During the annual training planning period, these data are consolidated to be used in the preparation of training program plans, and following the receipt of the necessary approvals, the training programs are started.

In the procurement process for equipment and materials to be used in trainings, as well as in the selection of trainers or training teams internal or external, domestic or international alternatives are evaluated. In selecting training providers, criteria such as the alignment of content with defined objectives and goals, the effectiveness of training methods, the suitability of equipment used, compatibility with corporate culture, cost and duration, the trainers' professional backgrounds, and their capability to design company-specific training programs are taken into consideration.

Training Management System

At Doğuş Holding, the digital learning infrastructure is built upon Do Akademi, the training management system used by Doğuş Group employees. Do Akademi is defined as a platform encompassing a wide range of learning activities, including gamification-based learning, social learning content, e-learning, virtual training, and content sharing.





LEADING PERFORMANCE

Programs and Development Areas

At Doğuş Holding, the training management structure is supported by conducting Group-wide programs which are designed to address different target audiences. Within this framework, the main training programs and practices implemented or coordinated by the Doğuş Holding training function are structured as follows:

- **Group Orientation:** A group orientation program given to employees newly joining the Doğuş Group.
- **İşin Do'su Intern Development Program:** Orientation and development program for interns.
- **Do Akademi Training Programs / Do Akademi Online:** Training programs for Group employees with online learning content.
- **Youth Council:** A structure composed of employees under the age of 30, renewed at regular intervals.
- **İyi Yaşam İyi Gelecek (Good Life, Good Future):** Practices aimed at supporting employees' social, cultural, psychological, physical, and financial well-being. The program includes a 24/7 Employee Support Line, dietitian services, and various webinars, workshops, and events.
- **Leadership Communication Programs:** Meetings with the Chairperson of the Board of Directors of Doğuş Holding where various topics are discussed and webinar series open to the entire Group.
- **Departmental Training Requests and Training Catalogue:** Trainings designed in line with departmental needs and a training catalogue published annually.

The measurement and evaluation process of training programs is carried out through digital evaluation forms shared with training attendees at the end of each training session, as defined in the training procedure. The results are analyzed and monitored by the training unit.

Performance and Development Monitoring

Within the scope of performance and career development at Doğuş Holding, the gender breakdown of employees subject to regular performance evaluations during the 2022–2024 period was reported as 42.9% women and 57.1% men.

Promotion data are monitored for the 2023 and 2024 periods. In 2024, the total number of promotions was 7, corresponding to an overall promotion rate of 4.1%. In terms of gender distribution, 5 promotions were granted to women and 2 to men.


Sanata Bi' Yer (A Place for the Arts)

COMMUNITY ENGAGEMENT and SOCIAL DEVELOPMENT PROGRAMS

Doğuş Holding regards community engagement as a long-term contribution that goes beyond creating economic value in the areas in which it operates, and as an aspect that supports cultural, social, and intellectual accumulation. This approach is shaped around the investor identity that Holding assumes and its multi-industry structure, with the objective of creating sustainable, lasting, and scalable impact.

The community engagement and social development approach aims to deliver long-term contributions in areas such as the preservation of cultural heritage, the dissemination of access to the arts, the creation of adequate and proficient development opportunities for children and young people, and the strengthening of collective memory, rather than focusing on projects that generate short-term benefits. The Holding's role in community engagement is largely defined within a guiding, supportive, and protective framework. In the design and implementation of programs, collaboration with relevant public institutions, academic bodies, artists, educators, and civil society actors is prioritized, and the quality and continuity of content are shaped together with these stakeholders. Accordingly, social contribution is addressed as a process of mutual learning and shared value creation that goes beyond being a one-sided transposition.

In selecting community engagement programs, key criteria include the depth of impact, continuity, geographic and social inclusivity, and the potential to create cultural and educational value. In addition to generating direct impact for immediate beneficiary groups, the Holding places greater emphasis on generating indirect impact that extends to broader segments of society through these programs. The impact that programs generate is monitored through stakeholder feedback, engagement data, audience and visitor numbers, media visibility, and long-term outcomes


Göbeklitepe


Doğuş Children's Symphony Orchestra

Doğuş Holding's approach to community engagement and social development is grounded in a long-term perspective, independent of single-year performance considerations. Accordingly, supported programs are regarded as structures that deepen, evolve, and expand their impact over time, where their content and implementation areas are regularly reviewed and updated. This approach is considered one of the fundamental components that ensures the continuity and credibility of social contribution.

LONG-TERM VALUE CREATION APPROACH

SUSTAINABLE IMPACT

Delivering contributions that are not limited to one-off support, that can continue over many years, and that do not completely disappear once support is withdrawn.

LASTING IMPACT

Implementing initiatives that leave a tangible physical, institutional, or cultural footprint and sustain their effect through knowledge, capabilities, infrastructure, or institutionalization.

SCALABLE IMPACT

Investing in programs that are not confined to a single location or group, but can be adapted to different geographies, organizations, or stakeholder groups and serve as replicable models.

Ara Güler Museum and Archive

Collective Memory, Cultural Heritage, and Access to the Arts

In its community engagement efforts, Doğuş Holding considers the preservation of cultural heritage and the expansion of access to the arts to be material, and within this scope, approaches the protection, research, and public dissemination of Ara Güler's artistic legacy as a long-term responsibility. Operating in line with this objective, the Ara Güler Museum and the Ara Güler Archive and Research Center establish a lasting area of impact dedicated to safeguarding cultural heritage



Beyond serving as an exhibition space, the Ara Güler Museum and Archive Center is positioned as an integrated structure that combines research, documentation, and public access functions. While offering free access to local and international visitors, the museum and archive provide an open cultural sharing environment for university students, researchers, academics, art professionals, and visitors from diverse age groups.

Within the scope of community engagement activities, guided exhibition tours, student-focused visit programs, creative activities for children, and educational content designed for different age groups are organized. In addition, documentary screenings, presentations, and various publications based on Ara Güler's photographic corpus aim to raise awareness of visual culture and the history of photography. These activities extend beyond the museum space, reaching broader audiences through exhibitions held in different cities across Turkey and internationally.

The social impact of the Ara Güler Museum and Archive is monitored through indicators such as visitor numbers, feedback on exhibitions and events, social media engagement, research applications, and interest in publications. Direct feedback from visitors and inputs received via digital channels are used to inform the further development of museum and archive activities. At the same time, research applications and collaboration requests submitted to the archive center demonstrate the value of this structure upholds in terms of academic and cultural production.



Doğuş Holding's approach to the Ara Güler Museum and Archive is shaped not by a perspective focused solely on the preservation of cultural heritage, but by the objective of creating an accessible, shareable, and living space of collective memory.

This approach constitutes an important component of the Holding's vision for social development, in terms of expanding access to arts and culture, enabling different segments of society to engage with cultural production, and creating lasting value to be passed on to future generations.

Doğuş Children's Symphony Orchestra

Artistic Development and Access to the Arts for Children and Young People



As a part of its community engagement efforts, Doğuş Holding also considers the artistic development of children and young people as a long-term area of impact. Established with this perspective, the Doğuş Children's Symphony Orchestra constitutes a lasting area of social contribution which intends expanding children's access to the arts through music education, supporting their cultural development, and fostering the ideal that they gain artistic awareness from an early age.

Doğuş Children's Symphony Orchestra is conceived as a structure that enables children and young people from different age groups to receive high-quality music education. Orchestra activities support introducing children to musical discipline, learning collective production essential, and gaining stage experience, while also contributing to the development of their self-confidence, responsibility, and teamwork skills. In terms of community engagement dimension, the Orchestra's activities reach broader segments of society through concerts, recitals, and public events. These activities make children's artistic production visible and, at the same time, create an interactive space that broadens access to the arts for audiences.

Doğuş Holding's position in this respect is defined within a framework that assigns the Holding the role of long-term support provider and long lasting value creator. Ensuring the continuity of the Orchestra, preserving its educational quality, and strengthening public access are among the core components of the community engagement approach. This approach aims to move the arts beyond being a privilege and transform it into an inclusive area of development for children and young people.

The Doğuş Children's Symphony Orchestra holds a significant place within Doğuş Holding's community engagement portfolio as an exemplary initiative that strengthens children's and young people's means of artistic expression, supports cultural diversity, and contributes to social development over the long term.

Sanata Bi' Yer (A Place for the Arts)

Access, Learning, and Visibility for Emerging Artists

Within the scope of its community engagement efforts, Doğuş Holding considers supporting young artists' access to creative processes and their transition into professional life as an essential area of impact. Implemented with this perspective, Sanata Bi' Yer (A Place for the Arts) platform offers a space for sharing and learning to be used by university students majoring in arts with the intent to strengthen their access to knowledge, experience, and the art ecosystem.

As a part of the Sanata Bi' Yer program, seminars and gatherings are organized with a particular focus on areas that art students need during their professional development processes. Throughout 2024, content was developed on topics such as resource development for artists, culture and arts communication, and access to research infrastructures. These activities were designed in collaboration with SALT Galata instructors and



delivered in both in-person and online formats. Program announcements were made in coordination with the student affairs units of relevant universities, including first and foremost Kadir Has University, Yeditepe University, Mimar Sinan Fine Arts University, and Marmara University, ensuring direct access to the target audience.

Following the seminars, online meetings were held to collect feedback from students who are members of the platform, and this feedback was used to inform content development. Artists, curators, and gallery managers from the art ecosystem were invited to these meetings to facilitate the sharing of diverse perspectives.

Sanata Bi' Yer platform is built on a structure of mutual learning and interaction. Student feedback is actively used to update program content and formats, and the platform functions as an interface that supports the transition between artistic production and the professional sphere. Doğuş Holding's approach to Sanata Bi' Yer focuses on supporting young artists' creative output at an early stage and on generating long-term gains such as access to knowledge, networking opportunities, and visibility. This structure contributes to equipping young people's artistic production with lasting competencies and to building stronger connections with the art ecosystem.

Göbeklitepe

Preservation of Cultural Heritage, Research and Global Access



Doğuş Holding regards the preservation of cultural heritage and the promotion of its accessibility on a universal scale as a long-term area of responsibility within the scope of its community engagement efforts. In this context, Göbeklitepe represents one of the most comprehensive and enduring areas of contribution within Doğuş Holding's community engagement portfolio, in terms of its scope, duration, and impact.

As the part of a 20-year cooperation agreement signed with the Republic of Turkey Ministry of Culture and Tourism, Doğuş Holding supports excavation, research, conservation, and promotion activities carried out at Göbeklitepe. This cooperation is based on a holistic approach encompassing the development of excavation areas, conservation practices for completed sections, the design of the visitor experience in line with international standards, and the global promotion of Göbeklitepe.

Excavation works at Göbeklitepe, conducted since 1995 in cooperation with the Şanlıurfa Museum and the German Archaeological Institute in Berlin, involve prominent stakeholders such as archaeologists Klaus Schmidt and Lee Clare, excavation head Necmi Karul, and Şanlıurfa Archaeology Museum Director Celal Uludağ. The support provided by Doğuş Holding contributes to ensuring the continuity of these scientific studies and enhancing their international visibility.

The total amount of support provided by the Holding exceeds USD 20 million. Of this amount, USD 8.5 million was allocated to the construction and technical infrastructure of the Göbeklitepe Visitor Center. During the construction process, 87% local employment, 56% regional contractors, 64% local materials, and 70% local resource utilization were achieved, generating approximately USD 5.95 million in direct contribution to the local economy.

The Visitor Center was constructed using the earthwall technique, which prioritizes low energy consumption and the use of local materials, and represents one of the first applications of this scale in Turkey. During construction, approximately 800 m^3 of compacted earth blocks were produced through an intensive four-month process. With its environmentally sensitive architectural approach, the Center provides infrastructure that supports the preservation of cultural heritage.

As part of Göbeklitepe's global promotion efforts, a launch held within the official program of the World Economic Forum (Davos) in 2015 significantly increased international awareness of the site. This holistic approach played an important role in Göbeklitepe's inclusion in the UNESCO World Heritage List in 2018. Since opening to visitors, Göbeklitepe has welcomed approximately 3.1 million visitors.

Ensuring the continuity of excavation and research activities, enhancing the visitor experience, contributing to local development, and supporting international scientific cooperation constitute the core components of Doğuş Holding's strategy in this area. In this respect, Göbeklitepe is positioned as a long-term, measurable, and multi-dimensional example of impact within Doğuş Holding's community engagement programs.

CORPORATE GOVERNANCE

CORPORATE GOVERNANCE POLICY and PRINCIPLES

Doğuş Holding's corporate governance structure is built on a framework that safeguards shareholders' rights, takes stakeholder expectations into account, regularly monitors risks, and addresses environmental and social impact–related matters at the Board of Directors level. The Holding's investment decisions, risk management approach, and relationships with stakeholders are grounded in the principles of protecting shareholders' rights, accountability, and the effective oversight responsibility of the Board of Directors, as well as the integration of sustainability into corporate decision-making processes.

In Doğuş Holding, which has a multi-industry and multi-subsidiary investment structure, corporate governance is regarded as a strategic tool for long-term value creation, the balanced consideration of stakeholder expectations, and the strengthening of corporate resilience. Within this context, the corporate governance structure is addressed through a holistic approach encompassing the management of stakeholder relations, internal audit mechanisms, the responsibilities of the Board of Directors, and the oversight of risk and sustainability. Doğuş Holding defines its corporate governance principles through a centralized policy framework and aims to ensure the consistent implementation of this framework at the subsidiary level through Board oversight, committee structures, and internal control mechanisms. In this regard, the Company aims to advance its corporate governance structure to a level that meets the governance-related expectations of international standards.

Corporate Governance Policy[6] and Principles

Doğuş Holding's Corporate Governance Policy has been established to support the Holding's sustainable growth, strengthen its corporate reputation, and ensure alignment with international standards in management processes. The Policy provides a guiding framework for the adoption of corporate governance principles across Doğuş Holding and its subsidiaries.

The corporate governance approach is built on the principles of transparency, accountability, fairness, and responsibility. These principles underpin all governance processes, starting from the Board of Directors' strategic guidance and oversight role and extending to committee structures, internal audit, risk management, and stakeholder relations.

At Doğuş Holding, the Board of Directors bears ultimate responsibility for the Company's activities and decisions. The Board is responsible for determining the Holding's strategic direction, overseeing performance aimed at long-term value creation, monitoring risks, and ensuring the balanced protection of stakeholder interests. The duties and responsibilities of the Board of Directors are clearly defined in the Board of Directors' Rules of Procedure.

The corporate governance structure is supported by the Audit Committee, the Risk Committee, and the Sustainability Committee, all of which operate under the Board of Directors. These committees provide support to the Board in areas such as the effectiveness of internal control systems, the early detection and management of risks and opportunities, and the monitoring of sustainability policies and performance. Committee structures and mandates are regulated through the relevant policy documents.

Audit and risk management processes constitute core components of Doğuş Holding's corporate governance framework. The internal audit function assesses the effectiveness of internal control systems at both the Holding and subsidiary levels and contributes to the monitoring of financial, operational, compliance, and environmental, social, and governance (ESG) risks as well as risks involving information technologies. The Corporate Risk Management Policy provides a common methodology for the identification, assessment, and monitoring of risks.

One of the complementary constituents of the corporate governance approach is ethics and compliance. Doğuş Holding considers an ethical business culture to be an integral part of corporate governance and addresses issues such as the prevention of bribery and corruption, the management of conflicts of interest, and compliance with legislation within the framework of its written policies. Responsibilities and processes in these areas are defined through the relevant policies and procedures.

Tax management is also addressed within the corporate governance approach and is regulated by the Doğuş Holding Tax Policy. The Company bases its tax-related decision-making processes on transparency, compliance with legislation, and risk management. The tax function operates in an integrated manner with risk management and internal audit mechanisms, and significant tax-related matters are addressed under the oversight of the Board of Directors and the relevant committees.

Doğuş Holding regards its corporate governance practices as a system that is continuously reviewed in line with evolving regulations, stakeholder expectations, and investment strategies. Corporate governance policies and practices are transparently shared with stakeholders through sustainability reporting.

Board of Directors Structure and Board Members

The structure of Doğuş Holding's Board of Directors has been shaped in accordance with the provisions of the Turkish Commercial Code and the Company's Articles of Association. The Board of Directors is the highest decision-making body responsible for determining the Holding's strategic direction, evaluating investment decisions, and overseeing long-term value creation.

[6] Doğuş Holding's Corporate Governance Policy and all related management policies are disclosed on the Company's website. All policies are published with the approval of the Board of Directors of Doğuş Holding A.Ş.

Members of the Board of Directors are elected by the General Assembly, with their term of office set at three years. Re-election of members whose term has expired is possible. Taking into account the Holding's nature as an investment company, the diversity of its fields of activity, and its portfolio structure, the Board of Directors is composed of members with varied professional expertise and experience. At Doğuş Holding, the roles of Chairperson of the Board and Chief Executive Officer are carried out by the same individual. This structure is considered a reflection of the Holding's centralized and integrated decision-making approach. The Board of Directors addresses investment strategy, risk management, sustainability, and community engagement as integral components of its decision-making processes.

The working principles and procedures of the Board of Directors, including meeting arrangements, decision-making processes, and information flows, are defined in the Board of Directors' Rules of Procedure. The Board convenes regularly throughout the year; agenda items are shared with members prior to meetings, and decisions taken are recorded and monitored. Where deemed necessary, the written resolution procedures may also be applied.

In fulfilling its duties, the Board of Directors operates on the principles of transparency, accountability, and responsibility, and receives regular briefings on the Holding's investment performance, financial position, risk profile, and sustainability practices. Board members monitor the Holding's activities within the scope of their respective responsibilities and contribute to decision-making processes.

Members of the Board of Directors of Doğuş Holding

FERIT F. ŞAHENK – Chairperson of the Board and CEO, Doğuş Group

Ferit F. Şahenk, who serves as the Chairperson of the Board and CEO of Doğuş Holding A.Ş., is a business leader widely recognized in Turkey for his visionary and pioneering initiatives. He has played a significant role in transforming leading Turkish brands into strong global players. Through his innovative vision and people-oriented management approach, he has positioned the Doğuş Group—employing more than 26,000 people and comprising over 300 brands—in a distinctive position in consumer and retail services across four continents.

Drawing on his background in investment banking and his personal interest in consumer and organizational behavior, Şahenk has built an impressive portfolio of strong brands and companies both in Turkey and internationally. Under his leadership, the Doğuş Group operates across seven sectors, including construction, automotive, food & beverage, tourism and retail, energy, media, technology, real estate, and other investments. The Group's portfolio includes iconic brands such as Zuma, Amazonico, and Coya, as well as distinguished hotels such as Argos in Cappadocia and D Maris Bay. Through the Doğuş Food & Beverage, Tourism and Retail Group, he offers customers worldwide an experience of exclusive luxury lifestyle and "eatertainment", a term playfully generated to indicate a combination of dining and entertainment.

Şahenk is the architect of long-standing strategic partnerships established between the Doğuş Group and leading global brands and groups. These include over 30 years of Volkswagen AG Group distributorship in Turkey, a long-term partnership with Hyatt, enduring collaborations with The Peninsula Group, and partnerships with Chenot, a global leader in health and wellness. He has also previously served as Chairperson of both the Turkish-American Business Council and the Turkish-German Business Council.

Inspired by the philosophy of his father, the late Ayhan Şahenk, the founder of the Doğuş Group, Ferit F. Şahenk initiated a visionary transformation within the organization through the "Doğuş 3.0" initiative. This people- and culture-focused approach, grounded in sustainability and collaboration, positions the Doğuş Group as a forward-looking institution that continuously shapes the future.

Beyond his business endeavors, Şahenk plays an active role in social, cultural, and community initiatives, driven by his deep commitment to Turkey's cultural heritage and society. He personally leads several major community investment programs, including the Ara Güler Museum and the Ara Güler Archive and Research Center, the Göbeklitepe archaeological site—unique in world history—and the Doğuş Children's Symphony Orchestra.

Known for his passion for professional photography, music, and sailing, Şahenk also has a deep interest in history and the influence of historical narratives on modern society. He graduated from Boston College in 1987 with a degree in Marketing and Human Resources. He is married and has one daughter.

HÜSNÜ AKHAN – Vice Chairperson of the Board, Doğuş Holding

Hüsnü Akhan completed his secondary and high school education at Birecik High School (Şanlıurfa) and graduated from the Business Administration Department of Middle East Technical University. He earned his master's degree in Economics from the University of Miami (USA). Akhan served in various positions at the Central Bank of the Republic of Turkey, including roles in the London Office and as Deputy General Manager of the Foreign Relations Department, and held the position of Vice Chairperson of the Istanbul Gold Exchange between 1995 and 1998. He joined the Doğuş Group in 1994. Following his role as Deputy General Manager responsible for Treasury, Operations, and Foreign Relations at Garanti Bank, he was appointed General Manager of Körfezbank in 1998. Between 2001 and 2005, Akhan served as a Board Member and CFO of the Doğuş Group, and between 2006 and 2019 as a Board Member and CEO. Since July 2019, he has served as Vice Chairperson of the Board of the Doğuş Group.

He also serves as Chairperson of the Boards of Doğuş Real Estate Investment Trust, Doğuş İnşaat, Körfez Havacılık, Doğuş Environmental Technologies and Waste Management, and Ara Güler Doğuş Art and Museology, and as a Board Member of Galataport, TÜVTÜRK Vehicle Inspection Stations, and vdf Volkswagen Doğuş Finans.

EMİR ALİ BİLALOĞLU – Board Member, Doğuş Holding

Emir Ali Bilaloğlu holds a master's degree from the Faculty of Engineering at the Technical University of Berlin. He began his professional career in 1991 at Audi AG headquarters in Germany as Financial Controller and Regional Sales Manager. In 2000, he joined Doğuş Otomotiv, responsible for Business Development and Strategy, and in 2001 was appointed Founding General Manager responsible for Dubai at Audi AG, serving in the United Arab Emirates. Returning to Turkey in 2004, he was appointed General Manager responsible for Audi and Porsche brands at Doğuş Otomotiv. In June 2007, he became CEO of Doğuş Otomotiv, and on 29 March 2018, he was unanimously elected Chairperson of the Board at the Ordinary General Assembly Meeting for the 2017 operating year. He continues to serve concurrently as Chairperson of the Board and CEO. Bilaloğlu also serves as Chairperson of the Board of Doğuş Oto Pazarlama and as a Board Member of Doğuş Holding, Yüce Auto, Volkswagen Doğuş Finans (vdf), and Doğuş New Ventures and Projects (InvenDO). He served as Vice Chairperson of the Automotive Distributors and Mobility Association (ODMD) between 2011 and 2018 and as its Chairperson between 2018 and 2022. Furthermore, Emir Ali Bilaloğlu is also a Member of the Executive Board of the Turkish–German Business Council within the Foreign Economic Relations Board (DEİK), an institution that provides advisory services on foreign economic relations.

