



BETTER IS
POSSIBLE

DOĞAN HOLDİNG
**SUSTAINABILITY
REPORT**
2021



KNOWS
AND
CREATES
VALUE

TABLE OF CONTENTS

6	About the Report	80	We Add Value to Society
8	Message from the Chairperson	84	Talent Management
10	Message from the CEO	88	Employee Development
		92	Career Management
		94	Equal Opportunity and Diversity
12	About Doğan Holding		
16	Doğan Group's Values	98	Occupational Health and Safety
18	Overview of the Group and the Sectors	100	Social Investments
34	2021 Highlights		
		114	We Add Value to the Planet
36	Sustainability Approach	118	Climate Change and Energy
42	Doğan Impact Plan	124	Natural Resources and Waste Management
46	Sustainability Management	126	Water Management
48	Material Topics	128	Biodiversity
54	Stakeholder Dialogue		
		130	Appendix
56	We Add Value to the Future	132	Corporate Memberships
60	Economic Performance	133	Performance Indicators
64	Corporate Governance	142	United Nations Global Compact (UNGC) Reference Table
68	Risk Management	144	Reporting Guidance and Limited Assurance Report
72	Ethics	144	Doğan Holding 2021 Sustainability Report – Reporting Guidance
74	Anti-Bribery and Corruption	148	Limited Assurance Opinion
75	Protection of Personal Data	152	GRI Content Index
76	Internal Control and Audit		
78	Digitalization and Technology		



A DROP OF WATER CAN INFLUENCE THE ENTIRE OCEAN

At Doğan Group, we know that no action is limited to its initial point of impact. A single action can snowball into a movement, and even a single drop of water can affect a vast ocean, just as an idea can shape the future and one person can influence society at large.

With this awareness, we have designed all stages of our operations to align with the United Nations 2030 Sustainable Development Goals. We benefit our planet by taking concrete steps against climate change, and add value to society by championing equality and local production while also committing to continuously pursue innovation in order to secure a better future for all of us. We call this the “Doğan Impact.”

For the benefit of nature, the world and future generations, we will continue working.

ABOUT THE REPORT

As Doğan Holding, we bring our environmental, social and governance performance to the attention of all our stakeholders with the Sustainability Report we prepared under the guidance of the Global Reporting Initiative (GRI).

The report, prepared in accordance with the GRI Standards, Core option, comprises the Doğan Impact Plan vision, our goals, performance and progress, and our contributions to the United Nations Sustainable Development Goals. The report also includes our Communication on Progress on the principles of the United Nations Global Compact UNGC).

In addition to these, references to support our United Nations Global Compact (UNGC) Annual Communication on Progress (CoP) are also included in the “Appendixes” section of our 2021 Sustainability Report.



You can send any questions and suggestions regarding the content of the report and our sustainability efforts to surdurulebilirlik@doganholding.com.tr



In order to ensure that all major operations with significant impact are covered, the report uses consolidated data from the January 1, 2021 – December 31, 2021 period collected from Doğan Holding A.Ş., Galata Wind Enerji A.Ş., Aytemiz Akaryakıt Dağıtım A.Ş., Doğan Trend Otomotiv Ticaret Hizmet ve Teknoloji A.Ş., Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş., Çelik Halat ve Tel Sanayi A.Ş., Sesa Ambalaj ve Plastik Sanayi Ticaret A.Ş., Doğan Dış Ticaret ve Mümessillik A.Ş., Doğan Yayınları Yayıncılık ve Yapımcılık Ticaret A.Ş., D Gayrimenkul Yatırımları ve Ticaret A.Ş., Doğan Burda Dergi Yayıncılık ve Pazarlama A.Ş. and D Yatırım Bankası A.Ş.

This year, “limited assurance” was received for the selected environmental indicators by PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş (PwC Turkey).

The report refers to Doğan Holding A.Ş. as Doğan Holding, Galata Wind Enerji A.Ş. as Galata Wind, Aytemiz Akaryakıt Dağıtım A.Ş. as Aytemiz, Doğan Trend Otomotiv Ticaret Hizmet ve Teknoloji A.Ş. as Doğan Trend Otomotiv, Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş. as Ditaş, Çelik Halat ve Tel Sanayi A.Ş. as Çelik Halat, Sesa Ambalaj ve Plastik Sanayi Ticaret A.Ş. as Sesa, Doğan Dış Ticaret ve Mümessillik A.Ş. as Doğan Dış Ticaret, Doğan Yayınları Yayıncılık ve Yapımcılık Ticaret A.Ş. as Doğan Yayıncılık, D Gayrimenkul Yatırımları ve Ticaret A.Ş. as D Gayrimenkul, Doğan Burda Dergi Yayıncılık ve Pazarlama A.Ş. as Doğan Burda, D Yatırım Bankası A.Ş. as Doğan Yatırım Bankası.



MESSAGE FROM THE CHAIRPERSON

Esteemed Stakeholders,

Uncertainty, created by the Covid-19 pandemic is fading away, albeit slowly, leaving the floor to normalization period, and radical changes brought about by the pandemic continue to shape our economic and social life.

As the business world, now, we embrace new normals that emerged with the pandemic as an integral part of how we do business and our strategy, as we shape our decision-making processes in the light of the new normals. In other words, we act with the awareness that there are lessons to be learned from the pandemic, as in every post-crisis period, and we continue working by taking into account concepts such as agility, adaptability and transformation capability, which re-entered our agenda with the process.

While the fight against the climate crisis remains on the agenda as the biggest problem our planet is facing in this new era, we understand how crucial is to limit global warming to 1.5 ° C day by day. Extreme weather events that the world is witnessing, such as heavy and frequent rains, floods, storms and droughts, strikingly reveals the disasters that climate change will cause if adequate measures are not taken. The climate crisis is now recognized to be the most crucial problem that not only a small group or governments, but every individual on the planet should tackle by understanding the need for change.

However, it is obvious that this problem can only be solved with an approach that meets all stakeholder expectations and demands, and most importantly, includes all stakeholders in the process. This is where Stakeholder Capitalism comes into play.

Recently we have been hearing a concept, namely, stakeholder capitalism. It focuses on creating common and sustainable value for all stakeholders, unlike classical capitalism.

Hence, in 2021, as Doğan Holding, we declared our commitment to transparently sharing our sustainability performance with all our stakeholders in line with the standards established within the framework of this concept, which was discussed at the 50th Davos Summit of the World Economic Forum. Accordingly, we started our efforts to make **Stakeholder Capitalism Metrics** an integral part of our reporting and sustainability strategy. In our next sustainability report, we aim to bring our progress to the attention of our esteemed stakeholders.

I would also like to take this opportunity to talk about the United Nations **Women's Empowerment Principles (WEPs)**, another important sustainability initiative that we signed in 2021.

As you may recall, as Doğan Group, we have prepared the **Doğan Impact Plan** within the framework of United Nations Sustainable Development Goals to provide sustainable benefits to our world, our country and our society, and we brought such to the attention of our esteemed stakeholders by our first sustainability report published last year.

To summarize, while we position the **Doğan Impact Plan** as the main strategy that facilitates the assessment of the sustainability transformations

and sustainability performances of both the Holding and our Group Companies, we monitor sustainability targets of the Holding and Group Companies under three main pillars namely as “value for the future”, “value for the society” and “value for the earth”.