GÜR ÇAĞDAŞ – Board Member, Doğuş Holding

Gür Çağdaş graduated from Istanbul University, Faculty of Political Sciences, in 1983 and completed his master's degree at the Institute of Business Economics of the same university in 1985. He began his career as an Investment Specialist at Eczacıbaşı Securities in 1986 and later established Vakıflar Bank's Istanbul Securities Center, managing it until 1990. He joined the Doğuş Group in 1990 and held various senior positions, including Capital Markets Group Manager at Birleşik Türk Körfez Bankası, Deputy General Manager at Garanti Securities and Garanti Investment and Trade Bank, and General Manager, Vice Chairperson, and later Chairperson of the Board at Garanti Portfolio Management. As of 1 January 2016, he was appointed Advisor to the Chairperson of Doğuş Holding and Board Member of Doğuş Group companies. He served as Chairperson of the Turkish Institutional Investment Managers' Association (TKYD) between 2007 and 2014 and represented Turkey at the European Fund and Asset Management Association (EFAMA). He also held roles at the Turkish Corporate Governance Association (KYD) as Board Member and Vice Chairperson. He continues to serve as a Board Member of Doğuş Holding since 2019.

NAFİZ KARADERE – Board Member, Doğuş Holding

Nafiz Karadere graduated from Ankara University, Faculty of Political Sciences, Department of International Relations, in 1980. Between 1980 and 2016, he held senior management positions at various banks. He served as Deputy General Manager at BankEkspres (1992–1994), Deputy General Manager at Finansbank (1994–1999), and Deputy General Manager responsible for Retail, SME, and Corporate Communication at Garanti Bank (1999–2016). Since 2016, he has continued his professional career as a senior executive within Doğuş Group companies. He became Chairperson of the Board of Doğuş Publishing Group in 2018 and a Board Member of Doğuş Holding in 2020. He currently serves as Chairperson of the Board of InvenDO Doğuş New Ventures and as Vice Chairperson of the Board at Doğuş Hospitality and Retail Group.

AHMET KURUTLUOĞLU – Board Member, Doğuş Holding

Ahmet Kurutluoğlu completed his law degree at Istanbul University Faculty of Law and subsequently earned a master's degree in Business Administration from the Faculty of Business Administration and a master's degree in Labor Law from the Faculty of Law at the same university. Beginning his professional career in 1977 at the Metal Goods Manufacturers' Union (MESS), he joined the Doğuş Group in 1981 and served as Legal Counsel at Doğuş İnşaat ve Ticaret A.Ş. and Doğuş Holding A.Ş. He became Chief Legal Counsel of Doğuş Holding A.Ş. in 1986 and has served as a Board Member of Doğuş Holding since 2005 and as Chief Legal Counsel of the Doğuş Group since 2007. Kurutluoğlu also serves on the boards of many Doğuş Group companies and has been Chairperson of the Board of Galataport Istanbul Port Operations and Investments A.Ş. as of 2014.

EKREM NEVZAT ÖZTANGUT – Board Member, Doğuş Holding

After graduating from the Department of Economics at Hacettepe University, Ekrem Nevzat Öztangut served as an auditor and chief auditor at the Capital Markets Board of Türkiye between 1984 and 1994. Between 1992 and 1994, he worked as a lecturer at Marmara University. From 1994 to 2015, he served as a Board Member and General Manager at Garanti Yatırım Menkul Kıymetler A.Ş.Throughout his career, Öztangut has held various senior board-level positions, including Chair of the Board at Doğuş SK Girişim Sermayesi; Board Member roles at Garanti Emeklilik A.Ş., Doğuş Otomotiv A.Ş., Doğuş Oto A.Ş., Doğuş Enerji Toptan Elektrik Ticaret A.Ş., and Garanti Yatırım Ortaklığı A.Ş.; and Vice Chair of the Board at Takasbank A.Ş. between 2000 and 2013. He also served as Chair of the Capital Markets Board of Turkey between 2007 and 2011, Chair of Genç Başarı Vakfı between 2011 and 2015, Independent Board Member at Goodyear Lastikleri T.A.Ş. between 2011 and 2017, and Chair of the Board at D.ream Doğuş Restaurant Grubu Şirketleri between 2014 and 2019.
Öztangut currently serves as a Board Member at Doğuş Holding A.Ş. and Doğuş Gayrimenkul Yatırım Ortaklığı A.Ş.

ERMAN YERDELEN – Board Member, Doğuş Holding

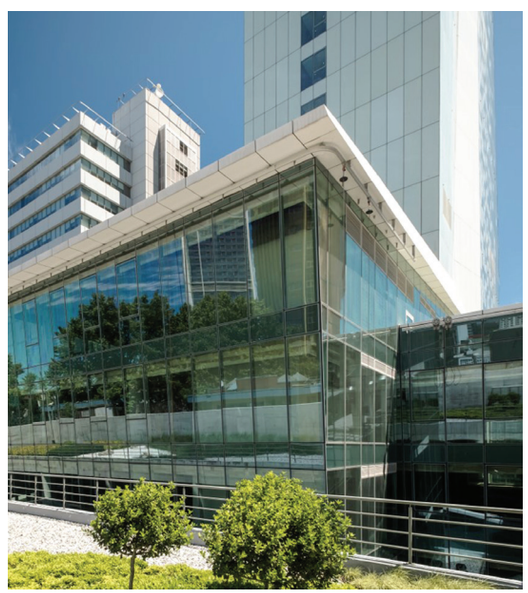
Erman Yerdelen, who serves as a Board Member at Doğuş Holding, graduated from Işık High School and pursued his higher education in Germany. In 1966, he graduated from İstanbul İktisadi ve Ticari İlimler Yüksek Okulu, Department of Business Economics, and subsequently obtained a master's degree from Marmara University.
He began his professional career in 1968 at TATKO T.A.Ş. After leaving TATKO T.A.Ş. in 1997, he assumed the role of Chair of the Board at TATMAK A.Ş., where he is one of the founding partners. He continues to serve as both partner and Chair at the family-founded companies KARYER and TATMAK, established in 1953.
Between January 1992 and April 1996, Yerdelen served as Chair of the Board of Turkish Airlines. From the establishment of NTV Television at the end of 1996 until April 2018, he held the position of Chair of the Board. Since its establishment in 2005, he has been serving as Chair of the Board at TÜVTÜRK.
Erman Yerdelen is fluent in English and German.

Investment Approach and Governance

At Doğuş Holding, investment activities are regarded as one of the core components of the corporate governance framework. The Holding's investment decisions are structured around the principles of long-term value creation, effective risk management, and consideration of stakeholder impacts. Doğuş Holding's investment approach is managed through an integrated process encompassing the initial assessment of potential investment opportunities, decision-making, implementation, and, where applicable, exit processes. Within this framework, financial indicators as well as environmental, social, and governance dimensions are treated as integral components of investment decisions. The principles and procedures governing the investment process are guided by investment policies and procedures defined at the Holding level.

Prior to investment decisions, assessments are conducted by jointly evaluating the sector in which the investment operates, its long-term growth potential, risk profile, and governance structure. In this context, investment processes consist of defined screening, due diligence, and decision-making stages, with the findings assessed within the Board of Directors' decision-making processes. The rationale for investment decisions is documented by considering both financial and non-financial factors together.

Following the implementation of an investment, the Holding regularly monitors the performance of portfolio companies, tracking financial results alongside developments in governance, risk management, and sustainability. Commitments and governance expectations set out in investment agreements are overseen throughout the investment period, and actions addressing areas for improvement are initiated where necessary. Within Doğuş Holding's investment approach, governance is defined not merely as a component of a single financial transaction, but as a responsibility extending across the entire investment life cycle. Accordingly, investment processes are conducted in alignment with the Holding's corporate governance principles, risk management policies, and sustainability objectives. This structure is considered one of the key components supporting the long-term resilience and value creation capacity of the Holding's investment portfolio.



INVESTMENT POLICIES



Sustainable Investment Policy

It is the policy that sets out sustainability criteria and explains how these criteria are integrated into the Company's investment endeavors.

Stakeholder Engagement Strategy

It is the strategy that explains how Doğuş Holding manages its relationships with its stakeholders, including companies in which it invests.

Risk Management Policy

It is the policy that defines the principles governing the management of risks that may affect the Company's ability to achieve its strategic, operational, financial, and sustainability objectives.

Corporate Governance Policy

It is the governance policy that confirms the alignment of the Company's management structure with global standards.

LEADING PERFORMANCE

InvenDO Venture Studio

Doğuş Holding approaches next-generation investment areas through long-term relationships established with technology, digitalization, and the entrepreneurship ecosystem. In this context, InvenDO Venture Studio is positioned as a platform through which the Holding conducts its corporate entrepreneurship and early-stage venture investments within a structured model. InvenDO Venture Studio operates through two main programs. The Corporate Entrepreneurship Program enables employees within Doğuş Holding and its group companies to develop their business ideas. The Venture Acceleration Program (InvenDO Up), on the other hand, aims to support early-stage technology startups and to foster collaborations between these ventures and group companies.

Between 2016 and 2024, a total of 701 idea applications were received within the scope of the corporate entrepreneurship programs, and selected projects were included in acceleration and product development processes. Among the projects developed under these programs, three ventures progressed to the long-term funding stage. This structure contributes to strengthening the culture of entrepreneurship within the Holding and enables employees to develop their innovative ideas through a structured process. On the venture acceleration side, a total of 641 startup applications were received between 2021 and 2025. Following the evaluation processes, 46 ventures were shortlisted and 11 ventures were accepted into the program. Among these, three ventures received investment. Within the scope of the InvenDO Up 3rd Cohort program conducted in 2024, the startups Binclusive, CarbonSmart, Caspipot, and Chex were supported. These ventures develop solutions in areas such as accessibility, carbon footprint management, cybersecurity, and data analytics.

InvenDO Venture Studio's operating model goes beyond providing financial support to startups and also includes opportunities for pilot implementations, customer validation, and product development in collaboration with group companies. Through this model, startups are able to test their solutions based on real business needs, while the Holding and its group companies gain new capabilities in digital transformation and innovation.

This structure demonstrates that Doğuş Holding approaches next-generation investments beyond a short-term financial return perspective and adopts an investment mindset focused on creating long-term value through technology, innovation, and entrepreneurship. InvenDO Venture Studio is regarded as a significant example of a performance area within the Holding's investment portfolio that accelerates digital transformation and institutionalizes engagement with the startup ecosystem.

INVENDO VENTURE STUDIO CHEX CASPIPOT CarbonSmart Binclusive

Internal Audit Activities

At Doğuş Holding, internal audit activities are positioned as an assurance and improvement mechanism focused on assessing the carried out financial, operational, compliance, and information technologies activities to be in line with established policies and procedures at the Holding and subsidiary levels. Acting on behalf of the Board of Directors, the internal audit function contributes to ensuring transparency and consistency across governance, internal control, and implementation processes.

Internal audit activities are conducted under the oversight of the Audit Committee reporting to the Board of Directors. The Audit Committee regularly reviews internal audit plans, audit results, and improvement recommendations related to the identified findings, and informs the Board of Directors accordingly. Internal audit processes are planned by taking into account the Holding's investment structure and operational diversity, with audit priorities determined based on periodic assessments.

While audit scopes vary depending on the audited legal entity, activity, or project, governance practices and authority–responsibility frameworks are among the common areas of assessment. Audit results are reported to senior management, and guidance is provided to support process improvements in line with the findings. Findings identified through internal audit activities are monitored via the Findings Tracking System. The progress of corrective actions is followed by the relevant units, and monitoring activities are carried out by the internal audit function. This structure aims to ensure that internal audit activities are not limited to one-off findings, but rather support the continuous improvement of processes over time.

As of 2024, sustainability topics have gradually begun to be integrated into internal audit processes. In the initial phase, the traceability of selected indicators—such as the proportion of female employees and energy consumption—at the company level has been included in audit controls. In line with increasing interaction with the Corporate Sustainability Department, it is anticipated that the scope of such controls will be expanded in the coming periods. The internal audit function operates as a structure separate from risk management processes. During audit activities, risks identified at a critical level are communicated to the relevant units, and support is provided for their inclusion in the risk inventory. In this respect, internal audit fulfills an oversight role that indirectly contributes to the identification and monitoring of risks.

At Doğuş Holding, the internal audit function operates in accordance with national legislation and professional standards. International Standards on Auditing, the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors (IIA), and generally accepted accounting principles and standards form the basis of audit activities. This structure is regarded as one of the fundamental components supporting the consistency and reliability of the Holding's corporate governance practices.

ETHICS and COMPLIANCE

At Doğuş Holding, ethics and compliance are regarded as essential constituents of the corporate governance structure and are managed through written principles and rules aimed at establishing a shared culture of conduct across the Holding. In this context, the Doğuş Group Working Principles and Code of Ethics serves as a guiding reference document for all employees and stakeholders with whom the Holding and its affiliates engage in business relationships. The Working Principles and Code of Ethics provides a comprehensive framework covering fundamental principles related to the working environment, employees' rights and obligations, human resources practices, business ethics, supplier and customer relations, confidentiality, competition, environmental responsibility, and sustainability. This framework demonstrates that Doğuş Holding's way of doing business is grounded not only in compliance with laws and regulations, but also in the adoption of ethical conduct as an integral part of corporate culture.

Within the scope of the Code of Ethics, clear principles are defined regarding equal treatment, prevention of discrimination, protection of human dignity, a zero-tolerance stance against harassment and violence, management of conflicts of interest, gift-giving and receiving practices, the fight against bribery and corruption, political activities, and the use of media and social media. These principles aim to establish and maintain a consistent code of conduct across the Holding.

Supplier and customer relationships are also addressed within the ethics and compliance framework. Doğuş Holding clearly communicates its expectations that all business partners comply with applicable legislation, conduct business fairly, respect employee rights, and act in accordance with ethical principles. This approach contributes to the dissemination of ethical standards throughout the Holding's value chain. Ethics and compliance practices are considered an integral part of the corporate governance structure operating under the oversight of the Board of Directors. This area is positioned as a governance domain aimed at safeguarding trust, transparency, and accountability across processes ranging from investment decisions to day-to-day business practices.

Doğuş Holding regularly reviews its ethics and compliance principles and practices in line with evolving legislation, stakeholder expectations, and business conditions, and aims to ensure their consistent implementation across the Holding and its affiliates. The Doğuş Group Working Principles and Code of Ethics constitutes one of the core reference documents underpinning this approach.

The most up-to-date version of the Doğuş Group Working Principles and Code of Ethics is available at **www.dogusgrubu.com.tr**.

INFORMATION SECURITY and CYBERSECURITY

At Doğuş Holding, information security and cybersecurity are regarded as critical management areas within the corporate governance structure, essential for safeguarding data confidentiality, ensuring business continuity, and maintaining stakeholder trust. Information security practices implemented across the Holding Concentrate their focus on protecting the integrity, confidentiality, and accessibility of both personal data and corporate information assets.

Information security practices are structured by taking into account the data intensity and the level of digital tool usage required by the Holding's fields of activity. Personal data processing activities are managed through a Personal Data Processing Inventory prepared on a departmental and business process basis. This inventory is designed to cover the types of personal data processed, their purposes, retention periods, and data transfer processes. To support the protection of personal data, personal data discovery activities are conducted across both structured and unstructured data environments.

With regard to cross-border data transfers, Doğuş Holding is conducting the Binding Corporate Rules (BCR) process. Initiated in 2018, the BCR efforts have included the preparation of the required documentation, the mapping of data transfer flows among group companies, and the management of the application process through the Spanish Data Protection Authority. The BCR process aims to establish a data transfer framework that is aligned with European Union data protection legislation. The process continues in line with the assessments of the relevant authorities.

Concerning cybersecurity, operational and technical security measures are implemented to protect information assets. These measures include security operations and incident management practices, security monitoring and logging systems, endpoint and server security solutions, and tools designed to prevent data leakage. Application security and vulnerability management activities are supported through cyber threat intelligence, attack simulations, and network and application scanning.

Information security audits are conducted across areas including asset management, access controls, incident management, business continuity, and compliance. Audit results are evaluated by the relevant units, and improvement actions are planned where deemed necessary.

At Doğuş Holding, digital transformation initiatives are addressed as tools that support technology adoption and operational efficiency. To enhance employee awareness in the areas of information security and personal data protection, training programs are delivered and phishing simulations are conducted. These efforts contribute to monitoring and improving user behavior from an information security perspective. Looking ahead to 2025, the continuation of existing information security solutions is planned, while the potential support of certain business processes with digital tools and generative artificial intelligence solutions is under evaluation, depending on departmental needs. These assessments are being carried out within the framework of the Holding's existing management systems.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

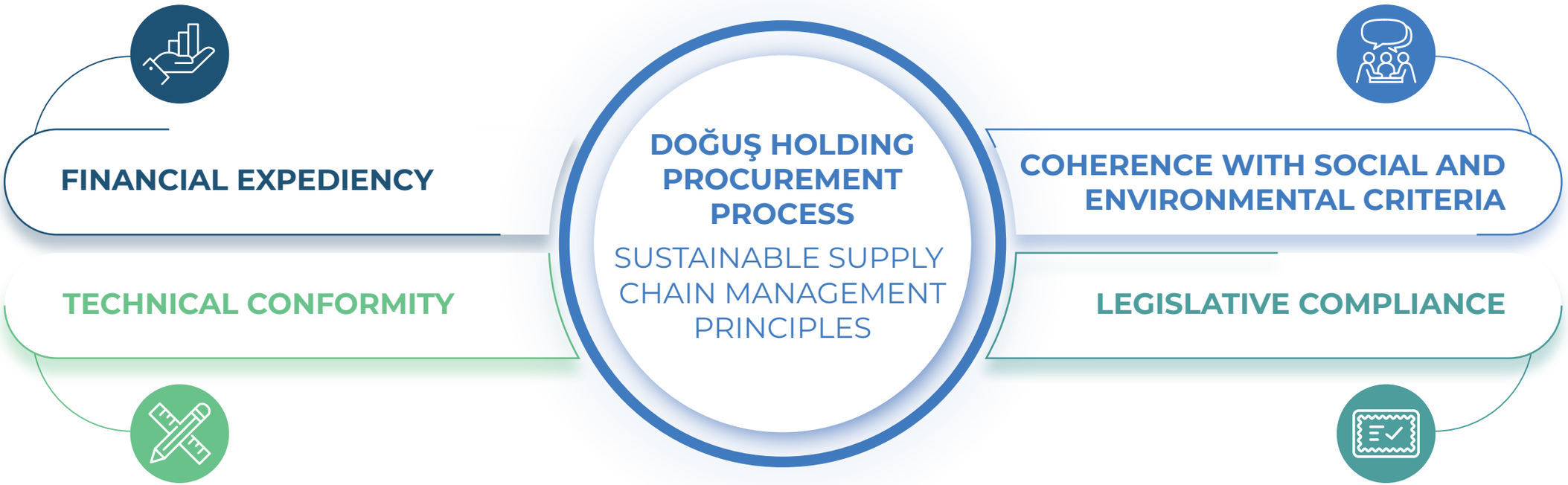
At Doğuş Holding, sustainable supply chain management is conducted through a process in which procurement activities are considered jointly with their environmental, social, and governance dimensions. The Responsible Procurement Policy and Purchasing Procedures defined at the Holding level set out the fundamental rules, approval mechanisms, and responsibilities to be applied in the procurement of products, materials, and services.

In addition to price, quality, and timing criteria, procurement processes are structured to encompass the environmental impact, social conditions, and business ethics considerations. In this context, procurement decisions are evaluated by taking into account factors such as energy and water efficiency, environmental impact, occupational health and safety, human rights, working conditions, and compliance with ethical principles. This approach aims to ensure the procurement activities to be carried out in alignment with the Holding's corporate governance and sustainability policies.

Within Doğuş Holding's procurement processes, supplier selection and evaluation are conducted in accordance with the ISO 9001 Quality Management System, as well as over defined forms and documented workflows. The Regularly Worked Suppliers List is kept up to date through supplier evaluation and feedback processes, and supplier evaluations are mandatorily applied for procurements exceeding specified monetary thresholds. These evaluations cover criteria including service quality, delivery performance, contractual compliance, confidentiality, and overall satisfaction.

The integration of environmental and social criteria into procurement processes is correlated to the frameworks of the Environmental Management System, Energy Management System, and Water Efficiency Management System. During the procurement stage, preference is encouraged for products and services that demonstrate high energy efficiency, water-saving features, and relatively lower environmental impact. Similarly, suppliers are expected to comply with national legislation and international labor standards.

Within the scope of sustainable supply chain management, the monitoring and improvement of supplier risks are also considered key focus areas. Based on risk-based assessments, corrective actions may be requested to be taken from suppliers identified as high risk posing suppliers, and, where deemed necessary, the business relationships may be reviewed. These processes are monitored in connection with the Holding's internal audit activities.



LEADING PERFORMANCE

Centralized Procurement and Supply Management – D.Serve

D.Serve **(Doğuş Verimlilik ve Merkezi Satın Alma Hizmetleri Ticaret A.Ş.)**, operating within Doğuş Holding, conducts centralized procurement activities and run tender processes for the procurement of specific product and service categories upon request by Group companies. D.Serve renders a service model that supports efficiency, cost optimization, and supplier management across entire procurement processes.

Procurement and tender processes carried out by D.Serve are based on Doğuş Holding's Responsible Procurement Policy and Sustainable Procurement Principles. In addition, D.Serve's Product and Service Responsibility Policy provides a framework that encompasses supplier pre-assessment, industry-specific risk analysis, consideration of environmental and social criteria, and the application of business ethics principles.

Under the D.Serve model, suppliers are subject to multidimensional evaluations prior to procurement, where their environmental impact, working conditions, compliance with legislation, and ethical practices are incorporated into decision-making processes. Following procurement, supplier performance is monitored, and corrective actions may be requested where deemed necessary. This structure enables the systematic application of sustainability criteria within centralized procurement processes.