Generating its energy solely from renewable resources, investing in innovative technologies, restoring all the water we use to nature in 2030 and making waste-free production, empowering women in our value chain, supporting gender equality, fight against discrimination and violence are just some of the topics we address within the scope of the Doğan Impact Plan.

At this point, as a joint initiative of UN Women and the United Nations Global Compact, the Women's Empowerment Principles that we have signed, will help our Group to maintain its successful policies on women employees and women's leadership with an even more systematic approach. These principles will also shed light on how we shape internal gender equality policies in all our companies in line with global standards. With this signature, we also aim to contribute to the spread of equal opportunities in the business world. We look forward to sharing our progress in this regard with you in the next period, within the scope of our sustainability report.

While presenting our second sustainability report, summarizing the progress of our sustainability efforts in 2021, which started with saying, “Better is Possible”, to the attention of our valued stakeholders, I would like to thank all our stakeholders, especially our colleagues, for their contributions.

BEGÜM DOĞAN FARALYALI
Chairperson



MESSAGE FROM THE CEO

Esteemed Stakeholders,

Where we have come as humanity on a global scale marks a complete turning point. Many factors such as environmental events like huge forest fires, drought and sudden floods witnessed in many countries, food and energy crisis caused by regional wars and conflicts, and pandemic, reveal that we are in a struggle for existence, unlike previous years.

We notice that a management approach covering whole society, reducing inequalities and putting all stakeholders and the well-being of the planet at the center, is the most powerful tool for states and the business world in this era, when traditional methods are insufficient to come out of crises stronger.

There is a very strong inclination and determination for the sustainable transformation of the economy in the world. The rise of ESG assets continues strongly after surpassing \$35 trillion in 2020. ESG funds in Europe are expected to double their market share by 2025.

In response to climate change, the transition to low-carbon or zero-carbon investments has accelerated. This brings opportunities for re-growth for the world economy, which has contracted during the pandemic. In this context, one of the game-changing factors in the business world will be the European Green Deal announced by the EU in 2019, which covers the roadmap for the transition to a net-zero economy by 2050.

Our response to global sustainability transformation: Doğan Impact Plan

One of the strongest global trends shaping rapid change in the economy is sustainability. Regardless of the changes in the world, we have taken our place in the newly established world as a group that has been constantly renewing and advancing itself for the past 62 years. As Doğan Holding, we have created a more balanced portfolio with main business lines, through an 'investment holding' perspective in line with global trends. We also carry out our smart strategic business transformation with the perspective of investing in digitalization, technology and renewable energy, UN Sustainable Development Goals and being a faster and more agile organization. Today, our companies make a difference and add value to the Turkish economy by taking a pioneering role with their innovative visions in the energy, fuel retail, finance and investment, internet-entertainment, industry, automotive, tourism and real estate sectors they operate. By blending the perspective of UN Sustainable Development Goals, which we put at the center of our strategy, with the "Doğan Impact Plan", covering our 62 years of experience and values, we reach out the future with the strong commitments we make to our international stakeholders. We continue our efforts to become a carbon neutral organization by 2030 without slowing down. We closely monitor the targets we have set within the scope of the Doğan Impact Plan and continue to make transformation plans and investments that will minimize the environmental impact of our Group companies with relatively high environmental impact.

To achieve this goal, we are evaluating a range of instruments ranging from energy efficiency practices to renewable energy installation and green electricity supply, taking into account the realities of all our group companies and the sectors they operate in.

In order to establish a more equal business environment by 2030, we are primarily working on to achieve a 30% female board member and 40% female management rate. We see United Nations Women's Empowerment Principles (WEPs), which we signed in 2021, as a reflection of our commitment in this area.

By 2025, we aim to boost the ratio of Environmental, Social, and Governance funds in our investor share to at least 10%, and our score for these funds to AA. For this, within the framework of our responsible investment approach, in new investments, we adopt sustainable development-oriented business models and we transform our existing business models.

Value-oriented, sustainable investment holding

For 62 years, Doğan Group has strived to give back to Turkey by making new investments in the country. In 2021, Doğan Group continued its existing investments and made new investments worth TL 886,448 thousand. Our consolidated turnover for 2021 climbed to TL 16,920,914 thousand, up 57% year-on-year. Our EBITDA jumped to TL 1,714,693 thousand, an increase of 90%. Our EBITDA margin increased from 8.4% last year to 10.1% in 2021. Our net profit for the period was TL 3,062,489 thousand, up 112% from the prior year.

As Doğan Holding, we will continue to invest in substantial areas of the sustainability economy, technology-oriented value-added and innovative business models. Our investments will continue in Galata Wind in energy, Sesa, Ditaş and Çelik Halat in industry. With Doğan Investment Bank, we will complete the fintech investments we have started in addition to our traditional investment banking investments and will make a rapid entry into the market. We will have investments abroad to expand our existing business lines.

Better is Possible

As you will see in our report, through our value-driven responsible investments, we aim to reduce our footprint on the planet and make a positive impact.

In order to contribute to the establishment of a society that lives in prosperity and peace in a better and safer future, we will continue to work and create value, separating our growth story with our potential negative environmental and social impact, by saying 'Better is Possible'.



ÇAĞLAR GÖĞÜŞ
CEO

ABOUT DOĞAN HOLDING

Doğan Group, which has been contributing to Turkey's economy for 62 years, has roots going back to 1959, when Doğan Group's Honorary President Aydın Doğan registered at the Mecidiyeköy Tax Office, and 1961, when he established his first company in the automotive industry. Today, Doğan Group companies play a pioneering role across the wide variety of sectors in which they operate, including energy, petroleum products retail, finance, internet and entertainment, industry, automotive, tourism and real estate, making a difference and creating value for Turkish economy.

As Doğan Group, we operate across a wide geographical area, where we form strategic partnerships with international groups to ensure the efficiency of our operations. Embracing a value-focused approach to investments, as Doğan Group we are a responsible investment holding that aims to

make a positive impact in the World. Our goal is to develop long-term solutions as we lead the efforts for a better future in our regions of operation, and transform our investments with this mindset.

For Doğan Group, the company's corporate culture is as important as its business strategies. Our culture is shaped by the corporate and ethical values of our company, which combines a quality- and customer-focused management approach with effective teamwork. We appreciate the value of our society, our country, and of the hard work of one another as we embrace our work with passion and behave in a responsible and transparent manner. We do not fear the new, and act with an entrepreneurial spirit and courage. We understand that deep-rooted organizations rise not on the motivation for financial gains but rather on their values, and as such, we embrace and uphold our values, appreciating and adding

“The key reason behind our success is our adherence to the values that Doğan Holding has established. This culture that we have created together and our unwavering confidence in the future of our country are poised to take our group and our companies to new heights in the days ahead.”

AYDIN DOĞAN,
Honorary President, Doğan Holding

to them. With the strength we derive from our values, we consolidate our position as a value-focused organization as we continue on our sustainable and determined journey.

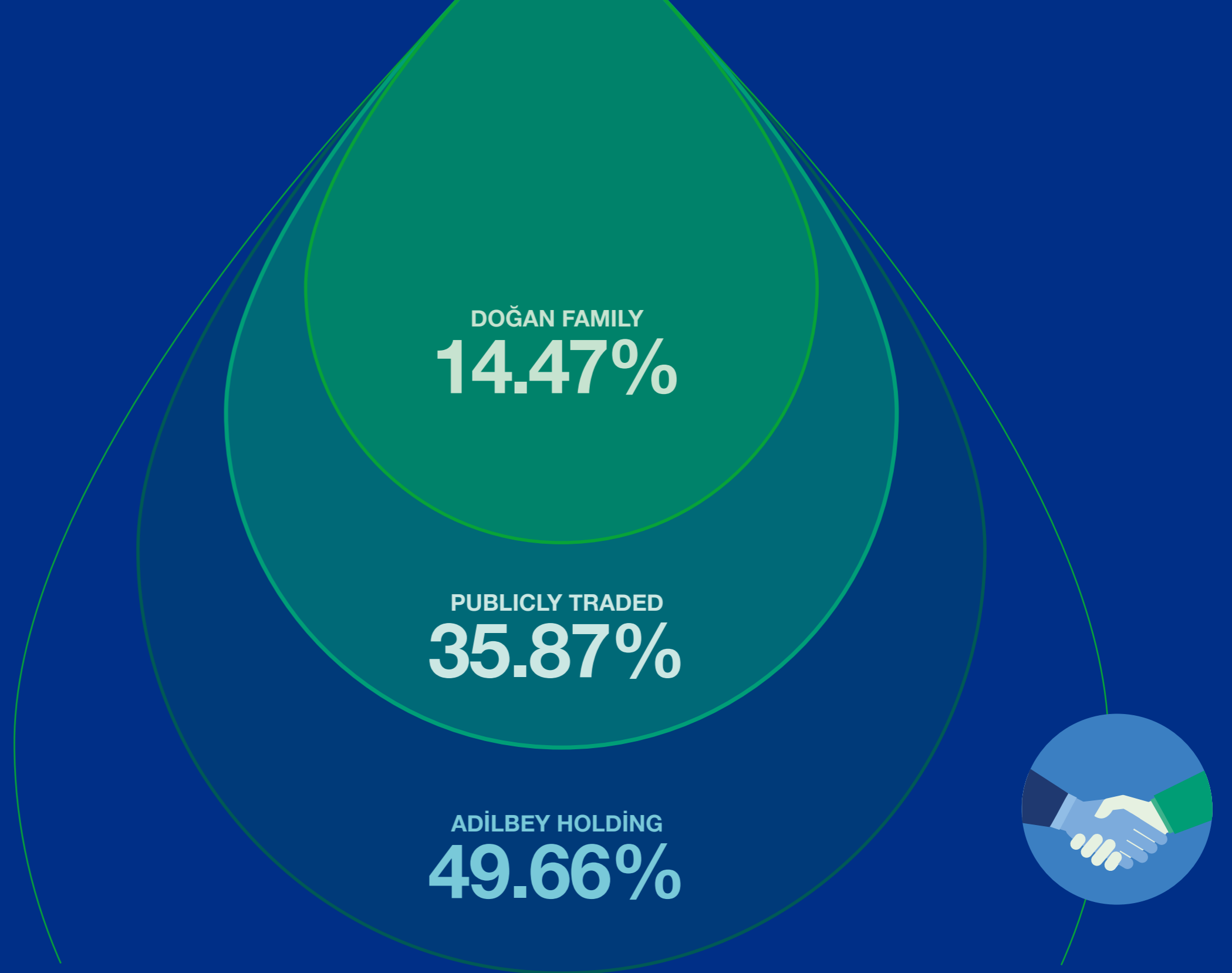
The highly qualified and competent workforce of Doğan Group has been the key factor underlying our achievements to date. The Group, along with joint ventures employs 4,019 people as of the year end 2021, proudly serving as one of the leading contributors to national employment.

¹Includes the employees of Group companies not included in this report.



SHAREHOLDER STRUCTURE

Doğan Holding's shares are held by Adilbey Holding with a 49.66% share and Doğan Family with a 14.47% share. The remaining 35.87% share is publicly traded.



The shareholders of the Holding and their shares in the capital as of December 31, 2021 and December 31, 2020 are stated below:

Shareholders	Share (%)	December 31, 2021 (TL Thousand)	Share (%)	December 31, 2020 (TL Thousand)
Adilbey Holding A.Ş.	49.66	1,299,679	49.66	1,299,679
Doğan Family	14.47	378,626	14.47	378,626
Publicly Traded on Borsa Istanbul	35.87	938,633	35.87	938,633
Issued capital	100.00	2,616,938	100.00	2,616,938

DOĞAN GROUP'S VALUES

OUR PHILOSOPHY

We appreciate the value of our people, our country and humanity, and strive to bring greater value to our society, our world and our future. Our goal is to provide further benefits through our products and services and to always innovate and pioneer with our company and brands. The values and principles that we live by serve as our compass as we continue our journey toward success alongside our shareholders, employees and stakeholders.



OUR PRINCIPLES

We Appreciate The Value of our roots, what we have, our knowledge and efforts, our country and our people.

Our entrepreneurial spirit drives us to act at the right time and always look for the next big thing while keeping pace with change.

We nurture creative ideas through curiosity and education and **Bring Innovation** to our business.

We are committed to being honest and adhering to our code of ethics and laws under all circumstances. We work to ensure a sustainable life for future generations while **Acting with Responsibility and Transparency** society and our environment.

We wake up every day at our very best, motivated to make our dreams come true, work to achieve our goals and become leaders, all while **Approaching Our Work with Passion.**

We Achieve Together by always looking for solutions, sharing knowledge and experience, trusting and supporting each other, appreciating and celebrating one another and embracing our differences.

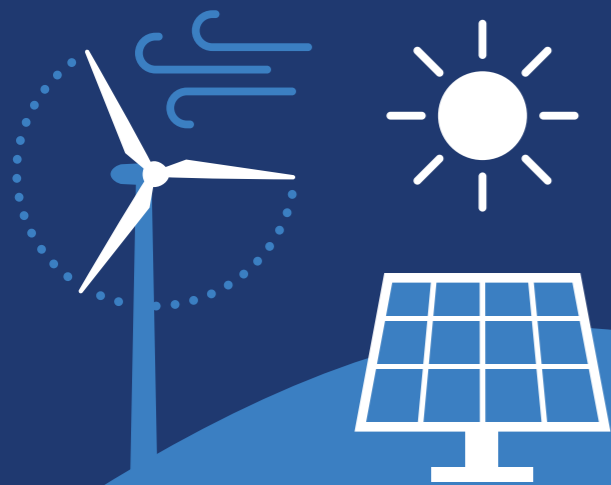
OVERVIEW OF THE GROUP AND THE SECTORS

Doğan Group companies have been contributing to the Turkish economy for over 60 years, playing a pioneering role in a variety of industries in which they operate including energy and industry, as well as motor vehicles, real estate marketing, tourism and financial services.



ELECTRICITY GENERATION

We generate sustainable energy from renewable sources like wind and sun, making clean energy accessible to all.



GALATA WIND (GWIND)

We generate sustainable energy from renewable sources like wind and sun, making clean energy accessible to all.