Procurement activities carried out through D.Serve do not constitute a binding implementation model on behalf of Doğuş Holding; rather, D.Serve is positioned as a structure that supports Holding-level procurement processes and provides examples of good practice. This distinction allows for the preservation of policies and procedures defined at the Holding level while maintaining flexibility to accommodate differing operational needs of affiliates and subsidiaries.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDG)

THE GLOBAL GOALS For Sustainable Development

Focus Area	Main SDG	SDG Goal Targets	Doğuş Holding 2024
Business Ethics, Compliance and Transparency	**SDG 16: Peace, Justice and Strong Institutions**	**16.1:** Significantly reduce all forms of violence and related death rates everywhere	· Number of discrimination cases: 0 · Number of serious human rights issues and incidents involving employees: 0 · Total financial loss resulting from lawsuits due to discrimination cases involving employees: TRY 0
		16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children	· The audit coverage rate of suppliers with potential child labor or forced labor risk: 77.7%
		16.4: 16.4: By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime	· The Anti-Bribery and Anti-Corruption Policy published. · The Human Rights Policy published. · The Donations, Grants, and Sponsorship Policy published. · The Responsible Investment Policy published. · The amount of monetary fines imposed due to violations of anti-bribery and anti-corruption laws: TRY 0. · Number of confirmed corruption or bribery cases: 0
		16.5: Substantially reduce corruption and bribery in all their forms.	
		16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all.	· Number of significant cases of non-compliance with laws and regulations: 0
Transition to Renewable Energy	**SDG 7: Affordable and Clean Energy**	**7.1:** By 2030, ensure universal access to affordable, reliable and modern energy services	· Total energy consumption: 2,903.66 MWh. · Scope 1 emissions: 604.35(*) tCO_2e. · Scope 2 emissions: 569.41(*) tCO_2e. · Scope 1 + Scope 2 emissions intensity based on net revenue: 0.000000130. · Total energy savings: 4,395.07 MWh. · ISO 50001 certification efforts. · Energy Efficiency Policy published
		7.2: By 2030, increase substantially the share of renewable energy in the global energy mix	
Efficient Resource Utilization		**7.3:** By 2030, double the global rate of improvement in energy efficiency	· Scope 2 emissions: 569.41(*) tCO_2e. · Scope 1 + Scope 2 emissions intensity based on net revenue: 0.000000130. · Total energy savings: 4,395.07 MWh. · ISO 50001 certification efforts. · Energy Efficiency Policy published
Waste Management	**SDG 12: Responsible Consumption and Production**	**12.1:** Implement the 10-Year Framework of Programs on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries	· Total hazardous waste: 212.28 kg. · Total non-hazardous waste: 6,187.17 kg. · Total waste generated: 6,399.45 kg. · ISO 14001 certification efforts. · Environment and Climate Change Policy published. · Energy Efficiency Policy published. · Water Efficiency Policy published.
Efficient Resource Utilization		**12.2:** By 2030, achieve the sustainable management and efficient use of natural resources.	
Waste Management, Climate Adaptation		**12.4:** By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment	
Waste Management		**12.5:** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	

Focus Area	Main SDG	SDG Goal Targets	Doğuş Holding 2024
Sustainable Procurement	**SDG 12: Responsible Consumption and Production**	**12.7:** Promote public procurement practices that are sustainable, in accordance with national policies and priorities	· Number of risk-posing suppliers: 21. · Share of risk-posing suppliers: 3.09%. · Audit rate of risk-posing suppliers: 77.77%
Transparency		**12.6:** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.	· Doğuş Holding 2024 Sustainability Report. · Doğuş Holding Affiliates Monitoring Committee
Climate Change and Adaptation	**SDG 13: Climate Action**	**13.2:** Integrate climate change measures into national policies, strategies and planning.	· Doğuş Holding Decarbonization Strategy. · Scope 1 emissions amount: 604.35(*) tCO_2e. · Scope 2 emissions amount: 569.41(*) tCO_2e. · Total greenhouse gas emissions intensity per net revenue: 0.00001973. · Scope 1 + Scope 2 emissions intensity per net revenue: 0.000000130. · Total energy savings: 4,395.07 MWh. · Doğuş Holding DO-TRace Scope 3 Assessment Program. · Environment and Climate Change Policy published.
Digital Transformation	**SDG 9: Industry, Innovation, and Infrastructure**	**9.c:** Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.	· Number of data breaches: 0. · Total cost of completed digital projects: TRY 411,419
Diversity, Equity, and Inclusivity (DEI)	**SDG 5: Gender Equality**	**5.5:** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	· Diversity, Equity, and Inclusivity Policy published. · Share of female employees: 42.9% · Share of female executives: 48.6%
Employee Well-being and Satisfaction	**SDG 8: Decent Work and Economic Growth**	**8.8:** Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	· Employee loyalty: 87%. · Total Recordable Injury Frequency Rate (TRIFR): 0 · Lost Time Injury Frequency Rate (LTIFR): 0 · OHS training hours per employee: 2.17. · Total OHS training hours: 800.
Social Development / Stakeholder Engagement	**SDG 17: Partnerships for the Goals**	**17.17:** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships. **17.16:** Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.	· UN Global Compact signatory. · UN Women's Empowerment Principles (WEPs) signatory. · Doğuş Holding Stakeholder Dialogue Platforms. · Doğuş Holding Sustainability Monitoring Committee. · Total social investment amount: TRY 1,943,936. · Doğuş Children's Symphony Orchestra. · Sanata Bir Yer (A Place for the Arts)

KEY PERFORMANCE INDICATORS [7]

Climate Change and Environment

Emissions and Energy

Absolute Greenhouse Gas Emissions ESRS E1-5. GRI. and others	Unit	2022	2023	2024
Scope-1 emissions	ton CO_2e	567.19	573.29	604.35 (*)
Scope-2 emissions	ton CO_2e	523.43	584.14	569.41 (*)
Scope-3 emissions	ton CO_2e	63,334.63	92,612.79	177,586.94
Total greenhouse gas emissions	**ton CO_2e**	**64,425.24**	**93,770.22**	**178,760.70**
Scope-1 emissions reduction amount	ton CO_2e	n/a	-6.1	-37.16
Scope-2 emissions reduction amount	ton CO_2e	n/a	60.71	45.98
Scope-3 emissions reduction amount	ton CO_2e	n/a	-29,278.16	-114,252.31
Total emissions reduction amount	**ton CO_2e**	**n/a**	**-29,344.98**	**-114,335.46**
Scope-1 emissions reduction percentage	%	n/a	-1.06	-6.15
Scope-2 emissions reduction percentage	%	n/a	10.39	8.08
Scope-3 emissions reduction percentage	%	n/a	-31.61	-64.34
Total emissions reduction percentage	**%**	**n/a**	**-31.29**	**-63.96**
Total GHG emission intensity value based on net revenue	ton CO_2e/TL	0.00001858	0.00001398	0.00001973
Scope 1 + Scope 2 emission intensity value based on net revenue	ton CO_2e/TL	0.000000315	0.000000173	0.000000130
Scope-1 emissions intensity value [8]	ton CO_2e/TL	0.000000164	0.0000000855	0.0000000667
Scope-2 emissions intensity value [9]	ton CO_2e/TL	0.000000151	0.0000000871	0.0000000628
Scope-3 emissions intensity value [10]	ton CO_2e/TL	0.0000183	0.0000138	0.0000196

Energy. Consumption. and Savings by Fuel Type ESRS E1-6. GRI. and others	Unit	2022	2023	2024
Natural gas [11]	MWh	635.457	515.545	443.048 (*)
Electricity [12]	MWh	1,189.60	1,330.61	1,288.24 (*)
Total coal [13]	MWh	0	0	0
Fuel oil [14]	MWh	0	0	0
Gasoline [15]	MWh	1,180.98	1,481.32	1,675.93
Diesel [16]	MWh	522.92	330.50	341.62
Alternative fuels (biodiesel. bioethanol. hydrogen. synthetic fuels. etc.) [17]	MWh	0	0	0
Total	**MWh**	**1,885.201**	**2,842.921**	**2,903.662**
Total energy consumption from fossil sources	MWh	1,885.201	2,842.921	2,903.662
Total energy consumption from nuclear sources	MWh	0	0	0
Percentage of energy consumption from nuclear sources in total energy consumption	%	0	0	0
Percentage of energy consumption from fossil sources in total energy consumption	%	100	100	100
Total energy savings [18]	MWh	4,642.95	4,696.32	4,395.07
Energy intensity [19]	MWh/TL	0.000000544	0.000000424	0.000000320
Total renewable energy generation	MWh	0	0	0
Total renewable energy consumption	MWh	0	0	0
Total energy generation	MWh	0	0	0
Percentage of energy consumption from renewable sources in total energy consumption	%	0	0	0
Total energy consumption	GJ	10,593.40	12,896.96	13,243.73
Purchased direct energy	GJ	10,593.40	12,896.96	13,243.73

[7] Data presented in the report in accordance with the reporting guidelines, audited by PwC with limited assurance, is indicated with an asterisk (*) in the relevant sections. The audited indicators belong to Doğuş Holding A.Ş. and do not include information on subsidiaries and affiliates.
[8] Calculated based on net revenue.
[9] Calculated based on net revenue
[10] Calculated based on net revenue

[11] Amounts in cubic meters: 59,723.53 m^3 in 2022, 48,453.55 m^3 in 2023, 41,639.83 m^3 in 2024.
[12] Amounts in KWh: 1,189,604 kWh in 2022, 1,330,613 kWh in 2023, 1,288,240 kWh in 2024.
[13] No coal consumption.
[14] No fuel oil consumption.
[15] Amounts in liters: 121,750 L in 2022, 152,714 L in 2023, 172,777 L in 2024.
[16] The figures in the year columns represent the total amount of fuel consumption for generators and company vehicles combined. Diesel consumption for generators: 2,780 L in 2022, 4,503 L in 2023, and 1,244.97 L in 2024.
[17] No alternative fuel consumption.
[18] Calculated based on electricity and natural gas consumption data.
[19] Energy Intensity = Total energy consumption divided by Net revenue

KEY PERFORMANCE INDICATORS

Climate Change and Environment

Water Management

Water Withdrawal by Source ESRS E3-4. GRI. and others	Unit	2022	2023	2024
Municipal water supply	m³	2,493.48	3,765.57	3,858.74 (*)
Surface water (wetlands. rivers. lakes. seas. freshwater. etc.)	m³	0	0	0
Groundwater (well water)	m³	0	0	0
Rainwater	m³	0	0	0
Water obtained from third-party sources (purchased water)	m³	0	0	0
Total water withdrawal	**m³**	**2,493.48**	**3,765.57**	**3,858.74 (*)**

Freshwater ESRS E3-4, GRI, and others	Unit	2022	2023	2024
Amount of freshwater withdrawn [20]	m³	0	0	0

Recovered Water (Rainwater) ESRS E3-4, GRI, and others	Unit	2022	2023	2024
Amount of water recovered (rainwater)	m³	0	0	0

Reused Water ESRS E3-4, GRI, and others	Unit	2022	2023	2024
Amount of water reused	m³	0	0	0

Water Discharge ESRS E3-4. GRI. and others	Unit	2022	2023	2024
Receiving body	m³	0	0	0
Wastewater sewerage system (municipal infrastructure. etc.)	m³	2,493.48	3,765.57	3,858.74
Total amount of wastewater	m³	2,493.48	3,765.57	3,858.74
Number of non-compliance cases related to discharge limits	Number	0	0	0

Water Consumption ESRS E3-4. GRI. and others	Unit	2022	2023	2024
Municipal water supply	m³	2,493.48	3,765.57	3,858.74
Surface water (wetlands. rivers. lakes. seas. freshwater. etc.)	m³	0	0	0
Groundwater (well water)	m³	0	0	0
Rainwater	m³	0	0	0
Other	m³	0	0	0
Total water consumption	**m³**	**2,493.48**	**3,765.57**	**3,858.74 (*)**
Water recovery rate	%	0	0	0
Water intensity [21]	m³/TL	0.000000719	0.000000561	0.000000426
Total water consumption from all regions under water stress [22]	m³	2,493.48	3,765.57	3,858.74
Number of non-compliance cases related to permits. standards. or legislative obligations covering water quantity and/or quality	Number	0	0	0

[20] Freshwater withdrawal: Freshwater is defined as water with a total dissolved solids concentration of 1,000 mg/L or less. Freshwater withdrawal data include both the data from municipal water supply and groundwater withdrawals.

[21] Water intensity: Total water consumption divided by Net revenue.
[22] You can access the water stress map here.

KEY PERFORMANCE INDICATORS

Climate Change and Environment

Resource Utilization and Circularity

Hazardous Wastes ESRS E5-5, GRI, and others	Unit	2022	2023	2024
Wastes from antifreeze	kg	n/a	424	n/a
Engine and transmission oils	kg	n/a	253.94	188.69
Oil filters	kg	n/a	23.59	n/a
Medical waste	kg	n/a	15.72	23.59
Total	**kg**	**n/a**	**717.25**	**212.28**

Non-Hazardous Waste ESRS E5-5. GRI. and others	Unit	2022	2023	2024
Packaging waste	kg	1,116.40	1,981.22	2,205.29
Domestic waste (frying oil)	kg	n/a	n/a	245.69
Electronic waste	kg	n/a	n/a	229.74
Maintenance and repair waste (metal scrap)	kg	n/a	n/a	3,506.45
Total	**kg**	**n/a**	**n/a**	**6,187.17**

Waste Management ESRS E5-5, GRI, and others	Unit	2022	2023	2024
Total amount of waste generated	**kg**	**n/a**	**2,698.47** [23]	**6,399.45** [24]

Significant Spills GRI 306	Unit	2022	2023	2024
Total number of recorded significant spills (direct and accidental spills of oil and other hydrocarbons)	Number	0	0	0
Total volume of recorded significant spills (direct and accidental spills of oil and other hydrocarbons)	Thousand barrels	0	0	0

[23] Data presented here is the total waste amount excluding domestic wastes (frying oil), electronic wastes, and maintenance and repair wastes (metal scraps).
[24] Data presented here is the total waste amount excluding antifreeze wastes and oil filters.

KEY PERFORMANCE INDICATORS

Employees and Work Environment

Employee Profile

Employee Demographics ESRS S1-6, S1-9, GRI 2-7, 2-8, 405-1	Unit	2022	2023	2024
Female	Number	73	74	73 (*)
Male	Number	106	98	97
Percentage of female employees	%	40.8	43	42.9 (*)
Percentage of female managers [25]	%	51.4	50	48.6
Total number of employees	**Number**	**179**	**172**	**170 (*) [26]**
Average number of employees	Number	179	172	170
Number of full-time employees	Number	179	172	170
Number of part-time employees	Number	0	0	0
Number of interns [27]	Number	6	7	6
Number of contracted employees	Number	55	60	62
Percentage of total employees covered by collective bargaining agreement [28]	%	0	0	0
Number of employees at senior management level [29]	Number	19	19	19
Percentage of employees at senior management level [30]	%	10.6	11	10.2
Total number of employees holding managerial and above positions [31]	Number	35	38	37
Number of employees by category (Female)	Number	Assistant: 14 Lawyer: 6 Staff: 7 Security: 1 Mid-level manager: 12 Chief/Specialist/ Assistant Specialist/ Authorized Representative: 15 Senior Manager: 6 Manager: 12	Assistant: 14 Lawyer: 6 Staff: 8 Security: 1 Mid-level manager: 13 Chief/Specialist/ Assistant Specialist/ Authorized Representative: 15 Senior Manager: 6 Manager: 11	Assistant:13 Lawyer:6 Staff:8 Security:1 Mid-level Manager:12 Chief / Specialist / Assistant Specialist / Authorized Representative:15 Senior Manager:6 Manager:12
Number of employees by category (Male)	Number	Lawyer:1 Staff:19 Security:24 Mid-level Manager:4 Chief / Specialist / Assistant Specialist / Authorized Representative:20 Driver:9 Technician:7 Senior Manager:13 Manager:9	Lawyer:2 Staff:14 Security:17 Mid-level Manager:6 Chief / Specialist / Assistant Specialist / Authorized Representative:19 Driver:9 Technician:6 Senior Manager:13 Manager:12	Lawyer: 3 Staff: 12 Security: 17 Mid-level Manager: 6 Chief/Specialist/ Assistant Specialist/ Authorized Representative: 19 Driver: 9 Technician: 6 Senior Manager: 13 Manager: 12

Employee Demographics ESRS S1-6, S1-9, GRI 2-7, 2-8, 405-1	Unit	2022	2023	2024
Number of employees under 30 years old	Number	Lawyer:2 Security:2 Chief / Specialist / Assistant Specialist / Authorized Representative:17 Technician:1	Lawyer:3 Manager / Specialist / Assistant Specialist / Authorized Representative:18 Technician:1 Administrator:1	Lawyer:4 Staff:1 Manager / Specialist / Assistant Specialist / Authorized Representative:20 Driver:1 Technician:1 Administrator:2
Percentage of employees under 30 years old	%	Lawyer: 9.1 Security: 9.1 Manager / Specialist / Assistant Specialist / Authorized Representative: 77.3 Technician: 4.5	Lawyer: 13.0 Manager / Specialist / Assistant Specialist / Authorized Representative: 78.3 Technician: 4.3 Administrator: 4.3	Lawyer: 13.8 Staff: 3.4 Manager/Specialist/ Assistant Specialist/ Authorized Representative: 69 Driver: 3.4 Technician: 3.4 Administrator: 6.9
Number of employees between 30–50 years old	Number	Assistant:9 Lawyer:5 Staff:13 Security:22 Mid-level Manager:14 Chief / Specialist / Assistant Specialist / Authorized Representative:16 Driver:2 Technician:5 Senior Manager:12 Manager:20	Assistant: 9 Lawyer: 5 Staff: 11 Security: 18 Mid-level manager: 17 Chief/Specialist/ Assistant Specialist/ Authorized Representative: 14 Driver: 3 Technician: 4 Senior Manager: 12 Manager: 21	Assistant:8 Lawyer:5 Staff:10 Security:18 Mid-level Manager:16 Supervisor / Specialist / Assistant Specialist / Authorized Representative:13 Driver:2 Technician:4 Senior Manager:12 Manager:21
Percentage of employees between 30–50 years old	%	Assistant: 7.6 Lawyer: 4.2 Staff Member: 11.0 Security: 18.6 Mid-level Manager: 11.9 Supervisor / Specialist / Assistant Specialist / Authorized Representative: 13.6 Driver: 1.7 Technician: 4.2 Senior Manager: 10.2 Manager: 16.9	Assistant: 7.9 Lawyer: 4.4 Staff: 9.6 Security: 15.8 Mid-level Manager: 14.9 Supervisor / Specialist / Assistant Specialist / Authorized Representative: 12.3 Driver: 2.6 Technician: 3.5 Senior Manager: 10.5 Manager: 18.4	Assistant: 7.3 Lawyer: 4.6 Staff Member: 9.2 Security: 16.5 Mid-Level Manager: 14.7 Supervisor / Specialist / Assistant Specialist / Authorized Representative: 11.9 Driver: 1.8 Technician: 3.7 Senior Manager: 11.0 Manager: 19.3

[25] The calculation includes employees in manager level and higher positions.
[26] This is the number of employees at Doğuş Holding A.Ş. Employees not responsible for Doğuş Holding A.Ş.'s operations are not included.
[27] The calculation includes employees who were employed as interns. Although the Labor Law requires that insurance costs of interns during their internship period be covered by their educational institutions, this condition was not taken into account.
[28] Number of employees covered by the collective bargaining agreement divided by Total number of employees multiplied by 100
[29] The calculation includes employees in senior management positions above the manager level.
[30] The calculation includes senior and executive level.
[31] The director has taken into account employees at the senior management level.

KEY PERFORMANCE INDICATORS

Employees and Work Environment

Employee Profile

Employee Demographics ESRS S1-6, S1-9, GRI 2-7, 2-8, 405-1	Unit	2022	2023	2024
Number of employees over 50 years old	Number	Assistant: 5 Staff: 13 Security: 1 Mid-level Manager: 2 Chief / Specialist / Assistant Specialist / Authorized Representative: 2 Driver: 7 Technician: 1 Senior Manager: 7 Manager: 1	Assistant: 5 Staff: 11 Mid-level Manager: 2 Supervisor / Specialist / Assistant Specialist / Authorized Representative: 2 Driver: 6 Technician: 1 Senior Manager: 7 Manager: 1	Assistant:5 Staff:9 Mid-level Manager:2 Supervisor / Specialist / Assistant Specialist / Authorized Representative:1 Driver:6 Technician:1 Senior Manager:7 Manager:1
Percentage of employees over 50 years old	%	Assistant: 12.8 Staff: 33.3 Security: 2.6 Mid-level manager: 5.1 Supervisor / Specialist / Assistant Specialist / Authorized Representative: 5.1 Driver: 17.9 Technician: 2.6 Senior Manager: 17.9 Manager: 2.6	Assistant: 14.3 Staff Member: 31.4 Middle Manager: 5.7 Supervisor / Specialist / Assistant Specialist / Authorized Representative: 5.7 Driver: 17.1 Technician: 2.9 Senior Manager: 20.0 Manager: 2.9	Assistant: 15.6 Staff Member: 28.1 Mid-Level Manager: 6.3 Supervisor / Specialist / Assistant Specialist / Authorized Representative: 3.1 Driver: 18.8 Technician: 3.1 Senior Manager: 21.9 Manager: 3.1
Percentage of total employees by employment category	%	Assistant: 7.8 Lawyer: 3.9 Staff Member: 14.5 Security: 14 Mid-Level Manager: 8.9 Supervisor / Specialist / Assistant Specialist / Authorized Representative: 19.6 Driver: 5 Technician: 3.9 Senior Manager: 10.6 Manager: 11.7	Assistant: 8.1 Lawyer: 4.7 Staff Member: 12.8 Security: 10.5 Mid-Level Manager: 11.0 Supervisor / Specialist / Assistant Specialist / Authorized Representative: 19.8 Driver: 5.2 Technician: 3.5 Senior Manager: 11 Manager: 13.4	Assistant: 7.6 Lawyer: 5.3 Staff Member: 11.8 Security: 10.6 Mid-Level Manager: 10.6 Chief / Specialist / Assistant Specialist / Authorized Representative: 20 Driver: 5.3 Technician: 3.5 Senior Manager: 11.2 Manager: 14.1

Employee Demographics ESRS S1-6, S1-9, GRI 2-7, 2-8, 405-1	Unit	2022	2023	2024
Number of female employees with a PhD degree	Number	0	0	0
Number of male employees with a PhD degree	Number	0	0	0
Number of female employees with a master's degree	Number	13	13	11
Number of male employees with a master's degree	Number	8	9	10
Number of female employees with a bachelor's degree	Number	45	45	47
Number of male employees with a bachelor's degree	Number	31	32	34
Number of female employees with an associate degree	Number	4	4	4
Number of male employees with an associate degree	Number	5	4	4
Number of female employees with a high school diploma	Number	7	8	7
Number of male employees with a high school diploma	Number	42	38	35
Number of female employees with primary or secondary school education	Number	4	4	4
Number of male employees with primary or secondary school education	Number	20	15	14

Number of Employees by Region [32] ESRS S1-7, GRI 2-7	Unit	2022	2023	2024
Number of female employees in the Marmara region	Number	73	74	73
Number of male employees in the Marmara region	Number	106	98	97

Number of Employees by Type of Contract ESRS S1-7	Unit	2022	2023	2024
Number of permanent employees	Number	179	171	169
Number of contracted employees	Number	179	172	170
Number of employees with indefinite-term contracts	Number	179	171	168
Number of employees with seasonal or temporary contracts	Number	0	1	1

[32] Doğuş Holding A.Ş.. operates solely in the Marmara Region as a legal entity. The operating regions of its subsidiaries and affiliates are detailed on Page 15.