GALATA WIND (GWIND)

One of the main fields of activity of Doğan Holding, which has been operating in the energy sector for nearly 20 years, is energy investments. Doğan Holding acquired Galata Wind Enerji A.Ş. in 2012. The company continues its electricity generation activities from renewable sources.

WIND: MERSIN WPP

Mersin WPP, which was taken over with the acquisition of Galata Wind and licensed in 2007, operates in Mut district of Mersin province. Following the takeover, Mersin WPP's installed capacity was increased from 33 MW to 42 MW in 2013, and to 62.7 MW with a second capacity increase in 2017. Mersin WPP, which has 20 turbines, is expected to produce approximately 215 million kWh of electricity annually.

WIND: ŞAH WPP

Şah WPP, which was taken over by the acquisition of Galata Wind and licensed in 2008, operates in Bandırma district of Balıkesir province. Following the takeover transactions, the installed power of Şah WPP increased from 93 MW to 105 MW in 2013. Şah WPP, which has 35 turbines, is expected to produce approximately 330 million kWh of electricity annually.

WIND: TAŞPINAR WPP

Galata Wind commissioned the Taşpınar WPP project with an installed capacity of 67.2 MW, operating in the Nilüfer district of Bursa province, by making its partial acceptance at the end of October 2020.

In March 2021, the power plant became operational at full capacity. Taşpınar WPP, which was built with an investment of approximately 75 million USD, is the power plant of which Galata Wind's project has developed itself and which is built using the newest and latest technology in its portfolio. Taşpınar WPP, which has 14 turbines, is expected to generate approximately 190 million kWh of electricity annually. In addition, with the approval obtained from EMRA in 2021, studies are continuing for the establishment of a 42.85 MW Hybrid Solar Power Plant in Taşpınar WPP. With hybrid solar, it will be possible to use wind and solar resources together and in a way that supports each other under the same license.

SOLAR: ÇORUM PV

Galata Wind has gained a stronger position in the sector by adding solar energy to its renewable sourced generation portfolio with the Çorum PV project, which was acquired in the first quarter of 2018. The power plant located in Çorum Center is unlicensed and its installed capacity is 9.4 MW. Commissioned in 2017 with nearly 30 thousand photovoltaic solar panels, the project is expected to generate an average of 14 million kWh per year.

SOLAR: ERZURUM PV

Galata Wind continued to expand its solar portfolio with the Erzurum PV project, which it took over in the first quarter of 2019. The unlicensed power plant, located in Aziziye, Hınıs and Karayazı districts in Erzurum and with a total installed capacity 24.7 MW, went into operation at the end of 2018. Having over 70 thousand photovoltaic solar panels, the project is expected to generate an average of 40 million kWh per year.

PETROLEUM PRODUCTS RETAIL

We contribute to the Turkish economy with 11 supply points, storage capacity of 250,000 cubic meters, and 570 dealers across Turkey.

AYTEMİZ

Aytemiz Akaryakıt A.Ş. began operating in the petroleum products sector in 1963, and has been working under the Aytemiz brand since 2010. Building on İsmail Aytemiz's 55 years of experience in the sector, Aytemiz is a young and dynamic company that has managed to make a name for itself in a short time with its expert human resource. Having continued its trend of rapid growth since entering into a partnership with Doğan Group in 2015, Aytemiz consolidated its position in the sector as a well-established, reputable, domestic and national company in the sector.



570

Aytemiz Dealers

583K

Aytemiz Card Users

250,000 m³

Aytemiz Storage Capacity

INDUSTRY AND TRADE

Our companies make a difference with their innovative approach, R&D efforts, quality focus and design strength. Industry group company Ditaş is engaged in automotive, defense and spare parts; Çelik Halat produces high-tech industrial products used in construction, maritime, fishing, oil and mining industries, while Sesa develops and manufactures flexible packaging and barrier film products.

ÇELİK HALAT (CELHA)

DİTAŞ (DITAS)

SESA

DOĞAN DIŞ TICARET

KELKİT DOĞAN BEŞİ



Çelik Halat
72,000
tonnes production capacity
(annual)

Ditaş
7,800,000
unit production capacity
(annual)

Sesa Ambalaj
18,646
tonnes production capacity
(annual)

AUTOMATIVE TRADE AND MARKETING

Doğan Trend Otomotiv was established in 2020 to unite Doğan Group's automotive and mobility companies and brands under the same roof. It consists of distributors as well as e-commerce platforms where it markets retail, leasing and mobility brands.

The group is the distributor of Suzuki, an automobile, motorcycle and marine engine manufacturer; Piaggio Group and its brands MG, Vespa, Moto Guzzi, Aprilia and Piaggio, Kymco, one of the world's largest scooter manufacturers; Silence, a Spanish brand that is currently Europe's leading electric motorcycle producer; Wallbox, a charging systems producer that Doğan Holding combines innovative technologies and inspired designs; and Gita, the mobile carrier.

Doğan Trend, especially turning its direction to sustainable electric mobility brands, British automobile brands MG and MG Electric brands, smart cities and the vehicle charging station brand Wallbox, which creates the infrastructure of sustainable mobility, Europe's leader in the electric motorcycle segment, Silence, and Bimas e-bikes from the Netherlands, the homeland of bicycles and OKAI kick-scooter brands. In addition, Doğan Trend Automotive, which included motorcycle giant KYMCO, one of the world's largest scooter manufacturers, in its portfolio, expanded its brand and product range in 2021.



16 Brands

Rich product and service portfolio with 14 distinguished world brands in automobile, motorcycle, micro-mobility and auto charging segments and two web brands created by itself.

12.4%

MG brand electric vehicle sales market share in May-December period.

100,453

Total horsepower of powerboats sold in 2021

FINANCE AND INVESTMENT

We operate in finance and investment through our subsidiaries offering bespoke solutions for customers driven by a reliable and high-quality service approach based on customer needs and satisfaction, and continuously increasing their performance with robust and trusted corporate structures.

DORUK FAKTORING

DORUK FINANSMAN

DOĞAN YATIRIM BANKASI

ÖNCÜ GSYO

DOĞAN YATIRIM BANKASI

Doğan Yatırım Bankası, 100% owned by Doğan Group, started its operations on 2 August 2021. Aiming to be a leading investment bank that supports Turkey's economic development and to be one of the strongest players in the international financial system in the country, Doğan Investment Bank offers innovative financial solutions at global standards, its knowledge and experience in domestic and international markets, its responsible banking philosophy and entrepreneurial culture to all its stakeholders carries out its activities with the mission of creating sustainable added value.

With the awareness that sustainability is the most important agenda item of governments, societies and companies, Doğan Investment Bank aims to provide its customers with competent consultancy and brokerage services on sustainability transformations and access to sustainability-related finance. Within the scope of its sustainability efforts, the Bank closely follows the rapid growth in sustainable bonds and loans in international markets, and in 2021, it has made contacts with many important domestic and foreign financial institutions and development banks in the field of sustainable finance. The Bank has adopted the sustainability vision within the scope of the Doğan Holding 'Impact Plan' and prioritized compliance with international standards in its loan policies. In this context, the Bank aims to contribute to the green transformation of Turkish companies and to mediate the provision of funds from national and international markets, due to the obligations imposed by the EU Green Agreement on countries in foreign trade relations with Europe.

REAL ESTATE INVESTMENTS

D Gayrimenkul Yatırımları ve Ticaret A.Ş. ("D Gayrimenkul") is engaged in the rental, purchase and sale of all types of real estate in Turkey and abroad.

The company's investments include Trump Towers Istanbul, the first Trump-branded development in Europe, which offers an exquisite living experience with its iconic architecture designed by world-famous Brigitte Weber, unique interior design, and high-tech features, as well as Milta Bodrum Marina, which is regarded as one of the top three marinas in the Mediterranean basin thanks to its world-class services, central location, proximity to the airport, professional staff, and its diverse range of services.

D GAYRİMENKUL

MİLPA (MİPAZ)

MİLTA BODRUM MARİNA

MARLİN OTELCİLİK

KANDİLLİ GAYRİMENKUL

M-INVESTMENT 1 LLC



182,000
Trump Towers
Total Leasable Area

36
Trump Office
Floors

115%
Milta Bodrum Marina
occupancy rate

1,76 Million TL
Milpa second-hand motorcycle
sales revenue

INTERNET AND ENTERTAINMENT

Doğan Holding's internet and entertainment investments include the beating heart of the real estate sector hepsiemlak.com, Kanal D Romania with its original content, Turkey's first slow music radio Slow Turk, music sector leader DMC, premium video content platform NetD, strong brands in publishing Doğan Kitap and Doğan Yayıncılık, and a leading publisher Doğan Burda with a portfolio of 59 periodicals.

Hepsi Emlak

Hepsi Emlak, operates under Doğan Holding with the title Glokal Dijital Hizmetler Pazarlama ve Ticaret A.Ş..

As of the end of 2021, Hepsi Emlak has an average of 6 million unique visitors per month and nearly 21 million traffic (Google Analytics, 2021).

Kanal D Romanya

Second place in "prime time" in national ratings.



Doğan Yayıncılık

Close to 8000 books
Over 2000 authors
1500 hours audiobook
100 million readers

Doğan Burda

2 million print magazine issues read every year
Over 15 million digital magazine issues read every year
Over 50 events every year

Netd

21.7 million Netd Müzik subscribers
47 billion official video views
7.1 billion Netd Music views



2021 HIGHLIGHTS

Doğan Holding

Investments continue unabated

As the Doğan Group, we plan to continue our investments by evaluating them from an environmental and social sustainability perspective, and to make new investments whenever possible. Within this scope, in addition to our sustainable packaging investment, our investment banking investments that will provide products and services for the development of SMEs are examples of these.

Galata Wind

Supporting sustainable growth with clean energy

Galata Wind supports sustainable growth with three wind power plants (Şah, Mersin and Taşpınar) and two solar power plants (Çorum and Erzurum) and after the Public Offering in 2021, we continue this vision together with all our stakeholders.

Aytemiz

Growing synergy driven by customer focus

Aytemiz contributes to the national economy with 570 gas stations across Turkey as it continues its operations with customer focus. Aytemiz continued to renovate its gas stations while getting ahead of the competition with a new technology product named "Vaay".

Ditaş

Turkey's leading steering wheel and suspension parts manufacturer

Boasting a significant experience and expertise in the automotive industry, Ditaş is Turkey's leading manufacturer of steering wheel and suspension parts. In 2020, Ditaş renewed its digital transformation roadmap.

Doğan Burda

Pioneering magazine Publisher

Doğan Burda, the leader of magazine publishing in Turkey, continued to bring its brands, old and new, to its readers in both print and digital formats in 2021.

Doğan Dış Ticaret

Continued growth driven by alternative channels

Doğan Dış Ticaret maintained the momentum of the transformation it commenced back in 2018, and continued to grow its business in 2021 using alternative channels and to expand its product portfolio in cardboard and packaging products import and trade, and raw material supply and trade.

Doğan Yayıncılık

Turkey's leading book and magazine Publisher

In 2021, Doğan Publishing maintained its status as the publishing house with the largest collection of audiobooks and recorded a remarkable growth in digital publishing, with a digital product portfolio now reaching 1,250 with new digital deals, audiobooks and e-books.

**SUSTAINABILITY
APPROACH**





SUSTAINABILITY APPROACH

At Doğan Group, we endeavor to minimize the environmental risks facing humanity and the nature, and transform opportunities into accomplishments that provide added-value. We understand that sustainability is, and will remain, the key value we must embrace, and accordingly, develop comprehensive solutions to global and local challenges.

For us, protecting the environment is a core mission in order to ensure a healthy future. And our value-focused perspective drives us further to deliver a positive impact. In our efforts to solve these challenges, we invest in areas that will create added-value in the future. We share our Sustainability Policy, which forms the essence of our corporate governance system, with every individual and organization that accompanies us on our journey, from employees to suppliers, and customers to business partners.



United Nations Global Compact

By signing the UN Global Compact, the world's largest corporate sustainability initiative in 2020, we promised to abide by 10 principles in the area of human rights, labor standards, environment and anti-corruption. We have once again strengthened our sustainability practices that we continue within the scope of the UN Sustainable Development Goals, by a global-scale signature, and carry our practices to the next level. We published our first progress report in 2021.

United Nations Women's Empowerment Principles

In 2021, we signed the United Nations Women's Empowerment Principles (WEPs). WEPs, a joint venture of UN Women and the United Nations Global Compact, is a guideline designed for private sector's practices on gender equality.

WEP's will help our Group to continue its successful policies regarding women employees and women's leadership with an even more systematic and programmed approach. It will shed light on shaping our in-house gender equality policies in all our companies according to global standards.

World Economic Forum (WEF) Stakeholder Capitalism Metrics

In 2021, we also committed to making the World Economic Forum (WEF) Stakeholder Capitalism metrics an integral part of our sustainability strategy and using them in our corporate reporting. Starting from 2022, we will include these metrics in our reports.

Stakeholder Capitalism metrics, a new and important standard set forth by the World Economic Forum (WEF) in 2020, contribute to the measurement of performance of companies in environmental, social and corporate governance (ESG) areas, while enabling them to share their progress in these areas transparently with all their stakeholders. Stakeholder Capitalism Metrics, an innovative standard for companies to create long-term value in terms of ESG and to demonstrate their contribution to the United Nations Sustainable Development Goals, make all stakeholders a part of the value creation process.



**BETTER IS
POSSIBLE**

WE BELIEVE IN THE BETTER

It is possible to stop climate change.

It is possible to rescue the melting ice caps, warming oceans, burning forests and animals at the brink of extinction.

It is possible to prevent water scarcity, droughts, desertification and the consequent migrations.

We believe that a world free from discrimination based on language, religion, race and gender, a world where men and women can live, learn and work in harmony, is possible.

It is possible to cherish knowledge, wisdom and understanding, and make what is valuable, sustainable.

Because;

It is the right of all to live in a better world.

It is the duty of all of us to live a more livable world to our children.

And a better world is possible
if we act with conviction.

DOĞAN IMPACT PLAN

We are aware that any impact grows beyond its specific domain to affect others; a drop of water can influence the entire ocean, an idea the entire future, and a person the entire humanity. Guided by this awareness, we are committed to shape all aspects of our operations in line with the United Nations 2030 Sustainable Development Goals. We support our world by taking decisive action against climate change, society by upholding equality and local production, and to the future by continuously seeking innovation. We are aware that a better world is possible if we act with conviction.