KEY PERFORMANCE INDICATORS

Employees and Work Environment

Employee Turnover

Employee Turnover and Newly Hired Employees ESRS S1-6, GRI 401	Unit	2022	2023	2024
Employee turnover [33]	%	10,1	7,6	7,6
Percentage of newly hired employees by age group	%	Under 30 y/o: 56 Between 30-50 y/o: 44 Over 50 y/o: 0	Under 30 y/o: 40 Between 30-50 y/o: 60 Over 50 y/o: 0	Under 30 y/o: 68 Between 30-50 y/o: 32 Over 50 y/o: 0
Number of newly hired employees by age group	Number	Under 30 y/o: 9 Between 30-50 y/o: 7 Over 50 y/o: 0	Under 30 y/o: 4 Between 30-50 y/o: 6 Over 50 y/o: 0	Under 30 y/o: 13 Between 30-50 y/o: 6 Over 50 y/o: 0
Percentage of newly hired female employees by age group	%	Under 30 y/o: 33 Between 30-50 y/o: 43 Over 50 y/o: 0	Under 30 y/o: 50 Between 30-50 y/o: 50 Over 50 y/o: 0	Under 30 y/o: 54 Between 30-50 y/o: 83 Over 50 y/o: 0
Number of newly hired female employees by age group	Number	Under 30 y/o: 3 Between 30-50 y/o: 3 Over 50 y/o: 0	Under 30 y/o: 2 Between 30-50 y/o: 3 Over 50 y/o:0	Under 30 y/o: 7 Between 30-50 y/o: 5 Over 50 y/o: 0
Percentage of newly hired male employees by age group	%	Under 30 y/o: 67 Between 30-50 y/o: 57 Over 50 y/o: 0	Under 30 y/o: 50 Between 30-50 y/o: 50 Over 50 y/o: 0	Under 30 y/o: 46 Between 30-50 y/o: 17 Over 50 y/o: 0
Number of newly hired male employees by age group	Number	Under 30 y/o: 6 Between 30-50 y/o: 4 Over 50 y/o: 0	Under 30 y/o: 2 Between 30-50 y/o: 3 Over 50 y/o: 0	Under 30 y/o: 6 Between 30-50 y/o: 1 Over 50 y/o: 0

Employees who Left Work ESRS S1-6, GRI 401	Unit	2022	2023	2024
Number of employees who left work [34]	Number	18	13	13
Percentage of employees who left work by total workforce [35]	%	10.1	7.6	7.6
Number of male employees who left work [36]	Number	8	9	4
Percentage of male employees who left work by total workforce [37]	%	4.5	5.2	2.,4
Number of female employees who left work [38]	Number	10	4	9
Percentage of female employees leaving work by total workforce [39]	%	5.6	2.3	5.3
Percentage of employees whose employment contracts were terminated [40]	%	1.7	1.7	2.9
Percentage of employees who quitted [41]	%	5	1.2	4.1
Percentage of employees who left work by age group [42]	Number	Under 30 y/o: 2 Between 30-50 y/o: 14 Over 50 y/o: 2	Under 30 y/o: 3 Between 30-50 y/o: 6 Over 50 y/o: 4	Under 30 y/o: 7 Between 30-50 y/o: 4 Over 50 y/o: 2
Percentage of employees who left work by total workforce [43]	%	Under 30 y/o: 9.1 Between 30-50 y/o: 11.9 Over 50 y/o: 5.1	Under 30 y/o: 13 Between 30-50 y/o: 5.3 Over 50 y/o: 11.4	Under 30 y/o: 24.1 Between 30-50 y/o: 3.7 Over 50 y/o: 6.3

Positions Filled with Internal Candidates ESRS S1-6, GRI 401, GRI 405	Unit	2022	2023	2024
Total number of promotions	**Number**	**10**	**15**	**7**
Number of female employees promoted	Number	8	5	5
Percentage of female employees promoted	%	80	33	71
Percentage of employees promoted by total workforce	%	5.6	8.7	4.1

Maternal and Parental Leaves

Maternal and Parental Leaves ESRS S1-15, GRI 401	Unit	2022	2023	2024
Total number of employees entitled to parental leave by gender [44]	Number	Female: 3 Male: 2	Female: 3 Male: 7	Female: 2 Male: 4
Percentage of employees who took parental leave by gender [45]	%	Female: 60 Male: 40	Female: 30 Male: 70	Female: 33 Male: 67
Number of employees by gender who returned to work during the reporting period after completion of parental leave [46]	Number	Female: 3 Male: 2	Female: 3 Male: 7	Female: 2 Male: 4
Percentage of employees by gender who returned to work during the reporting period after completion of parental leave [47]	%	Female: 100 Male: 100	Female: 100 Male: 100	Female: 100 Male: 100
Total number of employees by gender who resumed work after completing parental leave and remained employed for 12 months thereafter	Number	Female: 3 Male: 2	Female: 3 Male: 7	Female: 2 Male: 4
Percentage of employees by gender who resumed work after completing parental leave and remained employed for 12 months thereafter [48]	%	Female: 100 Male: 100	Female: 100 Male: 100	Female: 100 Male: 100
Percentage of eligible employees who took family-related leave [49]	%	7,1	12,4	12,3
Percentage of eligible employees who took family-related leave by gender	%	Female: 45 Male: 55	Female: 45 Male: 55	Femalen : 45 Male: 55

[33] Employees who left Doğuş Holding A.Ş. and transferred to a subsidiary company under Doğuş Holding were not included in the calculation. Terminations are included.
[34 / 35 / 36 / 37 / 38 / 39] The calculation includes employees whose employment contracts were terminated.
[40] The calculation includes employees whose indefinite-term employment contracts were terminated by the employer at the end of their probationary period.
Formula: Number of dismissed employees divided by Average number of employees multiplied by 100
[41] The calculation includes employees who resigned voluntarily, resigned due to marriage, or decided to leave work at the end of their probationary period.
Formula: Number of resigned employees divided by Average number of employees multiplied by 100
[42 / 43] The calculation includes employees whose employment contracts were terminated.
[44 / 45 / 46] The calculation includes all employees who took paternity and maternity leaves.
[47] Total number of employees who returned to work after completion of parental leave divided by Total number of employees whose parental leave is ongoing and expected to return upon completion, multiplied by 100
[48] Total number of employees retained for 12 months following their return from parental leave divided by Total number of employees who returned from parental leave in the previous reporting period(s), multiplied by 100
[49] (Total number of paternity + maternity + nursing + bereavement + marriage leaves) divided by Total number of all leaves taken during the relevant year

KEY PERFORMANCE INDICATORS

Employees and Work Environment

Performance Management

Performance Evaluations [50] ESRS S1-13, GRI 404	Unit	2022	2023	2024
Percentage of total employees by gender who received regular performance and career development evaluations	%	Female: 47 Male: 53	Female: 47 Male: 53	Female: 47 Male: 53
Percentage of total employees by employee category who received regular performance and career development evaluations	%	Assistant: 8.1 Mid-level Manager: 18.2 Supervisor / Specialist / Assistant Specialist / Authorized Representative: 31.3 Technician: 6.1 Senior Manager: 13.1 Manager: 23.2	Assistant: 8.1 Mid-level manager: 18.2 Chief / Specialist / Assistant Specialist / Authorized Representative: 31.3 Technician: 6.1 Senior Manager: 13.1 Manager: 23.3	Assistant: 8.1 Mid-level manager: 18.2 Chief / Specialist / Assistant Specialist / Authorized representative: 31.3 Technician: 6.1 Senior manager: 13.1 Manager: 23.4

Notification Periods

Notification Periods ESRS S1-14, GRI 402	Unit	2022	2023	2024
The minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them [51]	Number	Employees with less than 6 months of length of service: 2 weeks (14 days) Employees with 6 months to 1.5 years of length of service: 4 weeks (28 days) Employees with 1.5 to 3 years of length of service: 6 weeks (42 days) Employees with more than 3 years of length of service: 8 weeks (56 days)	Employees with less than 6 months of length of service: 2 weeks (14 days) Employees with 6 months to 1.5 years of length of service: 4 weeks (28 days) Employees with 1.5 to 3 years of length of service: 6 weeks (42 days) Employees with more than 3 years of length of service: 8 weeks (56 days)	Employees with less than 6 months of length of service: 2 weeks (14 days) Employees with 6 months to 1.5 years of length of service: 4 weeks (28 days) Employees with 1.5 to 3 years of length of service: 6 weeks (42 days) Employees with more than 3 years of length of service: 8 weeks (56 days)

Employee Loyalty

Employee Loyalty Survey Results ESRS S1, GRI 401, and others	Unit	2022	2023	2024
Employee loyalty score [52]	%	n/a	n/a	87

Average Length of Service

Employee Average Length of Service ESRS S1-7	Unit	2022	2023	2024
Average length of service	%	8.8	9.2	9.5

Remuneration

Adequate Wages S1-10	Unit	2022	2023	2024
Percentage of non-permanent employees earning below minimum wage	%	0	0	0
Percentage of employees earning below the applicable minimum wage standard	%	0	0	0

Discrimination Cases

Discrimination and Human Rights Violations-Related Incidents ESRS S1, S2, S3, S4, GRI 405, GRI 406, and others	Unit	2022	2023	2024
Number of discrimination cases	Number	0	0	0
Number of severe human rights breaches and incidents involving employees	Number	0	0	0
Total number of identified incidents involving violations of the rights of local communities	Number	0	0	0

Side Benefits Provided for the Employees

Side Benefits ESRS S1-16. GRI 401	Unit	2022	2023	2024
Health and life insurance	TRY	2,534,667.36	6,456,240.48	11,429,801.53
Meal allowance	TRY	188,400.00	1,715,260.00	3,038,640.00

[50] The calculation does not include employees who do not take part in operational processes.
[51] The calculation was based on the statutory notice periods.
[52] In 2022 and 2023, the employee loyalty survey was conducted by a different company; therefore, data from those years were not included, as a reliable comparison could not be possible.

KEY PERFORMANCE INDICATORS

Employees and Work Environment

Occupational Health and Safety [53]

Working Hours ESRS S1-14, GRI 410, and others	Unit	2022	2023	2024
Total working hours [54]	**Hours**	**889,200**	**861,120**	**861,120**

Accidents ESRS S1-14, GRI 410, and others	Unit	2022	2023	2024
Female	Number	0	0	0 (*)
Male	Number	2	3	0 (*)
Total number of accidents	**Number**	**2**	**3**	**0 (*)**

Lost Time Injuries ESRS S1-14, GRI 410, and others	Unit	2022	2023	2024
Female	Number	0	0	0 (*)
Male	Number	0	0	0 (*)
Total number of lost time injuries	**Number**	**0**	**0**	**0 (*)**

Fatal Accidents ESRS S1-14, GRI 410, SASB, and others	Unit	2022	2023	2024
Female	Number	0	0	0
Male	Number	0	0	0
Total number of fatal accidents	**Number**	**0**	**0**	**0**

Absenteeism Due to Accidents ESRS S1-14, GRI 410, and others	Unit	2022	2023	2024
Female	Days	0	0	0
Male	Days	0	0	0
Total days of absenteeism due to accidents	**Days**	**0**	**0**	**0**

Lost-Time Injury Frequency Rate [55] ESRS S1-14, GRI 410, and others	Unit	2022	2023	2024
Total lost-time injury frequency rate	**LTIFR**	**0**	**0**	**0**

Recordable Injury Frequency Rate [56] ESRS S1-14, GRI 410, and others	Unit	2022	2023	2024
Total recordable injury frequency rate	**TRIFR**	**2.24**	**3.48**	**0**

Number of Employees Working or Carrying Out Tasks in Environments which Pose High Risk of Accidents or Occupational Disease ESRS S1-14, GRI 410, and others	Unit	2022	2023	2024
Total number	**Number**	**0**	**0**	**0**

Occupational Accidents by Type of Injuries ESRS S1-14, GRI 410, and others	Unit	2022	2023	2024
Getting cut	Number	2	0	0
Slipping/falling	Number	0	0	0
Being struck by a falling object	Number	0	0	0
Being caught/crushed	Number	0	0	0
Being electrocuted	Number	0	3	0
Others	Number	0	0	0
Percentage of fatal accidents	%	0	0	0

OHS Training Programs ESRS S1-14, GRI 410, and others	Unit	2022	2023	2024
Total OHS training hours	Hours	1,384	472	800
OHS training hours per employee	Hours	3.64	1.28	2.17

[53] Workers responsible for operations not included in occupational health and safety data reporting are also included in the report. No occupational diseases were reported under occupational health and safety management in 2022, 2023, and 2024. Visitors, interns, and all third parties are included in the data on the total number of accidents, the number of accidents resulting in lost time, and the number of fatal accidents.
[54] It has been calculated by including employees responsible for operations not included in the reporting.

[55] Number of lost-time injuries divided by Total working hours, multiplied by 1,000,000
[56] Total number of recordable injuries divided by Total working hours, multiplied by 1,000,000

KEY PERFORMANCE INDICATORS

Corporate Governance

Corporate Governance ESRS 2, ESRS G1, GRI, and others	Unit	2022	2023	2024
Number of members on the Board of Directors	Number	8	8	8
Number of female members on the Board of Directors	Number	0	0	0
Number of male members on the Board of Directors	Number	8	8	8
Percentage of female members on the Board of Directors	%	0	0	0
Number of university graduates on the Board of Directors	Number	8	8	8
Number of members with Master's Degree on the Board of Directors	Number	5	5	5
Average attendance rate at Sustainability Committee meetings	%	n/a	n/a	75
Average member-based attendance rate at Sustainability Committee meetings	%	n/a	n/a	Nafiz Karadere: 100 Ali Bilaloğlu: 75 Hüsnü Akhan: 50 Gür Çağdaş: 75
Total number of suggestions submitted to the highest governance body during the reporting period	Number	134	148	223

Anti-Corruption GRI 205, ESRS G1	Unit	2022	2023	2024
Total number of members of the governance bodies (e.g., Board of Directors, management committees, etc.) to whom anti-corruption policies and procedures have been communicated	Number	n/a	n/a	6
Total percentage of members of the governance bodies (e.g., Board of Directors, management committees, etc.) to whom anti-corruption policies and procedures have been communicated	%	n/a	n/a	100

KEY PERFORMANCE INDICATORS

Sustainable Supply Chain Management

Procurement Practices ESRS G1. GRI 204	Unit	2022	2023	2024
Total amount spent on procurement	TRY	252,858,633.53	550,471,731.69	854,691,900.17
Total amount spent on procurement from local suppliers	TRY	247,372,802.00	538,208,508.11	847,150,550.12
Percentage of local procurement	%	97.83	97.77	99.12

Supplier Selection and Auditing ESRS G1, ESRS S2, ESRS 2, GRI, and others	Unit	2022	2023	2024
Total number of suppliers	Number	733	736	679
Total number of supplier audits conducted	Number	n/a	n/a	7
Percentage of high-risk suppliers audited	%	n/a	n/a	77.77 [57]
Number of high-risk suppliers	Number	8	18	21
Percentage of high-risk suppliers	%	1.09	2.45	3.09
Number of suppliers evaluated for social impact	Number	n/a	n/a	7

Supplier Selection and Auditing ESRS G1, ESRS S2, ESRS 2, GRI, and others	Unit	2022	2023	2024
Number of suppliers identified as having significant actual and potential adverse social impact	Number	n/a	n/a	3
Number of suppliers evaluated for environmental impact	Number	n/a	n/a	7
Number of suppliers identified as having significant actual and potential adverse environmental impact	Number	n/a	n/a	2

Payment Practices ESRS G1	Unit	2022	2023	2024
Average time taken to pay a supplier invoice	Days	30	30	30
Percentage of payments made to suppliers within standard payment terms [58]	%	100	100	100
Number of ongoing legal actions related to delayed payments to suppliers [59]	Number	0	0	0

Freedom of Association GRI 407, ESRS G1, ESRS 2, ESRS S1, ESRS S2	Unit	2022	2023	2024
Number of suppliers that might pose significant risks due to concerns over potential violations of workers' freedom of association or collective bargaining rights	Number	n/a	n/a	0

Child Labor GRI 408, ESRS G1, ESRS 2, ESRS S1, ESRS S2	Unit	2022	2023	2024
Number of suppliers considered to pose a risk in terms of child labor	Number	n/a	n/a	0

Forced Labor GRI 409, ESRS G1, ESRS 2, ESRS S1, ESRS S2	Unit	2022	2023	2024
Number of suppliers considered to pose a risk in terms of forced labor	Number	n/a	n/a	0

Tax Reductions, Incentives, and Financial Assistance GRI 201	Unit	2022	2023	2024
Total monetary value of tax reductions and tax credits received from the government during the reporting period	TRY	0	0	0
Total monetary value of subsidies received from the government during the reporting period	TRY	0	0	0
Total monetary value of awards received from the government	TRY	0	0	0
Total monetary value of royalty holidays received from the government during the reporting period	TRY	0	0	0
Total monetary value of financial assistance received from Export Credit Agencies (ECAs) during the reporting period	TRY	0	0	0
Total monetary value of financial incentives received from any government during the reporting period	TRY	0	0	0
Total monetary value of other financial assistance received or to be received from any government for any activity during the reporting period	TRY	0	0	0

[57] As a result of the risk categorization study conducted, purchases exceeding 5 million TRY were considered high-risk. For 2024, 21 out of 679 suppliers were identified as high-risk suppliers and this figure is also reported under the "number of high-risk suppliers" indicator severally. Among these 21 high-risk suppliers, banks, insurance companies, customs consultancy firms, public institutions, associations, and group companies were excluded from the audit scope. After excluding these, the number of companies subject to audit in 2024 was nine. During 2024, audit activities were conducted for seven companies, resulting in an audit rate of 77.77%. Group companies are regularly audited through internal audit processes.

[58] / [59] Refers to the payments that were made within the predetermined average payment period.

KEY PERFORMANCE INDICATORS

Legal Affairs

Compliance with Laws and Regulations ESRS S1, ESRS G1, GRI 2-27, 205, 206, 406, 417, 418, and others	Unit	2022	2023	2024
Monetary fines, penalties, and compensations imposed on grounds of social and human rights violations	TRY	0	0	0
Monetary fines, penalties, and compensations imposed on grounds of severe human rights breaches and incidents involving employees	TRY	0	0	0
Total financial loss arising from legal actions brought against violations of or non-compliance with labor law	TRY	0	0	0
Total financial loss resulting from lawsuits filed on grounds of discriminatory incidents involving employees	TRY	0	0	0
Amount of fines imposed on grounds of violations of anti-corruption and anti-bribery laws	TRY	0	0	0
Number of conviction verdicts resulting from violations of anti-corruption and anti-bribery laws	Number	0	0	0
Number of confirmed incidents of corruption or bribery	Number	0	0	0
Number of confirmed cases in which employees were dismissed or referred to the disciplinary board for review due to their involvement in corruption or bribery-related activities	Number	0	0	0
Number of confirmed cases of business relationships terminated or not renewed due their involvement in to corruption or bribery-related violations	Number	0	0	0
Number of public actions filed against the organization or its employees on grounds of involvement in corruption-related activities	Number	0	0	0
Number of ongoing or completed legal actions during the reporting period regarding anti-competitive behavior and violations of antitrust or monopoly legislation	Number	0	0	0
Total number of significant non-compliance cases with laws and regulations	Number	0	0	0
Cases in which monetary fines were imposed	Number	0	0	0
Cases in which non-monetary sanctions were imposed	Number	0	0	0

Digital Transformation and Data Security

Data Security Breaches ESRS 2, GRI, and others	Unit	2022	2023	2024
Number of data breaches	Number	0	0	0
Percentage of breaches involving personal data	%	0	0	0
Number of non-compliance cases with physical and/or cyber security standards or legal obligations	Number	0	0	0

Digital Projects ESRS 2, GRI, and others	Unit	2022	2023	2024
Total number of digital projects	Number	2	4	3
Number of digital projects currently ongoing	Number	2	4	3
Total cost of all completed projects	TRY	316,500	530,545	411,419

KEY PERFORMANCE INDICATORS

Doğuş Holding Subsidiaries and Affiliates

Indicator	Company	2022	2023	2024
Scope-1 emission amounts (tCO_2e)	Doğuş Energy	119.33	133.14	204.56
	Doğuş REIT	34.72	38.34	36.41
	Doğuş Hospitality ve Retail	12,163.83	11,597.07	14,544.63
	Doğuş Construction [60]	8,765.17	30,818.12	107,155.25
	Doğuş Automotive	1,714	2,107	2,092
	Doğuş Technology	218.05	194.77	430.58
	Doğuş Publication Group	563.09	294	285.22
	Galataport	1,229.52	1,236.98	844.56
	TÜVTÜRK	n/a	11,858.40 [61]	n/a
	vdf	546.03	465.13	566
Scope-2 emission amounts (tCO_2e)	Doğuş Energy	32.23	66.86	6.82
	Doğuş REIT	13.82	23.74	32.81
	Doğuş Hospitality ve Retail	30,565.49	25,518.59	24,512.64
	Doğuş Construction [62]	4,583.29	2,051.60	5,442.82
	Doğuş Automotive	1,684	1,567	1,573
	Doğuş Technology	1026.78	828.75	792.36
	Doğuş Publication Group	2,473.02	2,707.44	2,823.63
	Galataport	6,720.42	6,134.49	6,508.43
	TÜVTÜRK	n/a	8,758.38 [63]	n/a
	vdf	51.67	44.86	83.98

[60] The calculation includes all projects and headquarters of Doğuş Construction.
[61] The calculation covers all TÜVTÜRK vehicle inspection stations (75 mobile stations and 216 fixed stations).
[62] The calculation includes all projects and headquarters of Doğuş Construction.
[63] The calculation covers all TÜVTÜRK vehicle inspection stations (75 mobile stations and 216 fixed stations).

Indicator	Company	2022	2023	2024
Total energy consumption (MWh)	Doğuş Energy	3,784.75	3,232.54	4,085.25
	Doğuş REIT	158.729	186.986	180.963
	Doğuş Hospitality ve Retail	114,291.96	98,315.70	98,099.77
	Doğuş Construction [64]	56,516.39	172,806.76	597,471.12
	Doğuş Automotive	12,859	15,058	14,707
	Doğuş Technology	3,139.61	2,560.67	2,292.77
	Doğuş Publication Group	5,595.06	6,125.43	6,388.29
	Galataport	20,521.01	19,055.08	17,626.94
	TÜVTÜRK	n/a	20,882.78 [65]	n/a
	vdf	2,991.64	2,639.57	3,280.83
Total hazardous waste amounts (kg)	Doğuş Energy	1,094	480.84	378.21
	Doğuş REIT	n/a	n/a	n/a
	Doğuş Hospitality ve Retail	n/a	n/a	n/a
	Doğuş Construction [66]	2,731.41	2,937.4	1,736.27
	Doğuş Automotive	127,411	162,033	181,591
	Doğuş Technology	n/a	301.51 [67]	89.24 [68]
	Doğuş Publication Group	1,736	1,890	27,707
	Galataport [69]	196	6,486	3,486
	TÜVTÜRK [70]	164	400 [71]	296.6
	vdf	n/a	n/a	n/a

[64] The calculation includes all projects and headquarters of Doğuş Construction.
[65] The reported figures represent the total of 710.557 MWh consumed by the headquarters and 20,172.219 MWh consumed by the station.
[66] The calculation includes all projects and headquarters of Doğuş Construction.
[67] Antifreeze (178.23 kg), engine transmission (106.75), oil filter (9.92), and medical waste (6.61) total.
[68] The total is engine transmission (79.32) and medical waste (9.92).
[69] The reported figures represent the total amount of hazardous waste generated by the shopping mall, port operations, and offices.
[70] Data for 2022 and 2024 has been calculated within the scope of the corporate headquarters.
[71] The reported figures represent the total hazardous waste amount of 150 kg generated by the headquarters and 250 kg generated by the station.