To fulfill our own responsibilities and to build a better future in collaboration with stakeholders, we designed the Doğan Impact Plan, which enables us to evaluate the sustainability performances of our group companies, and as a result, “invest in the planet, a more inclusive society, and the future”. These three components have been identified for the purpose of solving the ecological, social and financial problems of today. Our goal is to help build a safe and peaceful future society by facilitating innovative solutions. In doing so, we will adequately play our part in the responsibilities that fall upon the private sector.



We invest in an inclusive future with the Doğan Impact Plan, which will guide us as we monitor and improve our environmental, social and governance performance for a sustainable world.

WE ADD VALUE TO THE FUTURE

We believe in the power of innovation to secure a better future. We nurture our entrepreneurial vision through open innovation and crosssectoral collaborations and partnerships. We foster an innovative, resilient and flexible management approach in all of our companies to encourage out-of-the-box business thinking as we commit to fulfilling our global responsibility through every aspect of our operations.

We plan to increase the share of sustainability investments across the Doğan Group until 2030.

WE ADD VALUE TO OUR PLANET

We value every living being on this planet. We act as stewards of our planet by taking concrete steps against climate change. We believe that production and business processes have the power to ensure sustainability, and we aim to positively affect the environment by doing more than just reducing our impact.

Our goal is to make Doğan Group carbonneutral (Scope 1+2) and reclaim 100% of our water consumption by 2030.

WE ADD VALUE TO THE SOCIETY

We are aware of the impact of each individual on society and, as our business philosophy, we adopt the common value approach that will foster development for both the individual and society. While re-establishing our principles of value creation, we adopt an egalitarian and inclusive business model that benefits all stakeholders from our employees to our business partners, the supply chain to our customers.

We aim to increase women's representation on boards of directors across the Group to 30% and at management levels to 40% by 2025.

SUSTAINABILITY MANAGEMENT

The Board of Directors manages Doğan Holding’s activities, performance and practices within the context of its sustainability priorities at the highest level. In order to increase the effectiveness of sustainability-oriented activities and to promote them across the Doğan Group, in 2020, we laid the groundwork for the Doğan Group Sustainability Committee, with plans to expand the committee’s scope in 2021.

In this context, under our Sustainability Committee, we have designed the structure of our working groups that will monitor the progress of the actions we need to take in order to achieve the Doğan Impact Plan targets. Until our first committee meeting in 2022, we will optimize the structure of working groups, which is one of the main components of our sustainability governance model, in accordance with our needs.



Within the framework of the “Doğan Holding Impact Plan”, we prepare implementation plans in line with short and long-term goals. We regularly prepare an annual Sustainability Report in order to explain our group’s sustainability efforts and the value it creates in this field to the stakeholders in the most accurate and transparent way, and we also participate in the CDP Climate Change program.



Reporting directly to the Board of Directors, the Sustainability Committee determines the Holding’s sustainability strategy with regard to environmental, social and corporate governance, ensure coordination between Group companies, and to execute, monitor and supervise sustainability policies, targets and practices.

[Click here for detailed information about the Doğan Holding Sustainability Committee.](#)

MATERIAL TOPICS

The initial efforts to identify material sustainability topics at Doğan Holding date back to 2018. As part of these efforts, we took into account sustainability agenda items in our fields of operation, and received feedback from our stakeholders. We review our material topics each year based on the expectations and priorities of our stakeholders, which we collect through several channels. While doing so, we take into account emerging global trends and developments, and follow in the example of investors with a proven focus on environmental, social and governance criteria.

Very High Priority

- Climate change and energy
- Ethics and transparency
- Environmental footprint
- Digitalization and technology
- Equal opportunity and diversity
- Employee rights
- Corporate governance
- Innovation

High Priority

- Responsible procurement
- Social investment programs
- Risk management
- Occupational health and safety
- Stakeholder dialogue
- Value-added products and services
- Talent management









Priority

- Data security and customer confidentiality
- Direct and indirect economic impact
- Customer experience
- Multi-stakeholder enterprises and collaborations
- Guidance for holding companies and synergy



MATERIAL TOPICS

Our sustainability priorities are areas where we will focus our efforts and share our performance with stakeholders in a transparent manner. Our reporting scope is determined based on very high and high topics both in line with Doğan Group’s strategy and developments of the previous year, as well as for our stakeholders. We align our progress on each priority with our contribution to the United Nations Sustainable Development Goals (SDGs)

Focus Area	Material Topic	How we identify material topics	Relevant Sustainable Development Goal
Economic Value	Direct and indirect economic impact	We aim to create long-term economic value in all sectors in which we operate. We continuously improve our financial performance and profitability, and create employment in benefit of our country. We support stakeholders in reducing their environmental impact and providing social benefits by diversifying the range of responsible investment instruments available to them.	    
	Digitalization and technology	Technology and digitalization are among the fundamental global trends that contain both risks and opportunities for our operations. We focus on technology investments to adapt to these trends and make our business models sustainable	 
	Corporate Governance, Ethics and Transparency	Doğan Holding and Group Companies establish fair, transparent, responsible and accountable relationships with all stakeholders.	

Social Value

Focus Area	Material Topic	How we identify material topics	Relevant Sustainable Development Goal
	Talent Management	We offer a working environment that is compatible with the changing trends, and focus on the continuous learning and development of our employees by developing innovative training programs and practices. We focus on continuously improving upon our performance management system. As part of our talent management, we aim to attract and retain the best talent and improve their potential, and create value by implementing effective HR policies, systems and processes focusing on the digital and employees.	 
	Equal Opportunity and Diversity	Gender equality in the society, equality in the workplace and equal right and opportunities for all employers are among the key factors to ensure a successful working environment. We offer equal opportunities to all employees of Doğan Group companies from the moment of their recruitment, and actively benefit from diversity and inclusion.	 
	Occupational Health and Safety	We focus on the health and safety of our employees and conduct all of our operations with the goal of zero accidents and occupational diseases, improving our relevant systems on an annual basis to ensure a safe working environment. We focus on effective and efficient management of OHS risks	 
	Social Investments	We reach people all across Turkey with our diversified business lines. In order to realize sustainable development, we support active participation into cultural life, protect tangible and intangible cultural heritage to facilitate the development of cultural freedoms at individual and social levels, and provide the youth with quality education to prepare them for the future in a rapidly changing world and to close the talent gap. We create value for the society with our investments, while our activities in the fields of education, social change and culture & arts help contribute to social development.	  

Environmental Impact

Focus Area	Material Topic	How we identify material topics	Relevant Sustainable Development Goal
	Climate Change and Energy	The risks associated with the climate crisis are of particular interest to our business as well. We are committed to investing in business models that promote responsible use of resources, transition to alternative fuels to the highest possible extent, reduce energy consumption and increase energy efficiency, and as a result, reduce our carbon emissions.	 
	Water Management	We endeavor to ensure water efficiency in all of our operations, improve water reclamation and reuse and to dispose of wastewater in an eco-friendly manner.	 
	Natural Resource and Waste Management	We carry out efforts to reduce waste generation, dispose of water at its source and prevent environmental pollution in all stages of our operations, from the design and production of products and services to packaging, logistics, and delivery to customer	 
	Biodiversity	Our sectors, particularly energy, have a significant impact on biodiversity. We focus on identifying and mitigating these impacts to preserve biodiversity.	 