KEY PERFORMANCE INDICATORS

Doğuş Holding Subsidiaries and Affiliates

Indicator	Company	2022	2023	2024
Total non-hazardous waste amounts (kg)	Doğuş Energy	1,227	246.88	819.95
	Doğuş REIT	n/a	n/a	n/a
	Doğuş Hospitality ve Retail	n/a	n/a	n/a
	Doğuş Construction [72]	363,468.57	330,886.82	270,111.58
	Doğuş Automotive	499,226	470,421	408,692
	Doğuş Technology	469.29 [73]	832.82 [74]	8,940.82 [75]
	Doğuş Publication Group	n/a	n/a	n/a
	Galataport [76]	1,360,030	2,438,538	3,354,952
	TÜVTÜRK [77]	n/a	2,636,670	104,780
	vdf	n/a	n/a	n/a
Total water consumption amounts (m^3)	Doğuş Energy [78]	37.69	56.93	58.34
	Doğuş REIT [79]	120	160	140
	Doğuş Hospitality ve Retail	n/a	n/a	n/a
	Doğuş Construction [80]	4,724,573.86	5,785,917.01	4,548,658.88
	Doğuş Automotive	95,561	75,295	89,844
	Doğuş Technology	553.35	835.65	856.62
	Doğuş Publication Group	11,286	12,079	15,956
	Galataport [81]	138,061	162,272	156,169
	TÜVTÜRK	557	198,138.28	785
	vdf	1,007	1,218	1,498

[72] The calculation includes all projects and headquarters of Doğuş Construction.
[73]/[74] The amount of packaging waste.
[75] The total consists of packaging waste (927.01 kg), household waste oil (103.28 kg), electronic waste (6,436.57 kg), and maintenance and repair waste (1,473 kg).
[76] The reported figures represent the total amount of non-hazardous waste generated by the shopping mall, port operations, and offices.
[77] The 2023 data covers the central office and 210 stations. The 2022 and 2024 data belong to the headquarters.
[78] This is the amount of tap water used at Doğuş Energy's headquarters.
[79] The reported figures represent the total amount of water consumed by Doğuş REIT Central Office location.
[80] The calculation includes all projects and headquarters of Doğuş Construction.
[81] The reported figures represent the total amount of water consumed by the shopping mall, port operations, and offices.

Indicator	Company	2022	2023	2024
Number of employees by age groups	Doğuş Energy	Below 30 y/o: 5 Between 30-50 y/o: 41 Over 50 y/o: 3	Below 30 y/o: 5 Between 30-50 y/o: 41 Over 50 y/o: 3	Below 30 y/o: 9 Between 30-50 y/o: 40 Over 50 y/o: 4
	Doğuş REIT	Below 30 y/o: 0 Between 30-50 y/o: 10 Over 50 y/o: 5	Below 30 y/o: 0 Between 30-50 y/o: 8 Over 50 y/o: 6	Below 30 y/o: 0 Between 30-50 y/o: 8 Over 50 y/o: 6
	Doğuş Hospitality ve Retail	Below 30 y/o: n/a Between 30-50 y/o: n/a Over 50 y/o: n/a	Below 30 y/o: n/a Between 30-50 y/o: n/a Over 50 y/o: n/a	Below 30 y/o: n/a Between 30-50 y/o: n/a Over 50 y/o: n/a
	Doğuş Construction [82]	Below 30 y/o: 489 Between 30-50 y/o: 1,585 Over 50 y/o: 527	Below 30 y/o: 610 Between 30-50 y/o: 1,513 Over 50 y/o: 476	Below 30 y/o: 942 Between 30-50 y/o: 1,610 Over 50 y/o: 644
	Doğuş Automotive	Below 30 y/o: 152 Between 30-50 y/o: 451 Over 50 y/o: 68	Below 30 y/o: 185 Between 30-50 y/o: 470 Over 50 y/o: 84	Below 30 y/o: 181 Between 30-50 y/o: 503 Over 50 y/o: 90
	Doğuş Technology	Below 30 y/o: 213 Between 30-50 y/o: 275 Over 50 y/o: 15	Below 30 y/o: 184 Between 30-50 y/o: 291 Over 50 y/o: 15	Below 30 y/o: 181 Between 30-50 y/o: 326 Over 50 y/o: 13
	Doğuş Publication Group	Below 30 y/o: 121 Between 30-50 y/o: 661 Over 50 y/o: 116	Below 30 y/o: 105 Between 30-50 y/o: 638 Over 50 y/o: 132	Below 30 y/o: 99 Between 30-50 y/o: 538 Over 50 y/o: 133
	Galataport	Below 30 y/o: 66 Between 30-50 y/o: 169 Over 50 y/o: 31	Below 30 y/o: 45 Between 30-50 y/o: 120 Over 50 y/o: 28	Below 30 y/o: 40 Between 30-50 y/o: 109 Over 50 y/o: 26
	TÜVTÜRK [83]	Below 30 y/o: 1,864 Between 30-50 y/o: 2,619 Over 50 y/o: 46	Below 30 y/o: 2,044 Between 30-50 y/o: 2,683 Over 50 y/o: 54	Below 30 y/o: 2,130 Between 30-50 y/o: 2,821 Over 50 y/o: 54
	vdf	Below 30 y/o: 61 Between 30-50 y/o: 228 Over 50 y/o: 4	Below 30 y/o: 51 Between 30-50 y/o: 232 Over 50 y/o: 7	Below 30 y/o: 53 Between 30-50 y/o: 247 Over 50 y/o: 8

[82] The calculation includes all projects and headquarters of Doğuş Construction.
[83] The reported figures represent the total number of employees working at the headquarters and the stations.

KEY PERFORMANCE INDICATORS

Doğuş Holding Subsidiaries and Affiliates

Indicator	Company	2022	2023	2024
Number of female employees	Doğuş Energy	5	7	8
	Doğuş REIT	6	6	6
	Doğuş Hospitality ve Retail	n/a	n/a	n/a
	Doğuş Construction [84]	145	177	243
	Doğuş Automotive	227	255	258
	Doğuş Technology	239	257	281
	Doğuş Publication Group	276	275	243
	Galataport	82	56	54
	TÜVTÜRK [85]	451	507	551
	vdf	172	177	181
Percentage of female employees	Doğuş Energy	10.2	14.28	15
	Doğuş REIT	40	43	43
	Doğuş Hospitality ve Retail	n/a	n/a	n/a
	Doğuş Construction [86]	6	7	6
	Doğuş Automotive	33.8	34.5	33.3
	Doğuş Technology	36	40	40
	Doğuş Publication Group	31	31	32
	Galataport	31	29	31
	TÜVTÜRK	8.95	9.58	9.93
	vdf	59	61	59

Indicator	Company	2022	2023	2024
Total training hours	Doğuş Energy	692	702	696
	Doğuş REIT	150	363	207
	Doğuş Hospitality ve Retail	n/a	n/a	n/a
	Doğuş Construction [87]	694,505	894,196	930,059
	Doğuş Automotive	27,704	32,126	30,445
	Doğuş Technology	2,679	1,643	1,394
	Doğuş Publication Group	4,719	2,399	2,951
	Galataport	1,000	1,050	2,640
	TÜVTÜRK	n/a	n/a	n/a
	vdf	3,040	7,536	3,512
Total recordable incident frequency rates (TRIFR)	Doğuş Energy	0	25.43	0
	Doğuş REIT	0	0	0
	Doğuş Hospitality ve Retail	n/a	n/a	n/a
	Doğuş Construction [88]	1.55	0.85	1.51
	Doğuş Automotive	7.58	9.1	14.30
	Doğuş Technology	0.000002	0.000002	0.000002
	Doğuş Publication Group	2.04	1.64	1.24
	Galataport	13,6	26,5	25,05
	TÜVTÜRK [89]	0	0	0
	vdf	n/a	1.65	1.61

[84] The calculation includes all projects and headquarters of Doğuş Construction.
[85] The reported figures represent the total number of female employees working at the headquarters and the stations.
[86] The calculation includes all projects and headquarters of Doğuş Construction.

[87] The calculation includes all projects and headquarters of Doğuş Construction.
[88] The calculation includes all projects and headquarters of Doğuş Construction.
[89] The calculation includes data from the headquarters only.

KEY PERFORMANCE INDICATORS

Doğuş Holding Subsidiaries and Affiliates

Indicator	Company	2022	2023	2024
Lost-time incident frequency rates (LTIFR)	**Doğuş Energy**	0	25.43	0
	Doğuş REIT [90]	0	0	0
	Doğuş Hospitality ve Retail	n/a	n/a	n/a
	Doğuş Construction [91]	0.31	0.17	0.3
	Doğuş Automotive	2.16	0.5	4.7
	Doğuş Technology	0	0.59	0
	Doğuş Publication Group	2.13	1.71	1.30
	Galataport	4	6	2.41
	TÜVTÜRK [92]	0	0	0
	vdf	n/a	1.65	1.61

[90] The calculation includes data from Doğuş REIT Central Office only.
[91] The calculation includes all projects and headquarters of Doğuş Construction.
[92] The calculation includes data from the headquarters only.

GRI INDEX

Doğuş Holding's GRI index disclosures have been reported with reference to the GRI Standards.

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
GRI 2: General Disclosures 2021					
2-1 Organizational details	*See requirements of Directive 2013/34/EU*				Masthead, 102
2-2 Entities included in the organization's sustainability reporting	**ESRS 1** 5.1; **ESRS 2** BP-1 §5 (a) and (b) i	G12	Principles 7		Scope of the Report and Reporting Principles, 9-10
2-3 Reporting period, frequency and contact point (2-3-a and 2-3-b)	**ESRS 1** §73	G12	Principles 7		Scope of the Report and Reporting Principles, 9-10
2-4 Restatements of information	**ESRS 2** BP-2 §13, §14 (a), (b)			This is Doğuş Holding's first report.	
2-5 External assurance	*See external assurance requirements of Directive (EU) 2022/2464*	G13			Independent Assurance, 100-101
2-6 Activities, value chain and other business relationships	**ESRS 2** SBM-1 §40 (a) I, (a) ii, (b), (c), §42 (c)				About Doğuş Holding A.Ş. and Group Companies, 11-15 Business Model and Value Chain, 26-28 Doğuş Holding Subsidiaries and Affiliates, 77-80
2-7 Employees	**ESRS 2** SBM-1 §40 (a) iii; **ESRS S1** S1-6 §50 (a), (b) and (d), (e), §51, §52				Employees and Work Environment, 68-70
2-8 Workers who are not employees	**ESRS S1** S1-7 §55, §56				Employees and Work Environment, 68-70
2-9 Governance structure and composition (2-9-a [for public-interest entities only], 2-9-b, 2-9-c-i, c-ii, c-v to c-viii)	**ESRS 2 GOV-1** §21, §22 (a), §23; **ESRS G1** §5 (b) *See also corporate governance statement requirements of Directive 2013/34/EU for public-interest entities*	G5, L7	Principles 1, 2	Percentage of female managers: 48.6% Percentage of female employees: 42.9% (*) Our 2024 Sustainability Report includes gender-disaggregated data. However, race/ethnicity-disaggregated data is not available.	Employees and Work Environment, 68-71 Corporate Governance, 73 Corporate Governance Policy and Principles, 55-58
2-10 Nomination and selection of the highest governance body	**ESRS 2 GOV-1, GOV-2, GOV-3, GOV-4, GOV-5** *Bu konu ESRS 1 AR §16'daki sürdürülebilirlik konuları listesinde yer almamaktadır.*				Board of Directors Structure and Board Members, 55-58
2-11 Chair of the highest governance body	**ESRS 2 GOV-1, GOV-2, GOV-3, GOV-4, GOV-5** *ESRS 2 GOV-1, GOV-2, GOV-3, GOV-4, GOV-5* *This topic is not covered by the list of sustainability matters in ESRS 1 AR §16.*				Board of Directors Structure and Board Members, 55-58
2-12 Role of the highest governance body in overseeing the management of impacts	**ESRS 2 GOV-1** §22 (c); **GOV-2** §26 (a), (b); **SBM-2** §45 (d); **ESRS G1** §5 (a)	G1, G7	Principles 1, 2		Corporate Governance Policy and Principles, 55-60 Ethics and Compliance, 60 Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30
2-13 Delegation of responsibility for managing impacts	**ESRS 2 GOV-1** §22 (c) i; **GOV-2** §26 (a); **ESRS G1** G1-3 §18 (c)	G4, G5			Message from the Chairperson the Board and the CEO, 3-4 Message from the Chairperson of the Sustainability Committee, 5-6 Message from the Chief Operating Officer, 7-8 Corporate Governance Policy and Principles, 55-60 Sustainability Governance Structure and Responsibilities, 19-22 Risk Management, 28-30
2-14 Role of the highest governance body in sustainability reporting	**ESRS 2 GOV-5** §36; IRO-1 §53 (d)	G1	Principles 1, 2		Message from the Chairperson the Board and the CEO, 3-4 Message from the Chairperson of the Sustainability Committee, 5-6 Message from the Chief Operating Officer, 7-8 Sustainability Governance Structure and Responsibilities, 19-22 Corporate Governance Policy and Principles, 55-60 Stakeholder Engagement and Engagement Platforms, 22-23
2-15 Conflicts of interest	**ESRS G1**, G1-1, G1-2, G1-3, G1-4, G1-5, G1-6 *This topic is not covered by the list of sustainability matters in ESRS 1 AR §16.*				Corporate Governance Policy and Principles, 55-60 Ethics and Compliance, 60 Legal Affairs, 75
2-16 Communication of critical concerns	**ESRS 2 GOV-2** §26 (a); **ESRS G1** G1-1 AR 1 (a); G1-3 §18 (c)				Corporate Governance Policy and Principles, 55-60 Sustainability Governance Structure and Responsibilities, 19-22 Risk Management, 28-30 Stakeholder Engagement and Engagement Platforms, 22-23

GRI INDEX

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
2-17 Collective knowledge of the highest governance body	**ESRS 2 GOV-1** §23				Corporate Governance Policy and Principles, 55-59
2-22 Statement on sustainable development strategy	**ESRS 2 SBM-1** §40 (g)	G1			Message from the Chairperson the Board and the CEO, 3-4 Message from the Chairperson of the Sustainability Committee, 5-6 Message from the Chief Operating Officer, 7-8 UN SDG, 63
2-23 Policy commitments (2-23-a-i and a-iv; 2-23-b, 2-23-d, 2-23-e, 2-23-f) 102-1 Transition plan to mitigate the effects of climate change 102-2 Climate change adaptation plan 102-3 Just transition	**ESRS 2** GOV-4; MDR-P §65 (b), (c) and (f); **ESRS S1** S1-1 §19, §21, and §AR 14; **ESRS S2** S2-1 §16, §17, §19, and §AR 16; **ESRS S3** S3-1 §14, §16, §17 and §AR 11; **ESRS S4** S4-1 §15, §17, and §AR 13; **ESRS G1** G1-1 §7 ve §AR 1 (b)	G2, G3, G7, G7.1, HR2, HR2.1, L1.1, E1.1, AC2	Principles 1, 2, 5, 6, 7		Policies
2-24 Embedding policy commitments	**ESRS 2** GOV-2 §26 (b); MDR-P §65 (c); **ESRS S1** S1-4 §AR 35; **ESRS S2** S2-4 §AR 30; **ESRS S3** S3-4 §AR 27; **ESRS S4** S4-4 §AR 27; **ESRS G1** G1-1 §9 and §10 (g)	G2, G3, G7, G7.1, HR2, HR2.1, L1.1, E1.1, AC2	Principles 1, 2, 5, 6, 7		Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Corporate Governance Policy and Principles, 55-60 UN SDG, 63
2-25 Processes to remediate negative impacts 102-1 Transition plan to mitigate the effects of climate change 102-2 Climate change adaptation plan 102-3 Just transition	**ESRS S1** S1-1 §20 (c); S1-3 §32 (a), (b) and (e), §AR 31; **ESRS S2** S2-1 §17 (c); S2-3 §27 (a), (b) and (e), §AR 26; S2-4 §33 (c); **ESRS S3** S3-1 §16 (c); S3-3 §27 (a), (b) and (e), §AR 23; S3-4 §33 (c); **ESRS S4** S4-1 §16 (c); S4-3 §25 (a), (b) and (e), §AR 23; S4-4 §32 (c), **ESRS G1** G1-1 §10 (a); G1-3 §18 (a)				Sustainability Governance Structure and Responsibilities, 19-22 Stakeholder Engagement and Engagement Platforms, 22-23 Double Materiality Analysis and Material Issues, 23-25 Corporate Governance Policy and Principles, 55-60 UN SDG, 63
2-26 Mechanisms for seeking advice and raising concerns	**ESRS S1** S1-3 §AR 32 (d); **ESRS S2** S2-3 §AR 27 (d); **ESRS S3** S3-3 §AR 24 (d); **ESRS S4** S4-3 §AR 24 (d); **ESRS G1** G1-1 §10 (a); G1-3 §18 (a)	G8, G8.1	Principles 1		Stakeholder Engagement and Engagement Platforms, 22-23 Ethics and Compliance, 60 Corporate Governance, 73
2-27 Compliance with laws and regulations	**ESRS 2** SMB-3 §48 (d); **ESRS E2** E2-4 §AR 25 (b); **ESRS S1** S1-17 §103 (c) (d) and §104 (b); **ESRS G1** G1-4 §24 (a)			There were no cases of non-compliance with significant laws and regulations in 2024. There were no legal proceedings due to compliance with legal regulations on any issue (environment, occupational health and safety, corruption and bribery, anti-competitive practices, discrimination, child labor, forced labor, violation of indigenous peoples' rights, etc.). See KPI No. 205-3 for the heading "Combating corruption," KPI No. 206-1 for the heading "Anti-competitive practices," KPI No. 406-1 for "Discrimination," KPI No. 408-1 for "Child labor," KPI No. 409-1 for "Forced labor," and KPI 411-1 for violations of indigenous peoples' rights.	Ethics and Compliance, 60 Legal Affairs, 75
2-28 Membership associations	"Political engagement" is a sustainability matter for G1 covered by ESRS 1 §AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T, and/or as an entity-specific metric to be disclosed according to ESRS 1 §11 and pursuant to MDR-M.			Doğuş Holding does not engaged in any lobbying activities or entered into any cooperation related to the development of public policies in 2024. Doğuş Holding does not provide any in-kind or monetary support to any political party or organization. Doğuş Holding is a member of sectoral associations. The total membership fees paid were 211,050 TL for 2022, 526,680 TL for 2023, and 848,500 TL for 2024. This figure is the solo figure for Doğuş Holding A.Ş. The amount spent on internal and external lobbying is 0 TL. The amount paid for membership in lobbying associations is 0 TL.	Doğuş Holding Membership and Collaboration

GRI INDEX

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
2-29 Approach to stakeholder engagement 102-1 Transition plan to mitigate the effects of climate change 102-2 Climate change adaptation plan 102-3 Just transition 2-30 Collective bargaining agreements	**ESRS 2** SMB-2 §45 (a) I, (a) iv; **ESRS S1** S1-1 §20 (b); S1-2 §25, §27 (e) and §28; **ESRS S2** S2-1 §17 (b); S2-2 §20, §22 (e) and §23; **ESRS S3** S3-1 §16 (b); S3-2 §19, §21 (d) and §22; **ESRS S4** S4-1 §16 (b); S4-2 §18, §20 (d) ve§21	G11		In addition to the numerous meetings held by the Sustainability Council and Committee during the report preparation process, stakeholder feedback gathered from various stakeholder platforms was also taken into consideration during this process. There is no union in our company; therefore, the percentage of unionized employees covered by a collective bargaining agreement at Doğuş Holding is 0%.	Sustainability Governance Structure and Responsibilities, 19-22 Stakeholder Engagement and Engagement Platforms, 22-23
2-30 Toplu iş sözleşmeleri anlaşmaları	**ESRS S1** S1-8 §60 (a) and §61	L1.2, L6		Şirketimizde sendika bulunmamaktadır, bu nedenle Doğuş Holding'de toplu sözleşmeye tabi sendikalı çalışan oranı %0'dır.	Employees and Work Environment, 68-70
GRI 3: Material Topics 2021					
3-1 Process to determine material topics	**ESRS 2** BP-1 §AR 1 (a); IRO-1 §53 (b) ii, (b) iv	G7, G7.1, HR3, L2, E2,	Principles 1, 2, 3, 4, 5, 6, 7	It was determined by the priority analysis study conducted in October 2024. The scope and priority focus areas outlined in this report were developed from the priority analysis study, which took into account and evaluated the thoughts and concerns of each stakeholder group gathered from a wide range of dialogue platforms. All employees who have comprehensive collective knowledge about the thoughts and topics of interest of each stakeholder group participated in this study and shared their ideas, ensuring that the priority topics and areas of interest of all stakeholder groups were taken into account.	Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25
3-2 List of material topics	**ESRS 2** SBM-3 §48 (a) and (g)	HR1, E12	Principles 1, 2, 3, 4, 5, 6, 7		Doğuş Holding Double Materiality Matrix, 24
3-3 Management of material topics	**ESRS 2** SBM-1§ 40 (e); SBM-3 §48 (c) i and (c) iv; MDR-P, MDR-A, MDR-M, and MDR-T; **ESRS S1** S1-2 §27; S1-4 §39 and AR 40 (a); S1-5 §47 (b), (c); **ESRS S2** S2-2 §22; S2-4 §33, §AR 33 and §AR 36 (a); S2-5 §42 (b), (c); **ESRS S3** S3-2 §21; S3-4 §33, §AR 31, §AR 34 (a); S3-5 §42 (b),(c); **ESRS S4** S4-2 §20, S4-4 §31, §AR 30, and §AR 33 (a); S4-5 §41 (b), (c)	G9, HR3, HR4, HR5, HR6, HR7, HR8, L1, L2,L3, L4, L5, L11, L12, E1, E2, E3,E22, AC1, AC4, AC6, AC7, AC8	Principles 1, 2, 3, 4, 5, 6, 7		Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
GRI 203: Indirect Economic Impacts 2016					
203-2 Significant indirect economic impacts	**ESRS S1** S1-4 §AR 41; **ESRS S2** S2-4 §AR 37; **ESRS S3** S3-4 §AR 36				About Doğuş Holding A.Ş. and Group Companies, 11-15 Doğuş Holding Subsidiaries and Affiliates, 15 Doğuş Holding Subsidiaries and Affiliates, 76-79
GRI 204: Procurement Practices 2016					
3-3 Management of material topics	**ESRS G1** G1-2 §12				Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Sustainable Supply Chain Management, 61-62
204-1 Proportion of spending on local suppliers	"Communities" economic, social and cultural rights' is a sustainability matter for S3 covered by ESRS 1 §AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T, and/or as an entity-specific metric to be disclosed according to ESRS 1 §11 and pursuant to MDR-M.				Sustainable Supply Chain Management, 74
GRI 205: Anti-corruption 2016					
3-3 Management of material topics	**ESRS G1** G1-1 §7; G1-3 §16 and §18 (a) and §24 (b)	AC1, AC4, AC6, AC7, AC8			Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Ethics and Compliance, 60 Internal Audit Activities, 60
205-2 Communication and training about anti-corruption policies and procedures	**ESRS G1** G1-3 §20, §21 (b) ve(c) and §AR 7 and 8	AC1, AC3, AC4, AC6, AC7, AC8			Corporate Governance, 73 Anti-Bribery and Anti-Corruption Policy
205-3 Confirmed incidents of corruption and actions taken	**ESRS G1** G1-4 §25	AC1, AC4, AC5, AC6, AC7, AC8			Corporate Governance, 73

GRI INDEX

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
GRI 206: Anti-competitive Behavior 2016					
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	*This topic is not covered by the list of sustainability matters in ESRS 1 AR §16*			Doğuş Holding has no lawsuits pending in 2024 due to anti-competitive practices.	Legal Affairs, 75
GRI 302: Energy 2016					
3-3 Management of material topics 102-1 Transition plan to mitigate the effects of climate change 102-2 Climate change adaptation plan 102-4 Greenhouse gas emission reduction targets and progress status	**ESRS E1** E1-2 §25 (c) (d); E1-3 §26; E1-4 §33	E1,E3, E4, E4.1, E4.2,E5			Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Climate Change and Environmental Management, 32-41
302-1 Energy consumption within the organization (302-1-a, b, c, e and g) 102-2 Climate change adaptation plan	**ESRS E1** E1-5 §37; §38; §AR 32 (a), (c), (e) and (f)	E1, E3, E4, E4.1, E4.2,E5, E10			Climate Change and Environment, 65
302-3 Energy intensity	**ESRS E1** E1-5 §40, §42	E1, E3, E4, E4.1, E4.2,E5			Climate Change and Environment, 65
302-4 Reduction of energy consumption 102-1 Transition plan to mitigate the effects of climate change 102-2 Climate change adaptation plan 102-3 Just transition 102-4 Greenhouse gas emission reduction targets and progress status	ESRS E1-1, E1-2, E1-3, E1-4 "Energy" is a sustainability matter for E1 covered by ESRS 1 §AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T, and/or as an entity-specific metric to be disclosed according to ESRS 1 §11 and pursuant to MDR-M.	E1, E3, E4, E4.1, E4.2,E5			Climate Change Management and Decarbonization Strategy, 32-39 Energy Management and Efficiency, 39-41
302-5 Reductions in energy requirements of products and services 102-1 Transition plan to mitigate the effects of climate change 102-2 Climate change adaptation plan 102-3 Just transition 102-4 Greenhouse gas emission reduction targets and progress status	ESRS E1-1, E1-2, E1-3, E1-4 "Energy" is a sustainability matter for E1 covered by ESRS 1 §AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T, and/or as an entity-specific metric to be disclosed according to ESRS 1 §11 and pursuant to MDR-M.	E1, E3, E4, E4.1, E4.2,E5			Climate Change Management and Decarbonization Strategy, 32-39 Energy Management and Efficiency, 39-41

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
GRI 303: Water and Effluents 2018					
3-3 Management of material topics	**ESRS E2** §AR 9 (b); E2-1 §12; E2-2 §16 and §19; E2-3 §20; **ESRS E3** E3-1 §9; E3-2 §15, §17, §18; E3-3 §20	E1,E2, E3, E4, E4.1, E4.2,E5,			Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Water and Waste Management, 41
303-1 Interactions with water as a shared resource	**ESRS 2 SBM-3** §48 (a); MDR-T §80 (f); **ESRS E3** §8 (a); §AR 15 (a); E3-2 §15, §AR 20	E1, E2, E3, E4, E4.1, E4.2,E5, E13		Doğuş Holding provides water from municipal sources.	Water and Waste Management, 41 Water Management, 66
303-2 Management of water discharge-related impacts (303-2-iv)	**ESRS E2** E2-3 §24	E1, E2, E3, E4, E4.1, E4.2,E5, E13		Doğuş Holding discharges the total amount of water it obtains and uses from local authorities in all its operational areas directly into municipal sewage systems. The amount of water discharged into municipal sewage systems in operational areas is 100% of the water used.	Water and Waste Management, 41 Water Management, 66
303-3 Water withdrawal	**ESRS E3**-4§28 "Water withdrawals" is a sustainability matter for E3 covered by ESRS 1 §AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T, and/or as an entity-specific metric to be disclosed according to ESRS 1 §11 and pursuant to MDR-M.	E1, E2, E3, E4, E4.1, E4.2,E5, E13		There are no significant water sources affected by water abstraction. Doğuş Holding uses water from the local authorities' water distribution system. No treated or recycled water is used in our company.	Water and Waste Management, 41 Water Management, 66
303-4 Water discharge	**ESRS E3**-4§28 "Water discharges" is a sustainability matter for E3 covered by ESRS 1 §AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T, and/or as an entity-specific metric to be disclosed according to ESRS 1 §11 and pursuant to MDR-M.	E1, E2, E3, E4, E4.1, E4.2,E5		Doğuş Holding discharges the total amount of water it obtains and uses from local authorities in all its operational areas directly into municipal sewage systems. The amount of water discharged into municipal sewage systems in operational areas is 100% of the water used.	Water and Waste Management, 41 Water Management, 66
303-5 Water consumption	**ESRS E3** E3-4 §28 (a), (b), (d) and(e)	E1, E2, E3, E4, E4.1, E4.2,E5			Water and Waste Management, 41 Water Management, 66

GRI INDEX

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
GRI 305: Emissions 2016					
3-3 Management of material topics and GRI 305 1.2 102-1 Transition plan to mitigate the effects of climate change 102-2 Climate change adaptation plan 102-3 Just Transition 102-4 Greenhouse gas emission reduction targets and progress 102-8 GHG emission intensity 102-9 Greenhouse gas removal in the value chain	**ESRS E1** E1-2 §22; E1-3 §26; E1-4 §33 and §34 (b); E1-7 §56 (b) and §61 (c); **ESRS E2** §AR 9 (b); E2-1 §12; E2-2 §16 ve §19; E2-3 §20	E1, E2, E3, E4, E4.1, E4.2,E5			Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Water and Waste Management, 28-30 Climate Change and Environmental Management, 32-41
305-1 Direct (Scope 1) GHG emissions 102-5 Scope-1 GHG emissions 102-4 Greenhouse gas emission reduction targets and progress	**ESRS E1** E1-4 §34 (c); E1-6 §44 (a); §46; §50; §AR 25 (b) and (c); §AR 39 (a), (d); §AR 40; AR §43 (c), (d)	E1, E2, E3, E4, E4.1, E4.2,E5, E6			Climate Change and Environment, 65
305-2 Energy indirect (Scope 2) GHG emissions 102-6 Scope-2 GHG emissions 102-4 Greenhouse gas emission reduction targets and progress	**ESRS E1** E1-4 §34 (c); E1-6 §44 (b); §46; §49; §50; §AR 25 (b) and (c); §AR 39 (a), (d); §AR 40; §AR 45 (a), (c), (d), and (f)	E1, E2, E3, E4, E4.1, E4.2,E5, E6			Climate Change and Environment, 65
305-3 Other indirect (Scope 3) GHG emissions 102-7 Scope-3 GHG emissions 102-4 Greenhouse gas emission reduction targets and progress 102-9 Greenhouse gas removal in the value chain	**ESRS E1** E1-4 §34 (c); E1-6 §44 (c); §51; §AR 25 (b) and (c); §AR 39 (a), (d); §AR 46 (a) (i), (k)	E1, E2, E3, E4, E4.1, E4.2,E5, E7, E7.1			Climate Change and Environment, 65 DO-TRace Scope 3 Assesment Program, 34-37 DO-TRace Scope 3 Assesment Program Methodological Explanation and Calculation Methods, 92-95
305-4 GHG emissions intensity 102-8 GHG emission intensity	**ESRS E1** E1-6 §53; §54; §AR 39 (c); §AR 53 (a)	E1, E2, E3, E4, E4.1, E4.2,E5			Climate Change and Environment, 65
305-5 Reduction of GHG emissions (305-5-a, c and 2.9.5) 102-4 Greenhouse gas emission reduction targets and progress 102-8 GHG emission intensity 102-9 Greenhouse gas removal in the value chain	**ESRS E1** E1-3 §29 (b); E1-4 §34 (c); §AR 25 (b) and (c); E1-7 §56	E1,E2, E3, E4, E4.1, E4.2,E5			Climate Change and Environmental Management, 32-41 Climate Change and Environment, 65

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
GRI 306: Waste 2020					
3-3 Management of material topics	**ESRS E5** §AR 7 (a); E5-1 §12; E5-2 §17; E5-3 §21	E1,E2, E3, E4, E4.2, E5			Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Water and Waste Management, 41-42
306-1 Waste generation and significant waste-related impacts	**ESRS 2 SBM-3** §48 (a), (c) ii and iv; **ESRS E5** E5-4 §30	E1, E2, E3, E4, E4.2, E5			Water and Waste Management, 41-42 Resource Utilization and Circularity, 67
306-2 Management of significant waste-related impacts (306-2-a and c)	**ESRS E5** E5-2 §17 and §20 (e) and (f); E5-5 §40 ve §AR 33 (c)	E1, E2, E3, E4, E4.2, E5			Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Water and Waste Management, 41-42
306-3 Waste generated	**ESRS E5** E5-5 §37 (a), §38- §40	E1, E2, E3, E4, E4.2, E5, E19			Resource Utilization and Circularity, 67
306-4 Waste diverted from disposal (306-4-a, b, c, e)	**ESRS E5** E5-5 §37 (b), §38 and §40	E1, E2, E3, E4, E4.2, E5, E20		Waste generated from Doğuş Holding's activities that qualifies as hazardous waste is disposed of in accordance with laws and regulations by sending it to the relevant institutions.	Water and Waste Management, 41-42 Resource Utilization and Circularity, 67
306-5 Waste directed to disposal (306-5-a, b, c, e)	**ESRS E5** E5-5 §37 (c), §38 and §40	E1, E2, E3, E4, E4.2, E5,E20		Waste generated from Doğuş Holding's activities that qualifies as hazardous waste is disposed of in accordance with laws and regulations by sending it to the relevant institutions.	Water and Waste Management, 41-42 Resource Utilization and Circularity, 67
GRI 306: Effluents and Waste 2016					
306-3 Significant spills	"Pollution of air", "Pollution of water", and "Pollution of soil" are sustainability matters for E2 covered by ESRS 1 §AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T, and/or as an entity-specific metric to be disclosed according to ESRS 1 §11 and pursuant to MDR-M.	E1, E2, E3, E4, E4.2, E5			Significant Spills, 67

GRI INDEX

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
GRI 308: Supplier Environmental Assessment 2016					
3-3 Management of material topics 102-9 Greenhouse gas reduction in the value chain	**ESRS G1** G1-2 §12 and §15 (a)				Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Sustainable Supply Chain Management, 61-62
308-1 New suppliers that were screened using environmental criteria	**ESRS G1** G1-2 §15 (b)				Sustainable Supply Chain Management, 61-62 Sustainable Supply Chain Management, 74
308-2 Negative environmental impacts in the supply chain and actions taken (308-2-c) 102-9 Greenhouse gas reduction in the value chain	**ESRS 2 SBM-3** §48 (c) i and iv				Sustainable Supply Chain Management, 61-62 Sustainable Supply Chain Management, 74
GRI 401: Employment 2016					
3-3 Management of material topics 102-3 Fair transition	**ESRS S1** S1-1 §17; §20 (c); S1-2 §27; S1-4 §38; §39; §AR 40 (a); S1-5 §44; §47 (b) and (c); **ESRS S2** §11 (c); S2-1 §14; §17 (c); S2-2 §22; S2-4 §32; §33 (a) and (b); §36; §AR 33; §AR 36 (a); S2-5 §39, §42 (b) and (c)		Principles 1, 2		Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Social Impact and People-Centric Practies, 46-47 Corporate Culture, Equity, Diversity and Inclusivity, 47 Employee Well-Being, Health and Safety, 47-49 Talent Management, Training And Development Programs, 49-50 Employees and Work Environment, 68-72
401-1 New employee hires and employee turnover (401-1-b)	**ESRS S1** S1-6 §50 (c)				Employees and Work Environment, 70
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees (401-2-a-ii, a-iii, a-iv, a-v and b)	**ESRS S1** S1-11 §74; §75; §AR 75				Employees and Work Environment, 71
401-3 Parental leave (401-3-a and b)	**ESRS S1** S1-15 §93				Employees and Work Environment, 70

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
GRI 402: Labor/Management Relations 2016					
3-3 Management of material topics	**ESRS S1** S1-1 §17; §20 (c); S1-2 §27; S1-4 §38; §39; §AR 40 (a); S1-5 §44; §47 (b) and (c); **ESRS S2** §11 (c); S2-1 §14; §17 (c); S2-2 §22; S2-4 §32; §33 (a) and (b); §36; §AR 33; §AR 36 (a); S2-5 §39, §42 (b) and (c)		Principles 1, 2		Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Social Impact and People-Centric Practies, 46-47 Corporate Culture, Equity, Diversity and Inclusivity, 47 Employee Well-Being, Health and Safety, 47-49 Talent Management, Training And Development Programs, 49-50 Employees and Work Environment, 68-72
402-1 Minimum notice periods regarding operational changes	"Social dialogue" and "Collective bargaining" are sustainability matters for S1 covered by ESRS 1 §AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T, and/or as an entity-specific metric to be disclosed according to ESRS 1 §11 and pursuant to MDR-M.			Legal notice periods are applied at Doğuş Holding.	Employees and Work Environment 71
GRI 403: Occupational Health and Safety 2018					
3-3 Management of material topics 102-3 Just transition	**ESRS S1** S1-1 §17; §20 (c); S1-2 §27; S1-4 §38; §39; §AR 40 (a); S1-5 §44; §47 (b) and (c); **ESRS S2** §11 (c); S2-1 §14; §17 (c); S2-2 §22; S2-4 §32; §33 (a) and (b); §36; §AR 33; §AR 36 (a); S2-5 §39, §42 (b) and (c)	L1, L2, L10, L11, L12	Principles 1, 3	There is no work process at Doğuş Holding that would expose employees to high-risk diseases.	Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Social Impact and People-Centric Practies, 46-47 Employee Well-Being, Health and Safety, 47-49 Employees and Work Environment, 72
403-1 Occupational health and safety management system (403-1-a)	**ESRS S1** S1-1 §23		Principles 3	There is no work process at Doğuş Holding that would expose employees to high-risk diseases.	Employee Well-Being, Health and Safety, 47-49 Employees and Work Environment, 72
403-2 Hazard identification, risk assessment, and incident investigation (403-2-b)	**ESRS S1** S1-3 §32 (b) and §33			There is no work process at Doğuş Holding that would expose employees to high-risk diseases.	Employee Well-Being, Health and Safety, 47-49 Employees and Work Environment, 72

GRI INDEX

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
403-3 Occupational health services	**ESRS S1**-13, S1-14, **ESRS S2**-2, S2-3, S2-4, S2-5 "Health and safety" and "Training and skills development" are sustainability matters for S1 covered by ESRS 1 §AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T, and/or as an entity-specific metric to be disclosed according to ESRS 1 §11 and pursuant to MDR-M.		Principles 3		Employee Well-Being, Health and Safety, 47-49 Employees and Work Environment, 72
403-4 Worker participation, consultation, and communication on occupational health and safety			Principles 3		Employee Well-Being, Health and Safety, 47-49 Employees and Work Environment, 72
403-5 Worker training on occupational health and safety			Principles 3		Employee Well-Being, Health and Safety, 47-49 Employees and Work Environment, 72
403-6 Promotion of worker health	**ESRS S1**-13, S1-14, **ESRS S2**-2, S2-3, S2-4, S2-5 "Social protection" is a sustainability matter for S1 covered by ESRS 1 §AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T, and/or as an entity-specific metric to be disclosed according to ESRS 1 §11 and pursuant to MDR-M				Employee Well-Being, Health and Safety, 47-49 Employees and Work Environment, 72
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	**ESRS S2** S2-4 §32 (a)			There is no work process at Doğuş Holding that would expose employees to high-risk diseases.	Employee Well-Being, Health and Safety, 47-49 Employees and Work Environment, 72
403-8 Workers covered by an occupational health and safety management system (403-8-a and b)	**ESRS S1** S1-14 §88 (a); §90	L10	Principles 3		Employee Well-Being, Health and Safety, 47-49 Employees and Work Environment, 72
403-9 Work-related injuries (403-9-a-i, a-iii, b-i, b-iii, c-iii, d, e)	**ESRS S1** S1-4, §38 (a); S1-14 §88 (b) and (c); §AR 82	L10, L9			Employee Well-Being, Health and Safety, 47-49 Employees and Work Environment, 72
403-10 Work-related ill health (403-10-a-i, a-ii, b-i, b-ii, c-iii)	**ESRS S1** S1-4, §38 (a); S1-14 §88 (b) and (d); §89; §AR 82				Employee Well-Being, Health and Safety, 47-49 Employees and Work Environment, 72

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
GRI 404: Training and Education 2016					
3-3 Management of material topics 102-3 Just transition	**ESRS S1** S1-1 §17; §20 (c); S1-2 §27; S1-4 §38; §39; §AR 40 (a); S1-5 §44; §47 (b) and (c); **ESRS S2** §11 (c); S2-1 §14; §17 (c); S2-2 §22; S2-4 §32; §33 (a) and (b); §36; §AR 33; §AR 36 (a); S2-5 §39, §42 (b) and (c)	L4	Principles 4		Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Social Impact and People-Centric Practies, 46-47 Talent Management, Training And Development Programsı, 49-50 Employees and Work Environment, 71
404-3 Percentage of employees receiving regular performance and career development reviews	**ESRS S1** S1-13 §83 (a) and §84	L4	Principles 4	At Doğuş Holding, the performance and career development of all employees are monitored regularly each year without gender discrimination.	Employees and Work Environment, 71
GRI 405: Diversity and Equal Opportunity 2016					
3-3 Management of material topics 102-3 Just transition	**ESRS S1** §24 (a), S1 S1-1 §17; §20 (c); S1-2 §27; S1-4 §38; §39; §AR 40 (a); S1-5 §44; §47 (b) and (c); **ESRS S2** §11 (c); S2-1 §14; §17 (c); S2-2 §22; S2-4 §32; §33 (a) and (b); §36; §AR 33; §AR 36 (a); S2-5 §39, §42 (b) and (c)		Principles 1, 2		Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Corporate Culture, Equity, Diversity and Inclusivity, 47 Corporate Governance, 73
405-1 Diversity of governance bodies and employees (405-1-a-i and iii, 405-1-b)	**ESRS 2 GOV-1** §21 (d); **ESRS S1** S1-6 §50 (a); S1-9 §66 (a), (b); S1-12 §79	L10 ,L7	Principles 1, 2, 5, 6, 7		Corporate Governance, 73

GRI INDEX

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
GRI 406: Non-discrimination 2016					
3-3 Management of material topics 102-3 Just transition	**ESRS S1** S1-1 §17; §20 (c); §24 (a) and (d); S1-2 §27; S1-4 §38; §39; §AR 40 (a); S1-5 §44; §47 (b) and (c); **ESRS S2** §11 (c); S2-1 §14; §17 (c); S2-2 §22; S2-4 §32; §33 (a) and (b); §36; §AR 33; §AR 36 (a); S2-5 §39, §42 (b) and (c); **ESRS S4** §10 (b); S4-1 §13; §16 (c); S4-2 §20; S4-4 §31; §32 (a) and (b); §35; §AR 30; §AR 33 (a); S4-5 §38; §41 (b) and (c)	L1, L2, L3, L4 ,L5 L10, L11, L12	Principles 1, 2, 5, 6, 7		Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Social Impact and People-Centric Practies, 46-47 Ethics and Compliance, 60 Internal Audit Activities, 60
406-1 Incidents of discrimination and corrective actions taken	**ESRS S1** S1-17 §97, §103 (a), §AR 103	L1, L2, L3, L4 ,L5 L10, L11, L12	Principles 1, 2, 5, 6, 7	There were no cases of discrimination at Doğuş Holding during the reporting period.	Employees and Work Environment, 71
GRI 407: Freedom of Association and Collective Bargaining 2016					
3-3 Management of material topics 102-3 Just transition	**ESRS S1** S1-1 §17; §20 (c); S1-2 §27; S1-4 §38; §39; §AR 40 (a); S1-5 §44; §47 (b) and (c); **ESRS S2** §11 (c); S2-1 §14; §17 (c); S2-2 §22; S2-4 §32; §33 (a) and (b); §36; §AR 33; §AR 36 (a); S2-5 §39, §42 (b) and (c)	L1, L2, L3, L4 , L5 L10, L11, L12			Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Social Impact and People-Centric Practies, 46-47 Sustainable Supply Chain Management, 61-62
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	"Freedom of association" and "Collective bargaining" are sustainability matters for S1 and S2 covered by ESRS 1 §AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T, and/or as an entity-specific metric to be disclosed according to ESRS 1 §11 and pursuant to MDR-M.	L1, L2, L3, L4 , L5 L10, L11, L12		Doğuş Holding respects the freedom of association of its employees. There are no unions at Doğuş Holding. Doğuş Holding is a signatory to the UNGC.	Sustainable Supply Chain Management, 61-62 Sustainable Supply Chain Management, 74

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
GRI 408: Child Labor 2016					
3-3 Management of material topics 102-3 Just transition	**ESRS S1** S1-1 §17; §20 (c); §22; S1-2 §27; S1-4 §38; §39; §AR 40 (a); S1-5 §44; §47 (b) and (c); **ESRS S2** §11 (c); S2-1 §14; §17 (c); §18; S2-2 §22; S2-4 §32; §33 (a) and (b); §36; §AR 33; §AR 36 (a); S2-5 §39, §42 (b) and (c)	L1, L2, L3, L4 , L5 L10, L11, L12			Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Social Impact and People-Centric Practies, 46-47 Sustainable Supply Chain Management, 61-62
408-1 Operations and suppliers at significant risk for incidents of child labor (408-1-a-i, b, c)	**ESRS S1** §14 (g); S1-1 §22 **ESRS S2** §11 (b); S2-1 §18	L1, L2, L3, L4 ,L5 L10, L11, L12		No cases of child labor were recorded at Doğuş Holding or its suppliers in 2024. Doğuş Holding is a signatory to the UNGC.	Sustainable Supply Chain Management, 61-62 Sustainable Supply Chain Management, 74
GRI 409: Forced or Compulsory Labor 2016					
3-3 Management of material topics 102-3 Just transition	**ESRS S1** S1-1 §17; §20 (c); §22; S1-2 §27; S1-4 §38; §39; §AR 40 (a); S1-5 §44; §47 (b) and (c); **ESRS S2** §11 (c); S2-1 §14; §17 (c); §18; S2-2 §22; S2-4 §32; §33 (a) and (b); §36; §AR 33; §AR 36 (a); S2-5 §39, §42 (b) and (c)	L1, L2, L3, L4 , L5 L10, L11, L12			Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Social Impact and People-Centric Practies, 46-47 Sustainable Supply Chain Management, 61-62
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	**ESRS S1** §14 (f); S1-1 §22 **ESRS S2** §11 (b); ESRS S2-1 §18	L1, L2, L3, L4 , L5 L10, L11, L12		In 2024, no cases of forced or compulsory labor were recorded at Doğuş Holding and its suppliers. Doğuş Holding is a signatory to the UNGC.	Sustainable Supply Chain Management, 61-62 Sustainable Supply Chain Management, 74

GRI INDEX

GRI Disclosures and Requirements	ESRS Disclosure Requirements	UNGC	UNWEPs	Disclosure and Declaration	Part of The Disclosure
GRI 410: Security Practices 2016					
3-3 Management of material topics	**ESRS S3** §9 (b); S3-1 §12, and §16 (c); S3-2 §21; S3-4 §32 (a), (d), §33 (a) and (b), §35, 36; §AR 31, §AR 34 (a); S3-5 §39, §43				Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Social Impact and People-Centric Practies, 46-47
410-1 Security personnel trained in human rights policies or procedures	"Security-related impacts" is a sustainability matter covered for S3 covered by ESRS 1 §AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T, and/or as an entity-specific metric to be disclosed according to ESRS 1 §11 and pursuant to MDR-M.			All security staff are informed on legal issues including personal rights and human rights as part of the mandatory trainings they take in the certification process.	
GRI 411: Rights of Indigenous Peoples 2016					
3-3 Management of material topics 102-3 Just transition	**ESRS S3** §9 (b); S3-1 §12, §15 and §16 (c); S3-2 §21; S3-4 §32 (a), (d), §33 (a) and (b), §35, 36; §AR 31, §AR 34 (a); S3-5 §39, §43				Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Social Impact and People-Centric Practies, 46-47 Community Engagement and Social Development Programsı, 50-53
411-1 Incidents of violations involving rights of indigenous peoples	**ESRS S3** S3-1 §16 (c), AR 12; S3-4 §30, §32 (b), §33 (b), §36	L10		In 2024, there were no complaints received by our company regarding violations of local residents' rights.	Employee and Work Environment, 71
GRI 414: Supplier Social Assessment 2016					
3-3 Management of material topics 102-3 Just transition	**ESRS G1** G1-2 §12 and §15 (a)				Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Social Impact and People-Centric Practies, 46-47 Sustainable Supply Chain Management, 61-62
414-1 New suppliers that were screened using social criteria	**ESRS G1** G1-2 §15 (b)				Sustainable Supply Chain Management, 61-62 Sustainable Supply Chain Management, 74
414-2 Negative social impacts in the supply chain and actions taken (414-2-c)	**ESRS 2** SBM-3 §48 (c) i and iv				Sustainable Supply Chain Management, 61-62 Sustainable Supply Chain Management, 74
GRI 415: Public Policy 2016					
3-3 Management of material topics	**ESRS G1** G1-5 §27				Sustainability Governance Structure and Responsibilities, 19-22 Double Materiality Analysis and Material Issues, 23-25 Risk Management, 28-30 Corporate Governance Policy and Principles, 55-60 Ethics and Compliance, 60 Internal Audit Activities, 60
415-1 Political contributions	**ESRS G1** G1-5 §29 (b)			Doğuş Holding has not engaged in any lobbying activities or entered into any cooperation related to the development of public policies in 2024. Doğuş Holding does not provide any in-kind or monetary support to any political party or organization. Doğuş Holding is a member of sectoral associations. The total membership fees paid were 211,050 TL for 2022, 526,680 TL for 2023, and 848,500 TL for 2024. This figure is the solo figure for Doğuş Holding A.Ş. The amount spent on internal and external lobbying is 0 TL. The amount paid for membership in lobbying associations is 0 TL.	