STAKEHOLDER DIALOGUE



We carry out our sustainability activities by taking into account the needs and priorities of all our stakeholders. In this regard, we aim to establish a continuous and transparent communication with our stakeholders. In order to respond to the expectations and needs of the stakeholders, we decide on the type and frequency of communication tools according to the nature of the stakeholder groups.

Impact Type	Stakeholder Group	Communication Method	Frequency	
Direct Economic Impact	Employees and Group companies	Leader Messages	Year-round	
		Internal communication activities		
		Media communication activities		
		Digital media channels		
		Internal and External Reports/Meetings		
		Trainings		
		Intra-company announcement platforms		
		Annual and interim reports		Quarterly
		Sustainability reports		Annually
		Surveys		
	Suppliers	Media communication activities	Year-round	
		Digital media channels		
		Supplier meetings		
		Annual and interim reports		Quarterly
		Sustainability reports		Annually
	Shareholders and investors	Media communication activities	Year-round	
		Digital media channels		
		Meetings, conferences and Meetings, conferences and roadshowshows		
		Annual and interim reports		Quarterly
		Sustainability reports		Annually
Customers	Media communication activities	Year-round		
	Digital media channels			
	Annual and interim reports		Quarterly	
	Sustainability reports		Annually	

Impact Type	Stakeholder Group	Communication Method	Frequency		
Indirect Economic Impact	Financial institutions and analysts	Media communication activities	Year-round		
		Annual and interim reports			
		Meetings, conferences and roadshowss, conferences and roadshows			
		Annual and interim reports		Quarterly	
		Sustainability reports		Annually	
	Business partners	Media communication activities	Year-round		
		Digital media channels			
		Annual and interim reports		Quarterly	
		Sustainability reports		Annually	
	Public institutions and local administrations	Media communication activities	Year-round		
		Digital media channels			
		Annual and interim reports		Quarterly	
		Sustainability reports		Annually	
	Non-governmental organizations	Media communication activities	Year-round		
		Digital media channels			
		Visits/Meetings			
		Annual and interim reports		Quarterly	
		Sustainability reports		Annually	
	Media	Media communication activities	Year-round		
		Digital media channels			
Meetings and Networking Activities					
Project collaborations					
Annual and interim reports		Quarterly			
Sustainability reports		Annually			
National and international regulatory bodies		Digital media channels		Year-round	
		Annual and interim reports			Quarterly
		Sustainability reports			Annually
		Universities			Digital media channels
	Project collaborations				
Participation in university events	For eight months				
Sources of New Opportunity, Knowledge and Perspective	Annual and interim reports	Quarterly			
	Sustainability reports	Annually			
	Sustainability reports	Annually			

**WE ADD VALUE
TO THE FUTURE**



WE ADD VALUE TO THE FUTURE

At Doğan Holding, we believe that global recovery is possible with new ideas. Our innovation, entrepreneurship, corporate culture and skills help us take concrete steps that influence the future and make a difference.

Guided by our responsible investment philosophy, we embrace business models focusing on sustainable development, and transform our existing models accordingly. The investment bank we have established will become fully operational in 2021 and serve as the financial power behind these models, enabling valuable investments to our country.

By 2025, we aim to increase the share of funds focusing on environmental, social and corporate governance to at least 10% of our investor portfolio, and improve our ESG rating to AA. As more and more ESG-focused investors invest in our Group, our sustainability performance will become more visible to and verifiable by international platforms.

We contribute to the SDGs of “Decent Work and Economic Growth”, “Industry, Innovation and Infrastructure”, and “Responsible Consumption and Production”.

We understand the value of our country, our natural resources and cultural heritage, the republic and democracy, the rule of law and justice, social peace, an active economy and production.



Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.



Build resilient infrastructures, promote inclusive and sustainable industrialization and foster innovation.



Ensure sustainable consumption and production patterns.

ECONOMIC PERFORMANCE

Economic performance is a fundamental item on Doğan Group's agenda as it is instrumental for the sustainability of our activities and for creating value added for Turkey.

2021, when the effects of the epidemic process, which started in 2020 and affected the world and national economy, continued, was challenging for all stakeholders in the market. Despite this, we have stayed away from the negative effects of COVID-19 with the measures we have taken and our flexible ways of doing business that can adapt to changing conditions.

In 2021, the total consolidated assets of Doğan Holding rose 62.8% compared to the previous year to TL 22,294,738 thousand. While the Company's consolidated short-term liabilities amounted to TL 5,932,448 thousand (31.12.2020: TL 2,887,079 thousand), its long-term liabilities stood at TL 2,042,610 thousand (31.12.2020: TL 1,427,887 thousand).

As of December 31, 2021, Doğan Holding's consolidated cash and cash equivalents and financial investments amounted to TL 9,722,442 thousand. The Company's consolidated net debt, which includes short- and long-term borrowings and other long-term financial liabilities, totaled TL 5,065,142 thousand (31.12.2020: TL 2,431,705 thousand net debt), while stand-alone net debt stood at TL 4,721,545 thousand (31.12.2020: TL 2,653,172 thousand stand-alone net cash).

The effects of COVID-19 continued to evolve in 2021 with the emergence of new variants of the virus, but also with the rapid spread of vaccines. The prominent economic developments of 2021; Problems in input supply and supply chains, rising oil and raw material prices, rising global inflation and leading economies have been messages and steps aimed at tightening the money supply.

Doğan Holding's consolidated gross profit was 89.2% higher than in the previous year, reaching TL 2,438,723 thousand (2020: TL 1,288,864 thousand). Meanwhile, gross profitability increased from 12.0% to 14.4%. Doğan Holding's Consolidated Earnings Before Interest, Depreciation and Amortization (EBITDA) increased by 90.2% to TL 1,714,695 thousand (2020: TL 901,660 thousand). Doğan Holding's EBITDA margin, which stood at 8.4% in the previous year, rose to 10.1%. The contributions of petroleum products retail, electricity generation, automotive trade and marketing, and industry and trade led to this positive EBITDA performance.

Net other income from operating activities was TL 955,103 thousand in 2021, on growth of 44.5% compared to the previous year. (2020: TL 660,794 thousand).

Net Income from Investment Activities increased to TL 2,355,945 thousand in 2021 due to fx gains and income from fair value increase of subsidiaries during the year (2020: 841,383 thousand). Net Finance Expenses increased by 122.2% to TL 725,318 thousand in 2021 due to the depreciation of bank loans and the depreciation of TL. (2020: TL 326,394 thousand finance expense)

Thanks to the demand which gained momentum following the recovery in the economy, new business lines and the expanding brand portfolio, operational improvements, increase in foreign currency gains and fair value increases of investment properties, Doğan Holding's 2021 profit rose 112.1% to TL 3,062,489 thousand (2020: TL 1,444,081 thousand profit). In 2021, Doğan Holding's net profit for the period attributable to the parent company rose 103.5% to TL 2,828,476 thousand (2020: TL 1,390,240 thousand).

Our EBITDA's 29% comes from electricity generation and distribution, 24% from Aytemiz, 17% from media-internet-entertainment, 16% from industry and trade, 6% from financing and investment, 3% from automotive, and 5% comes from tourism and real estate investments.