AFFILIATES AND SUBSIDIARIES SASB SECTOR METRICS

Doğuş Otomotiv

SASB Code	Topics	Metrics	Category	Unit	Disclosure/Location
CG-MR-130a.1	**Energy Management in Retail and Distribution**	(1) Total energy consumed (2) Percentage of grid electricity (3) Percentage of renewable energy	Quantitative	Gigajoule (GJ), Percentage (%)	Total energy consumed: 52.944,81 GJ Percentage of grid electricity: 22.95% Percentage of renewable energy: 77.05%
CG-MR-230a.1	**Data Security**	Description of approach to identifying and addressing data security risks	Discussion and Analysis	n/a	Doğuş Otomotiv 2024 Integrated Sustainability Report, Sustainability Strategy, pp 28-29; Focus Areas and Management Approach, pp 29-32; Double Materiality Matrix Explained: Its Effects on Assessment Results and Sustainability Performance, pp 32-41; Customers and Product and Service Responsibility, pp 62-68; Customer Relations, pp 182-183; Digital Transformation and Data Security, pp 184
CG-MR-230a.2		(1) Number of data breaches (2) Percentage involving personally identifiable information (PII) (3) Number of customers affected	Quantitative	Number, Percentage (%)	No data breach incidents were reported for Doğuş Otomotiv during the reporting period. Doğuş Otomotiv 2024 Integrated Sustainability Report, Customers and Product and Service Responsibility, pp 62-68; Customer Relations, pp 182-183
CG-MR-310a.1	**Labor Practices**	(1) Average hourly wage (2) Percentage of employees earning minimum wage, by region	Quantitative	Local Currency, Percentage (%)	Entry-level wages at Doğuş Otomotiv and Doğuş Oto are set above the levels prescribed by applicable laws and regulations and vary by position. Average hourly wage: TRY 292.43
CG-MR-310a.2		(1) Voluntary turnover rate (2) Involuntary turnover rate	Quantitative	Percentage (%)	Voluntary turnover rate: 37% Involuntary turnover rate: 14%
CG-MR-310a.3		Total amount of monetary losses as a result of legal proceedings associated with labor law violations	Quantitative	TRY or USD	In 2024, the total amount of monetary losses incurred by Doğuş Otomotiv as a result of legal proceedings associated with labor law violations amounted to TRY 1,202,700.93. The total amount of monetary losses incurred by Doğuş Oto as a result of legal proceedings associated with labor law violations amounted to TRY 1,062,686.19. Doğuş Otomotiv 2024 Integrated Sustainability Report, Law, pp 172-173.

SASB Code	Topics	Metrics	Category	Unit	Disclosure/Location
CG-MR-330a.1	**Workforce Diversity & Inclusivity**	(1) Gender and racial/ethnic group representation for management (2) Gender and racial/ethnic group representation for all employees	Quantitative	Percentage (%)	Ratio of female managers: 35.8% Ratio of female employees: 33.3% Gender-disaggregated data are disclosed in Doğuş Otomotiv's 2024 Integrated Sustainability Report. However, data disaggregated by race/ethnicity are not collected or disclosed. In line with Doğuş Otomotiv's Code of Ethics, any form of discrimination based on race or ethnic origin is strictly prohibited, and no such inquiries are conducted within human resources processes.
CG-MR-330a.2		Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	Quantitative	Local Currency	No monetary losses were sustained.
CG-MR-410a.1	**Product Sourcing, Packaging & Marketing**	Revenue from products certified to third-party environmental and/or social sustainability standards	Quantitative	Local Currency	Doğuş Otomotiv 2024 Integrated Sustainability Report, Customers and Product and Service Responsibility, pp 62-68; Customer Relations, pp 182-183 Doğuş Otomotiv operates as the authorized distributor of Volkswagen AG Group brands in Turkey.
CG-MR-410a.2		Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion and Analysis	n/a	Doğuş Otomotiv 2024 Integrated Sustainability Report, Sustainability Strategy, pp 28-29; Focus Areas and Management Approach, pp 29-32; Double Materiality Matrix Explained: Its Effects on Assessment Results and Sustainability Performance, pp 32-41; Environmental Sustainability, pp 43-51; Environment and Climate Change Performance, pp 80-107
CG-MR-410a.3		Description of strategies to reduce the environmental impact of packaging	Discussion and Analysis	n/a	
CG-MR-000.A-B	**Activity Metrics**	(1) Number of retail locations (2) Number of distribution centers (3) Total retail floor area (4) Total distribution center floor area	Quantitative	Number, square meters (m^2)	(1) Number of retail locations: 203 (2) Number of distribution centers: 2 (3) Total retail floor area: 788,677 m^2 (4) Total distribution center floor area: 149,530 m^2 (Şekerpınar Bonded Warehouse was excluded as it is owned by Doğuş Otomotiv. In addition, the three other vehicle distribution yards used in 2024 were excluded, as no fixed area was allocated exclusively to Doğuş Otomotiv at these sites.)

AFFILIATES AND SUBSIDIARIES SASB SECTOR METRICS

Doğuş Real Estate Investment Trust

SASB Code	Topics	Metrics	Category	Unit	Disclosure/Location
FN-AC-270a.2	**Customer Information Transparency and Fair Advice**	Total amount of monetary losses as a result of legal proceedings associated with incorrect marketing and product information practices	Quantitative	Local Currency	0
FN-AC-330a.1	**Employee Diversity and Inclusivity**	Gender and diversity representation of management, by management level	Quantitative	Percentage (%)	Percentage of female employees: 43% Percentage of female managers: 7.14% Percentage of female members of the Board of Directors: 16.67%
FN-AC-510a.1	**Business Ethics**	Total amount of monetary losses as a result of legal proceedings associated with financial sector-related violations (e.g., fraud, antitrust violations)	Quantitative	Local Currency	0
IF-RE-130a.1	**Energy Management**	Energy consumption intensity per total floor area	Quantitative	Kilowatt hours (kWh), Cubic meters (m^3) Percentage (% - based on floor area)	Doğuş Center Maslak Electricity consumption: 1,303,011.45 kWh Natural gas consumption: 100,211.91 m^3 Fuel consumption: 1,708 liters Doğuş Etiler Sports Center Electricity consumption: 3,041,116 kWh Natural gas consumption: 1,511,234 m^3 Fuel consumption: 1,150 liters D-Ofis Electricity consumption: 3,277,092.95 kWh Natural gas consumption: 105,925 m^3 Fuel consumption: 206,627 liters Gebze Center – Showroom and Service Center Electricity consumption: 600,000 kWh Natural gas consumption: 71,514 m^3 Fuel consumption: 19,968.75 liters Gebze Center Shopping Mall Electricity consumption: 16,532,612 kWh Natural gas consumption: 437,072 m^3 Fuel consumption: 13,544 liters Gebze Center – Hotel Electricity consumption: 1,860,110 kWh Natural gas consumption: 161,960 m^3 Fuel consumption: 3,745 liters Doğuş REIT monitors energy consumption data for 100% of its portfolio assets. The percentage of energy consumption data covered relative to total floor area is 100%.

SASB Code	Topics	Metrics	Category	Unit	Disclosure/Location
IF-RE-130a.2	**Energy Management**	(1) Total energy consumed by portfolio assets with data coverage, based on their total floor area (2) Percentage of grid electricity, and (3) Percentage of renewable energy consumed by the same	Quantitative	Gigajoule (GJ), Kilowatt hours (kWh), Percentage (% - based on floor area)	(1) 186,244.42 GJ (51,734,562 kWh) (2) All portfolio assets use grid electricity. Grid electricity usage: 100% (3) Renewable energy usage: 16.66%
IF-RE-130a.3		Like-for-like change in portfolio assets energy consumption	Quantitative	Percentage (% - based on floor area), Kilowatt hours (kWh)	In 2024, energy consumption across portfolio assets increased by 32.76% (2023 total consumption: 38,968,371 kWh; 2024 total consumption: 51,734,562 kWh)
IF-RE-130a.4		Percentage of portfolio assets with an energy rating (including ENERGY STAR)	Quantitative	Percentage (% - based on floor area)	%0
IF-RE-130a.5		Description of strategy to integrate building energy management	Narrative	n/a	Doğuş REIT 2024 Integrated Report, Risks and Opportunities, pp 23-27; Environmental Performance, pp 47-53
IF-RE-140a.1	**Water Management**	Coverage of water withdrawal data, including: (1) Total floor area, and (2) Percentage of floor area located in areas of High or Extremely High Baseline Water Stress	Quantitative	Square meters (m^2), Percentage (% - based on floor area)	1) Total floor area: 194,848 m^2 2) Total floor area located in areas of High or Extremely High Baseline Water Stress: 107,013 m^2 and corresponding to 54.92% of the total floor area.
IF-RE-140a.2		Total water withdrawn and percentage in areas of High or Extremely High Baseline Water Stress	Quantitative	Cubic meters (m^3), Percentage (% - based on floor area) Square meters (m^2)	Water Consumption Data (2024) Doğuş Center Maslak: 5,518 m^3 D-Ofis: 9,816 m^3 Gebze Center Shopping Mall: 67,263 m^3 Gebze Center Hotel: 12,537 m^3 Gebze Center-Showroom & Service Center: 2,760 m^3 Doğuş Etiler Sports Center: 53,748 m^3 Total floor area: 194,848 m^2 Floor area located in High or Extremely High Baseline Water Stress regions: 107,013 m^2, and corresponding to 54.92% of the total floor area.

AFFILIATES AND SUBSIDIARIES SASB SECTOR METRICS

SASB Code	Topics	Metrics	Category	Unit	Disclosure/Location
IF-RE-140a.3	**Water Management**	Like-for-like change in water withdrawals	Quantitative	Percentage (% - based on floor area), Cubic meters (m^3)	In 2024, water consumption across portfolio assets increased by 1.69% (2023 total consumption: 149,114 m^3; 2024 total consumption: 151,642 m^3)
IF-RE-140a.4		Description of water management risks and strategies	Narrative	n/a	Doğuş REIT 2024 Integrated Report, Risks and Opportunities, pp 23-27; Environmental Performance, pp 47-53
IF-RE-410a.1	**Sustainability Management of Tenant Impacts**	(1) Percentage of new leases that include a cost recovery clause for resource efficiency-related capital improvements, and (2) Associated leased floor area, by real estate industry	Quantitative	Percentage (% - based on floor area), Square meters (m^2)	(1) 0 (2) 0
IF-RE-410a.2		Percentage of tenants with separately metered or sub-metered (1) Grid electricity consumption, and (2) Water withdrawals	Quantitative	Percentage (% - based on floor area)	(1) %100 (2) %100
IF-RE-410a.3		Description of approach to monitoring and incentivizing tenant sustainability impacts	Narrative	n/a	Doğuş REIT 2024 Integrated Report, Risks and Opportunities, pp 23-27; Environmental Performance, pp 47-53
IF-RE-450a.1	**Climate Change Adaptation**	Floor area of properties located in 100-year flood zones	Quantitative	m^2	n/a
IF-RE-450a.2		Description of climate risk analyses and mitigation strategies	Narrative	n/a	Doğuş REIT 2024 Integrated Report, Risks and Opportunities, pp 23-27
IF-RE-000.A-D	**Activity Metrics**	(A) Number of properties, (B) Leasable floor area, (C) Percentage of indirectly managed assets, and (D) Occupancy rate	Quantitative	Number, Square meters (m^2), Percentage (%)	(A) 6 (B) 194,848 m^2 (C) 100% (D) 99%

DO-TRACE SCOPE 3 ASSESSMENT PROGRAM METHODOLOGICAL EXPLANATION AND CALCULATION METHODS

DO-TRace Scope 3 Assessment Program Methodological Explanation

Corporate Boundaries

The DO-TRace Scope 3 Assessment Program is based on a methodological framework developed specifically for Doğuş Holding by inValue Sustainability, taking into account the Holding's multi-industry structure, value chain characteristics, and strategic material issues. The conceptual basis of the program is the prioritization, contextualization, and operationalization of Scope 3 emissions in direct relation to the Holding's business model. While international standards such as the GHG Protocol, ESRS E1, and TSRS serve as reference, the DO-TRace approach includes bespoke assumptions and industry-specific distinctions designed to operationalize these frameworks in line with the Doğuş Holding context.

From this aspect, the program represents one of the first applications in Turkey to tackle Scope 3 emissions at this depth and address at the holding level. Furthermore, with its scope planned to be expanded in subsequent periods, it is positioned as a permanent tool for managing sustainability performance across Doğuş Group companies.

In determining the materiality coefficients applied within the DO-TRace Program, a range of reference sources has been utilized, primarily the GHG Protocol Corporate Value Chain (Scope 3) Standard and ISO 14064-1:2018, together with industry-specific guidance documents as outlined below.

Automotive
- SASB, Multiline and Specialty Retailers & Distributors
- GHG Protocol, Corporate Value Chain (Scope 3) Standard
- CDP Supply Chain Guidance
- EU Taxonomy, Climate Delegated Act
- ADEME, "Scope 3 Sectoral Methodologies, Retail & Mobility"
- SBTi, Automotive & Retail Sector Pathways
- IEA, Global Automotive Supply Chain Emissions Report
- AIAG (Automotive Industry Action Group) & Drive Sustainability, Automotive Industry Guiding Principles to Enhance Sustainability Performance in the Supply Chain (2023); Measuring Recycled Content and Carbon Intensity of Materials Used in Automotive Products (2022)

Real Estate Investment Trust
- SASB, Real Estate
- GHG Protocol, Corporate Value Chain (Scope 3) Standard
- CDP Construction & Real Estate Questionnaire
- EU Taxonomy, Climate Delegated Act
- GRESB, Real Estate Reference Guide
- CRREM (Carbon Risk Real Estate Monitor), Global Pathways
- EPRA (European Public Real Estate Association), Sustainability Best Practices Recommendations (sBPR)

Construction
- SASB, Engineering & Construction Services, Home Builders
- GHG Protocol, Corporate Value Chain (Scope 3) Standard
- CDP Construction & Real Estate Questionnaire
- EU Taxonomy, Climate Delegated Act
- SBTi, Buildings Sector Guidance (Draft/Pilot)
- ISO 21931-1:2010, Sustainability in building construction – Framework for methods of assessment of the environmental performance of construction works
- IStructE (The Institution of Structural Engineers), How to Calculate Embodied Carbon
- UKGBC (UK Green Building Council), Scope 3 Reporting in Commercial Real Estate & Construction Guide
- RICS (Royal Institution of Chartered Surveyors), Whole Life Carbon Assessment for the Built Environment
- ENCORD (European Network of Construction Companies for Research and Development), Construction CO_2e Measurement Protocol

Galataport
- GHG Protocol, Corporate Value Chain (Scope 3) Accounting and Reporting Standard
- CDP, Climate Change Reporting Guidance 2024 (Focus on Transport Services)
- SBTi, Buildings Sector Guidance (for shopping mall side); Maritime Transport Sector Guidance (for the port side)
- EU Taxonomy, Climate Delegated Act – Annex I (Technical Screening Criteria), Activity 6.16: Infrastructure for water transport; Activity 7.7: Acquisition and ownership of buildings
- SASB, Real Estate (IF-RE): Shopping Mall & Office (Commercial Areas); Leisure Facilities (SV-LF): Cruise Terminal (Passenger Operations); Marine Transportation (TR-MT): Port Area and Vessel Interaction (Technical Reference)
- IMO (International Maritime Organization), MARPOL Annex VI (Prevention of Air Pollution from Ships)
- ESPO (European Sea Ports Organization), Green Guide 2021
- GLEC (Global Logistics Emissions Council), Framework for Logistics Emissions Methodologies (Port Terminals Module).

Hotel
- SBTi (Science Based Targets initiative), Buildings Sector Guidance (for hotel buildings); FLAG Guidance (Forest, Land and Agriculture) (for the food supply chain)
- EU Taxonomy, Climate Delegated Act – Annex I (Technical Screening Criteria), Activity 7.7 (Acquisition and ownership of buildings); Activity 7.1/7.2 (Construction & Renovation)
- CDP (Carbon Disclosure Project), Climate Change Questionnaire (F&B and Hospitality focus)
- GHG Protocol, Corporate Value Chain (Scope 3) Accounting and Reporting Standard
- USALI (Uniform System of Accounts for the Lodging Industry), 11th Edition
- SASB Hotels & Lodging Standard (SV-HL)
- HCMI (Hotel Carbon Measurement Initiative)

DO-TRACE SCOPE 3 ASSESSMENT PROGRAM METHODOLOGICAL EXPLANATION AND CALCULATION METHODS

Restaurant
· GHG Protocol, Agricultural Guidance & Corporate Standard
· CDP (Carbon Disclosure Project), Forests Questionnaire (Palm oil, Soy, Beef meat risks); Climate Change Questionnaire
· EU Taxonomy, Climate Delegated Act – Annex I (Technical Screening Criteria), Activity 1.1/1.2 (Agriculture – Indirect impact); Circular Economy (Packaging waste)
· WRAP (Waste and Resources Action Programme), The Food Waste Reduction Roadmap
· SBTi FLAG Guidance (Forest, Land, and Agriculture)
· SASB Restaurants Standard (FB-RN)

Entertainment and Events
· ISO 20121:2012, Event sustainability management systems
· Julie's Bicycle, Creative IG Tools & Carbon Calculator Guidelines
· A Greener Festival (AGF), The Greener Festival Assessments
· SASB Leisure Facilities (SV-LF)
· GHG Protocol: Corporate Value Chain (Scope 3) Standard
· SBTi (Science Based Targets initiative), Transport Sector Guidance (for the audience and artist transportation)
· CDP, Climate Change Questionnaire

Media
· Albert (BAFTA-backed), Carbon Literacy Training & Carbon Accounting Framework
· SASB Media & Advertising Standard (FB-MA)
· ISO 20121:2012, Event sustainability management systems
· SBTi, IT & Telecom Sector Guidance (for digital broadcasting and data centers)
· GHG Protocol, Corporate Value Chain (Scope 3) Standard
· CDP (Carbon Disclosure Project), Climate Change Questionnaire
· EU Taxonomy, Climate Delegated Act - Annex 1 (Technical Screening Criteria), Activity 8.1 (Data processing and hosting activities)

Technology
· SASB Software & IT Services Standard (S-IT)
· SBTi, IT & Telecom Sector Guidance
· The Green Grid, Power Usage Effectiveness (PUE) Methodology
· GHG Protocol: Corporate Value Chain (Scope 3) Standard
· CDP (Carbon Disclosure Project), Supply Chain & Climate Change Questionnaire
· EU Taxonomy, Climate Delegated Act - Annex 1 (Technical Screening Criteria), Activity 8.1 (Data processing and hosting activities)

Energy
· GHG Protocol: Corporate Value Chain (Scope 3) Standard
· CDP (Carbon Disclosure Project), Supply Chain & Climate Change Questionnaire
· EU Taxonomy, Climate Delegated Act - Annex 1 (Technical Screening Criteria), Activity 3.x (Renewable Energy Generation)
· SBTi, Power Sector Guidance
· IEA (International Energy Agency), Lifecycle Analysis (LCA) for Renewable Energy Systems
· SASB Electric Utilities & Power Generators Standard (UT-EL)

Insurance, Fleet, and Factoring
· GHG Protocol: Corporate Value Chain (Scope 3) Standard
· CDP (Carbon Disclosure Project), Supply Chain & Climate Change Questionnaire
· EU Taxonomy, Climate Delegated Act, Climate Change Mitigation Criteria
· SBTi, SBTi Financial Institutions Guidance
· PCAF (Partnership for Carbon Accounting Financials), Global GHG Accounting and Reporting Standard for the Financial Industry
· SASB (Sustainability Accounting Standards Board), Commercial Banks Standard (FN-CB)
· SASB Insurance Standard (FN-IN)
· SASB Automobiles Standard (TR-AU)
· IEA (International Energy Agency), Lifecycle Analysis (LCA) for Automobile Sector

Vehicle Inspection Stations
· EU Taxonomy, Activity 7.7 (Buildings – Station efficiency)
· SBTi (Science Based Targets initiative), Service Sector Guidance
· GHG Protocol, Scope 3 Standard
· SASB Automobiles Standard (TR-AU)
· ISO 20121:2012, Event sustainability management systems
· SASB Professional & Commercial Services Standard (Code: SV-PS)

Electric Vehicle Charging Stations
· SASB, Electric Utilities & Power Generators (IF-EU)
· GHG Protocol, Corporate Value Chain (Scope 3) Standard
· EU Taxonomy, Climate Delegated Act (2023, Retail Trade Section)
· ChargeUp Europe Guidelines
· RE100 Technical Guidance
· SBTi Sectoral Decarbonization Approach (SDA) - Power Sector

Retail
· SASB, Multiline Retail & Distributors
· Responsible Jewellery Council (RJC) Code of Practices
· CIBJO (World Jewellery Confederation) Greenhouse Gas Guidelines
· GLEC Framework
· GHG Protocol, Corporate Value Chain (Scope 3) Standard
· EU Taxonomy, Climate Delegated Act
· Bain & Company Luxury Reports
· Global Fashion Agenda (GFA)

Insurance Brokerage Services
· SASB, Insurance Standard (FN-IN)
· PCAF (Partnership for Carbon Accounting Financials)
· CDP (Carbon Disclosure Project) Financial Services Guidance
· GHG Protocol Corporate Value Chain (Scope 3) Standard
· SBTi Financial Sector Guidance
· EU Taxonomy, Climate Delegated Act

DO-TRACE SCOPE 3 ASSESSMENT PROGRAM METHODOLOGICAL EXPLANATION AND CALCULATION METHODS

DO-TRace Program Materiality Inventory Boundaries

In defining the scope of the study, a **"Weighted Financial Materiality"** approach was adopted. Accordingly;
· The flagship companies with the highest share in Doğuş Holding's total consolidated revenue were included in the scope of analysis.
· The revenue-based selection criterion is grounded in the assumption that operations with the highest concentration of economic activity also have the greatest potential for indirect (Scope 3) emissions generation.
· Through this approach, resources were directed toward operations bearing the highest level of risk and impact, and by delineating an operational boundary epitomizing the majority of the total financial volume, the representational capacity of the inventory was maximized.

In addition, wholly owned subsidiaries of legal entities accounting for more than 50% of the consolidated revenue distribution of Doğuş Group were also included within the scope of the DO-TRace Program.

DO-TRace Data Consolidation and Hierarchical Structuring

To enhance the mathematical accuracy and operational traceability of the inventory, a **"Hierarchical Clustering Model"** was applied during the calculation process. Within this model, the following methodology was followed:

• **Industry-Based Clustering:** The legal entities included in the scope of analysis were grouped on an industry basis according to their primary lines of business.

• **Sub-Group Architecture:** Distinct legal entities operating under each main industry were defined as individual "sub-groups" (nodes) and integrated into a hierarchical tree structure.

• **Mathematical Aggregation (Addition):** Emissions calculations were first conducted at the legal entity level comprising the lowest unit, after which these data were consolidated upward using a mathematical bottom-up approach to derive industry-level and group-level aggregate values.

• **Weighted Analysis:** This hierarchical structure enabled the emissions share of each legal entity within the group total and their relative significance to be analyzed separately and respectively within the context of industry dynamics.

The hierarchical clustering method ensured the preservation of operational differences among legal entities while enabling the generation of a consistent and comparable dataset at the group level.

DO-TRace Fundamental Materiality Approach

In determining the materiality levels of Scope 3 categories, the fundamental logic of the Double Materiality approach as defined under the ESRS framework was taken as reference. In the assessment, both the volumetric magnitude of emissions (tCO_2e) as well as the potential impact of the relevant category on Doğuş Holding's business model, operational continuity, and strategic objectives were taken into consideration. Expressly, in addition to the volumetric magnitude of emissions (tCO_2e) and the strategic impact of the relevant category on the Company's financial and operational processes, a risk management perspective—including, for example, electric vehicle transition dynamics and supply chain risks—was also applied as an evaluation criterion. By way of illustration, a category with a relatively low emission volume (such as Waste Management) was classified as "Material" rather than "Low Materiality" due to the regulatory compliance risks it entails and its potential contribution to the circular economy.

Materiality Level	Definition and Assignment Criteria (Risk and Opportunity)	Conditions for Assignment
Critical	**Strategic Transformation and Core Business Risks:** These areas are mandatory to be managed to ensure the Company's continuity and its ability to achieve climate targets. They comprise the essence of the business model. Failures under this category may result in financial losses or loss of market share	Assigned when it is the industry's largest emission source (hotspot) and scales directly with business volume (revenue/unit count)
Highly Material	**High Commercial Impact and Supply Chain Risks:** These are volumetrically large-scale processes that the Company may not directly manage but can influence through its purchasing power. These areas are probed by stakeholders (investors/customers) and play a key role in industry-wide transformation.	Assigned when logistics networks, energy-intensive ancillary processes, or extensive dealer/branch networks are involved.
Material	**Regulatory Compliance and Reputational Risks:** Processes with emission volumes lower than the "Critical" category but that pose risks in terms of environmental legislation (regulations), occupational health and safety, or corporate reputation. Failure to manage these risks may result in penal sanctions or reputational damage.	Assigned when it is critical for the operational continuity or subject to mandatory legal reporting.
Calculable	**Principles of Transparency and Completeness:** Items that do not carry strategic or legal risk and represent a minor share within total emissions, but are included in line with the principle of completeness due to the easily accessible nature of their data.	Assigned when data are readily available (accounting/HR records) and calculation efforts do not generate additional costs.
Low Materiality	At the Monitoring Threshold: Areas where sectoral impact and risk levels are negligible and where the cost of data collection outweighs the potential benefit.	Assigned when activity volume is very low or the activity occurs infrequently.
Not Relevant	Out of Boundary: Categories that have no physical correspondence within the Company's business model, geographic footprint, or commercial activities.	Assigned when it is incompatible with the nature of the industry or falls outside operational control.

[93] One of the fundamental principles of AA1000 standard.

DO-TRACE SCOPE 3 ASSESSMENT PROGRAM METHODOLOGICAL EXPLANATION AND CALCULATION METHODS

DO-TRace Data Quality and Inventory Maturity Scoring

rWith the intent to express the completeness and accuracy of the inventory through a mathematical model, the **"Scope Ratio"** formula is applied. This formula generates a "maturity score" by normalizing whether each Scope 3 category is applicable to the relevant company and, if applicable, the quality of the data available for that category together with its strategic importance (weight) for the relevant industry.

Methodological Definitions of Variables:

Data Availability Coefficient: Measures the existence and scope of data.

- **Full Data:** Data collected from all units of the activity.
- **Partial Data:** Data collected from specific sections of the activity only.
- **Methodology Established:** Data have not yet been collected; however, the calculation infrastructure and methodology have been defined.
- **No Data:** The activity is present, but data could not be accessed.

Data Quality Coefficient: Grades the reliability of the data.

- **Independent Assurance:** Data verified through third-party assurance.
- **Internal Control:** Internally approved primary data, based on invoices.
- **Proxy / Estimation:** Secondary data derived from industry averages or expenditure-based assumptions.

Category Materiality Coefficient: Represents the strategic impact/value weight each category carries for the relevant industry.

DO-TRace Materiality Coefficient Score Ranges

Below are the score ranges that are taken into consideration at the materiality assessment conducted in the context of legal entity and industry-based clustering:

Coefficient Range	Materiality Level
0.30 - 0.70	Critical (Hotspot)
0.10 - 0.29	Highly Material
0.02 - 0.09	Moderately Material
0.001 - 0.01	Low / Negligible
0.002	Not Relevant

In line with the materiality assessment conducted, equal distribution was ensured by applying upper or lower threshold values based on the number of items within each category. In industries and clusters where more than three out of fifteen items fall under the "Critical" category, the corresponding item value was accepted as above 0.80 and calculations were performed accordingly. Within the scope of the study Categories deemed "Not Relevant" were incorporated into the structure using a normalization value of 0.002.

DOĞUŞ HOLDING SUSTAINABILITY COUNCIL

Member	Unit
Akın Türkeli	Administrative Affairs - Technical
Anıl Coşkun	Finance
Aslı Özbaş	Taxation
Banu Akman	Human Resources
Bektaş Pişkin	Administrative Affairs - Security
Berfu Ceren Akbaş	Financial Reporting
Büşra Çelikbaş Ulu	Corporate Communications
Can Öztangut	Investments
Candaş Ekşioğlu	Investments
Ceren Akgül	Finance
Çağlayan Sağlam	Internal Audit
Duygu Akşar	Financial Reporting
Duygu Cesur	Risk Management
Eylem Kuluğ	Administrative Affairs
Eylül Ekşi	Human Resources
Gamze Göksel	Administrative Affairs
Gözde Mahlas	Data Protection
Gülçin Akdağ Savan	Brand Management
Halil Karagöz	Human Resources
İlhan Uğur	Administrative Affairs - Technical
Leyla Gürbüz	Corporate Sustainability
Minel Satıroğlu	Human Resources
Nilay Sevinç Büyükköse	Risk Management

Member	Unit
Oğulcan Yurtçu	Tax Transactions
Ömer Kurutluoğlu	Legal
Özlem Şengelen	Legal
Pelin Gut	Legal
Pınar Hasanusta	Financial Affairs
Semiha Eser	Financial Affairs
Serkan Kayalar	Internal Audit
Serpin Yaz Tamer	Corporate Sustainability
Taner Keleş	Administrative Affairs - Technical
Tolunay Akçiçek	Social Facilities
Zeynep Özyılmaz	Corporate Communications

ABBREVIATIONS

Abbreviation	English Equivalent
CSRD	Corporate Sustainability Reporting Directive
ESG	Environment, Social, Governance
ESRS	European Sustainability Reporting Standarts
EV	Electric vehicle
GRI	Global Reporting Initiative
IFRS S1 / S2	IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information / IFRS S2: Climate-related Disclosures
OSH	Occupational Health and Safety
TSRS	Turkish Sustainability Reporting Standarts
SASB	Sustainability Accounting Standards Board
SPS	Solar Power System
UNGC	United Nations Global Compact
UNSDG	United Nations Sustainable Development Goals
UNWEPs	United Nations The Women's Empowerment Principles

REPORTING GUIDE

Doğuş Holding 2024 Sustainability Report Reporting Guide

This reporting guideline ("Guideline") provides information on the methodologies for the preparation, calculation and reporting of data for the limited assurance indicators of Doğuş Holding A.Ş. ("the Company" or "Doğuş Holding") in the Doğuş Holding 2024 Sustainability Report ("2024 Sustainability Report").

These indicators cover social, environmental and economic indicators. It is the responsibility of the Company's management to ensure that appropriate procedures are in place to prepare these indicators, in all material respects, in accordance with the Guidelines.

The information in this guide covers the financial year ending 31 December 2024 and the operations under the responsibility of Doğuş Holding A.Ş. (unless otherwise stated) as detailed in the "Key Performance Indicators" section.

General Reporting Principles

The following principles have been taken into consideration in the preparation of this guidance document:
· In the preparation of information - to emphasise the basic principles of relevance and reliability of information to users of information,
· In reporting information - emphasising the principles of comparability / consistency of information with other data, including previous year, and the principles of understandability / transparency providing clarity to users.

Basic Definitions and Reporting Scope

For the purpose of this report, the Company makes the following definitions:

Environmental Indicators

Greenhouse Gas Emissions (ton CO_2e)

· Scope 1 Greenhouse Gas Emissions (ton CO2e)
Represents the amount of greenhouse gas emissions in tons of carbon dioxide equivalent resulting from the Company's natural gas, generator diesel consumption, company vehicle diesel and gasoline consumption and the use of refrigerant gases and fire extinguishers during the reporting period.
·
Scope 2 Greenhouse Gas Emissions – (ton CO2e)
Represents the amount of greenhouse gas emissions in tons of carbon dioxide equivalent (market-based) resulting from the production of electricity consumed by the Company, as tracked through invoices from service providers during the reporting period, excluding the amount certified by renewable energy certificates.

Energy Consumption by Fuel Type

· Natural Gas Consumption (m^3)
Represents the amount of natural gas consumed for heating purposes by the Company tracked through invoices from service provider companies and measured in cubic meters during the reporting period.

· Electricity (MWh)
Represents the amount of grid electricity consumption by the Company, monitored through invoices, in megawatt-hours during the reporting period.

Water Management (m^3)

· Total Water Consumption (m^3)
Represents the total volume in cubic meters of network water, ground water, rainwater, and other consumption quantities during the reporting period.

Social Indicators

· Total Number of Employees (#)
Represents the total number of male and female employees, tracked through the Company's Human Resources data platform, who have been reported with their employment entry declarations during the reporting period (Interns employees are included in total number of employees).

· Number/Ratio of Women Employees (#/%)
Represents the number and proportion of female employees tracked through the Company's Human Resources data platform, who have been reported with their employment entry declarations within the Total Number of Employees of the Company during the reporting period.

For the access of visually impaired and physically disabled individuals during the reporting period. These branches are designed and equipped to provide physical access, service reception, and ease of use for disabled employees and customers.

Occupational Health and Safety Indicators

· Number of Incidents
Represents the total number of incidents classified as workplace accidents of employees (including those working alongside family members), by female/male employee during the reporting period.

· Number of Days of Absence Due to Accidents
Represents the total number of days employees (including those working alongside family members) were unable to attend work for at least one full working day (excluding the day of the accident) due to incidents classified as workplace accidents by female/male employee during the reporting period.

· Number of Work-Related Deaths
Represents the number of fatalities resulting from total work-related accidents categorized as fatal during the reporting period, separately by direct employment or contractor company, and by female/male employee, for the company where the accident occurred.

REPORTING GUIDE

DATA PREPARATION

1. Environmental Indicators

Energy Consumption by Fuel Type :

Natural Gas - Constant Combustion Formula:
*[Consumption Data (sm³) * 10.64 kWh/sm^3 * 0,0000036 TJ/kWh = Activity Data (TJ)]*

Diesel (Warming) - Constant Combustion Formula:
*[Consumption Data (lt) * 0.845 (kg/lt) * 43.33 (TJ/Gg) * 1/1000000 = Activity Data (TJ)]*

Gasoline - Moving Combustion Formula:
*[Consumption Data (lt) * 0.775 (kg/lt) * 44.80 (TJ/Gg) * 1/1000000 = Activity Data (TJ)]*

Diesel - Moving Combustion Formula:
*[Consumption Data (lt) * 0.845 (kg/lt) * 43.33 (TJ/Gg) * 1/1000000 = Activity Data (TJ)]*

Purchased Electricity Formula:
*[Consumption Data (kWh) * 0.0000036 GJ/kWh = Activity Data (TJ)]*

Greenhouse Gas Emissions

The coefficients used in Scope 1 and Scope 2 GHG quantity calculations are taken from the following national and international guidelines.
*[Fuel Source Emission = Activity Data (FV) * Emission Factor (EF)]*

Emission Factor:
For fuel used for heating, generators, and company vehicles for transportation purposes:

- "IPCC Guidelines for National Greenhouse Gas Inventories Chapter 3: Road transport default CO2 emission factors and uncertainty ranges and Road transport N2O and CH4 default emission factors and uncertainty ranges" tables and
- "IPCC Guidelines for National Greenhouse Gas Inventories Chapter 7 ": The Earth's energy budget, climate feedbacks, 3 and climate sensitivity - Supplementary Material - Tables of greenhouse gas lifetimes, radiative efficiencies and metrics" tables were used.
- "IPCC Guidelines for National Greenhouse Gas Inventories Chapter 2: Default emission factors for stationary combustion in the energy industries and Default emission factors for stationary combustion in manufacturing industries and construction" tables were used.

For refrigerants and fire extinguishing gases;

- The 100-year time horizon global warming potential (GWP) values for determining greenhouse gas emissions of gases to the atmosphere are adapted from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6 values include the most recent global warming potential values), 2021 (AR6).

For electricity emission factor:
For electricity emission factors, the electricity emission factor is based on the "Turkey-wide Electricity Production Emission Factors" included in the Turkey Electricity Production and Electricity Consumption Point Emission Factors Information Form.

Total Water Consumption (m³)

Formula:
Water Consumption-Total (m³) = Network water (m³) + Rainwater (m³) + + Mains water (m³) + Ground water (m³) + Other water resources (m³)

2. Social Indicators

Ratio of Women Employees (%)
Formula
Number of Women Employees / Total Number of Employees

Re-opinion Statement

Measuring and reporting validated data inevitably involves a degree of estimation. Where there is a change of more than 5 percent in the data at bank level, a re-statement of opinion may be considered.

INDEPENDENT ASSURANCE

pwc

Limited Assurance Report

To the Board of Directors of Doğuş Holding A.Ş.

We have been engaged by the Board of Directors of Doğuş Holding A.Ş. ("the Company") to perform limited assurance Engagement in respect of the Selected Sustainability Information ("the Selected Information") stated in Doğuş Holding A.Ş. 2024 Sustainability Report ("the 2024 Sustainability Report") for the year ended 31 December 2024 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2024, which is subject to our limited assurance work, set out in the pages 28, 47, 50, 63, 64, 65, 66, 68 and 72 of the 2024 Sustainability Report with the sign "(*)" is summarized below.

- Scope-1 emissions (tCO_2e)
- Scope-2 emissions (tCO_2e)
- Electricity (MWh)
- Natural gas (MWh)
- Total water consumption (m^3)
- Total number of employees (Number)
- Total number of female employees (Number)
- Percentage of female employees (%)
- Total number of accidents (Number)
- Total number of lost time injuries (Number)

Our assurance was with respect to the Selected Information marked with "(*)" in the 2024 Sustainability Report, and we have not performed any procedures with respect to earlier periods or any other information other than Selected Information marked with "(*)" in the 2024 Sustainability Report and, any other elements included in the 2024 Sustainability Report and, therefore, do not express any conclusion thereon.

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Criteria

The criteria used by the Company to prepare the Selected Information is set out in section Doğuş Holding 2024 Sustainability Report-Reporting Principles ("the Reporting Principles") on the pages between 98 and 99 of the 2024 Sustainability Report.

The Company's Responsibility

The Company is responsible for the content of the 2024 Sustainability Report and the preparation of the Selected Information in accordance with the Reporting Principles. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud and error.

Inherent Limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information.

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time. It is important to read the Selected Information in the context of the Reporting Principles.

In particular, the conversion of different energy measures to megawatt-hour (MWh) and energy used to carbon emissions is based upon, inter alia, information and factors generated internally and/or derived by independent third parties as explained in the Reporting Principles. Our assurance work did not include examination of the derivation of those factors and other third-party information.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. Our firm applies International Standard on Quality Management 1 and accordingly maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

INDEPENDENT ASSURANCE

Our Responsibility

Our responsibility is to form a limited assurance, based on limited assurance procedures, on whether anything has come to our attention that causes us to believe that the Selected Information has not been properly prepared in all material respects in accordance with the Reporting Principles. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information', issued by the International Auditing and Assurance Standards Board.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement under ISAE 3000 (Revised). Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- made inquiries of the persons responsible for the Selected Information;
- understood the process for collecting and reporting the Selected Information. This included analysing the key processes and controls for managing and reporting the Selected Information;
- evaluated the source data used to prepare the Selected Information and re-performed selected examples of calculation.
- performed limited substantive testing on a selective basis of the preparation and collation of the Selected Information prepared by the Company and
- undertook analytical procedures over the reported data

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Company's Selected Information for the year ended 31 December 2024, is not properly prepared, in all material respects, in accordance with the Reporting Principles.

Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Doğuş Holding A.Ş. as a body, to assist the Board of Directors in reporting Doğuş Holding A.Ş.'s performance and activities related to the Selected Information. We permit the disclosure of this report within the 2024 Sustainability Report for the year ended 31 December 2024, to enable the Board of Directors to demonstrate they have discharged their governance responsibilities by commissioning a limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of Doğuş Holding A.Ş. as a body and Doğuş Holding A.Ş. for our work or this report save where terms are expressly agreed and with our prior consent in writing.

PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.

Ali Yörük, SMMM
Independent Auditor

İstanbul, 21 January 2026

MASTHEAD

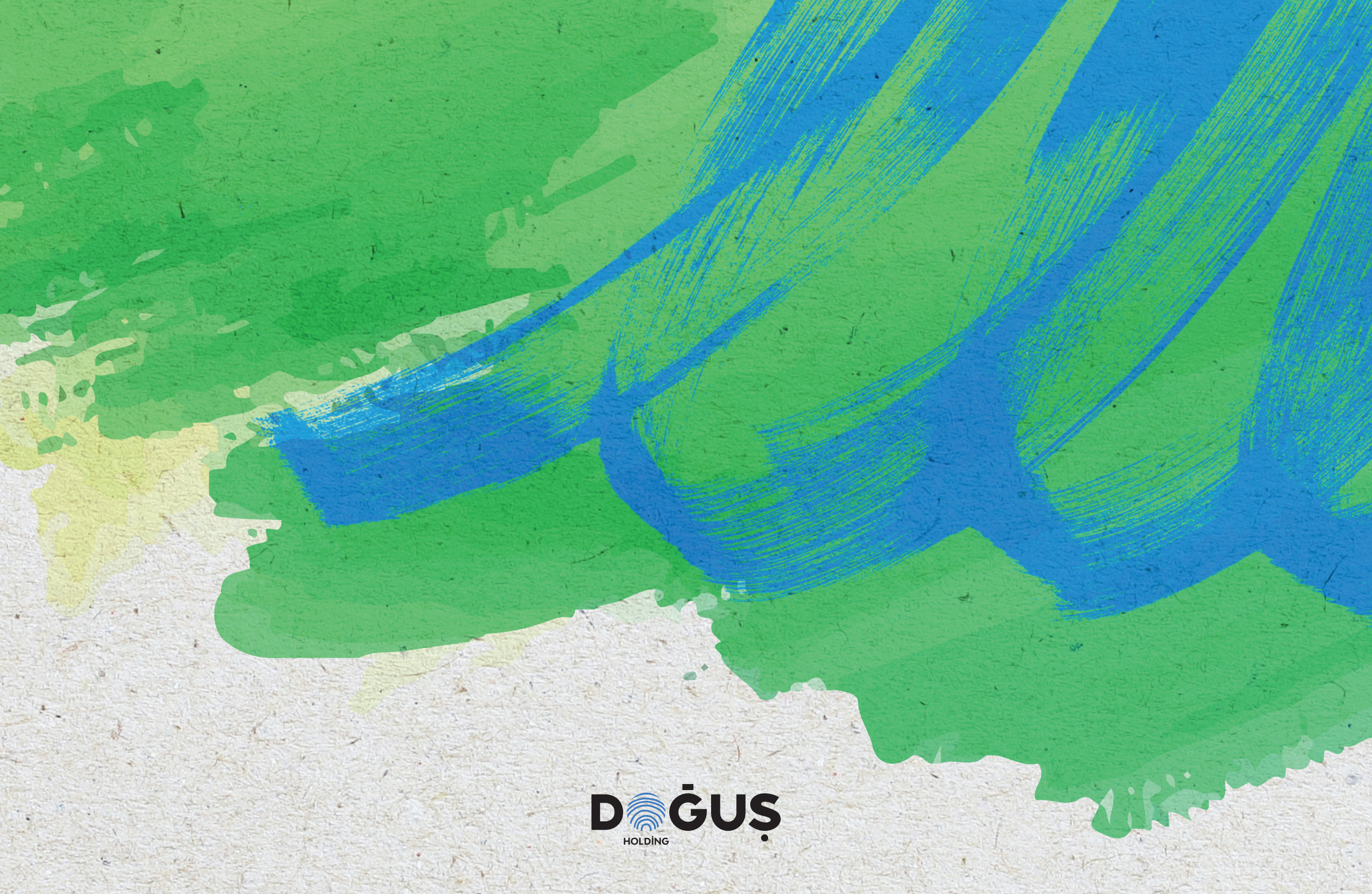
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DOĞUŞ
HOLDİNG