NEW INVESTMENTS CONTINUE:

“WE WILL CONTINUE TO CREATE VALUE FOR OUR COUNTRY”

Despite the difficulties brought by the COVID-19 epidemic, the changes in the exchange rate and the fragility, and the difficulties brought by the international agenda, we have continued to invest what we have earned in Turkey since the day we were founded, again for Turkey.

As Doğan Group, which has transformed what it has earned from Turkey into investment for Turkey, as it has been for 62 years, we continued our investments in 2021 as well.

In 2021, we made a new investment of 886,448 thousand TL. We commissioned the Taşpınar WPP project with Galata Wind, and we started Hybrid SPP power plant investments within the same power plant.

Öncü GSYO participated in the establishment of Doğan Trend Sigorta and invested in the field of insurtech, which has become even more important during the pandemic period. DİTAŞ has been operating in the automotive industry for many years, as Profil Sanayi ve Ticaret A.Ş. and 3S Kalıp Aparat Makine Sanayi ve Ticaret A.Ş., while SESA Ambalaj signed an agreement to purchase 70% of Maksipak Ambalaj. Maksipak share transfer took place in 2022. Doğan Yatırım Bankası, which we established in 2020, became operational in 2021. We work with our Investment Bank to support capital needs and contribute to the country's economy by using technology.



CORPORATE GOVERNANCE

Driven by the strong corporate governance guided by Doğan Impact Plan, Doğan Holding and Group Companies are committed to establish fair, transparent, responsible and accountable relationships with all stakeholders.

Organizational Structure

The highest executive body of Doğan Holding, the Board of Directors consists of 11 members, with four independent and five female directors.

We have five female **BOARD MEMBERS OUT OF 11.**



The Board of Directors sets the overall strategy, defines targets and audits management performance of the Holding and Group companies. The Audit Committee, Early Detection of Risk Committee and the Corporate Governance Committee assist the Board of Directors in fulfilling its duties and responsibilities. The duties of the Nomination and Remuneration committees, which are currently not established yet under the Board of Directors, are performed by the Corporate Governance Committee in accordance with the Corporate Governance Principles.

Executive duties at Doğan Holding are performed by the Chief Executive Officer (CEO), Chief Financial Officer (CFO), Executive Committee Member for Financial and Operational Management, Executive Committee Member for Strategic Planning and Business Management, and Executive Committee Member for Business Development and Business Management, all of whom report to the Board of Directors. In line with the separation of powers, the positions of Chair and CEO are held by different individuals.

DOĞAN HOLDING ORGANIZATIONAL CHART



[Click here for detailed information about the Doğan Holding Committees.](#)

Rating agency SAHA Kurumsal
Yönetim ve Kredi Derecelendirme
Hizmetleri A.Ş.
raised our corporate governance
rating from 9.51 out of 10 in

2020 to
9.53
out of
10 in 2021.

As of December 1, 2021, Doğan Holding remains on the BIST Sustainability Index, which features the stocks of Borsa Istanbul-listed companies with high corporate sustainability performance, as a result of assessments to identify the companies to be included for the period December 2020 – October 2021.

Established to monitor the Company's compliance with the Corporate Governance Principles, make improvements and offer advice to the Board of Directors in this context, the "Corporate Governance Committee" identifies best Corporate Governance Principles at the Company, presents improvement suggestions to the Board of Directors, and supervises the operations of the Investor Relations Department.

[Click here to view Doğan Holding's "Corporate Governance Compliance Report".](#)

RISK MANAGEMENT

Doğan Holding monitors the financial, operational, strategic, information technologies, occupational health & safety and compliance risks of the Group companies in collaboration with the management of each company, and makes recommendations based on the data collected. The risks listed above are monitored and managed by the relevant vice presidents.

The Early Detection of Risk Committee and the Audit and Risk Management Group jointly identify and take measures against financial and non-financial risks that pose a threat to the existence, growth and continuity of Doğan Holding and its Group companies.

The Early Detection of Risk Committee is chaired by an independent Board Member and composed of other Board Members. This independent committee reports only to the Board of Directors. Head of the Audit and Risk Management Group is the highest-level executive responsible for risk management at Doğan Holding



The “Audit and Risk Management Group Presidency” carry out risk-based audits and risk management studies for the follow-up and management of main risks. The Holding Executive Board also evaluates possible risks, current controls and action plans, and the actions taken are followed up by sharing them with the senior management of the Group companies.

The Early Detection of Risk Committee aims to detect risks early, implement the necessary measures regarding the identified risks, carry out studies to manage risk and review risk management systems at least once a year. Early Detection of Risk Committees of publicly traded Group companies meet every two months to evaluate the risks of Group companies and report their assessments to the relevant boards of directors.

[Click here to view the terms of reference of the Early Detection of Risk Committee](#)

Risks	How We Manage Them?
Financial Risk	Financial risk management aims to minimize the adverse effects caused by the volatility of the financial markets on the financial results. To protect against various financial risks it is exposed to, Doğan Holding utilizes various derivative products as necessary, taking into account the foreign currency liabilities of Group companies as it aims to maintain its foreign currency position at group and company levels, ensure that Group companies take position in parallel with their liquidity status, and to balance risks. Additionally, foreign currency positions of Group companies are assessed individually, with the overall goal of keeping a balance between the Company's main operating currency and financial liabilities by making liberal use of hedging products.
Credit/ Receivables Risk	Credit risk is the probability that a counterparty may default on its contractual obligations towards the Group. Credit risk also covers the receivables of Group companies. The activities of Audit and Risk Management Group include assessments of the receivable exposure and collateral structure of the Group companies, which are shared with Group companies and Doğan Holding Senior Management.
Interest Rate Risk	The Group is exposed to interest rate risk that arises from interest rate changes on assets and liabilities that bear interest. These exposures are managed through natural measures that involve offsetting assets and liabilities susceptible to interest rate changes, and by limited use of derivative instruments.
Liquidity Risk	Conservative liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities, and the ability to close out market positions. For each business unit of the Group, the risk related to the funding of current and future borrowing requirements is managed by ensuring the continuous availability of a sufficient number of high-quality credit providers. Accordingly, bank limits are determined within the scope of the treasury policy by taking into account the risks and the operation forecasts of the companies.
Foreign Exchange Risk	Foreign exchange risks arises when there is a risk of an unfavorable change in exchange rate affecting liabilities denominated in a foreign currency. These risks are monitored and limited through foreign currency position analyses. Scenario analyses and stress tests are also used to analyze FX positions.
Capital Risk	Doğan Holding aims to reduce the cost of capital by providing returns to its shareholders and benefits to other shareholders through capital risk management. For this purpose, it endeavors to maintain the capital structure that is the most suitable for the Group's purposes. In order to maintain or adjust its capital structure, the Group may issue new shares or liquidate assets to reduce liabilities. The Group may also change the dividend paid to shareholders, or return capital.

Risks	How We Manage Them?
Legal Risk	There are no outstanding lawsuits filed against Group companies that could jeopardize the continuity of operations or damage their financial structure. The legal disputes and cases related to the business activities of Group companies are monitored centrally by the Legal Affairs Department under the umbrella of Doğan Group. This organization structure enables the Group to offer to its subsidiaries the services of attorneys specializing in various areas of law. The Legal Affairs Department offers legal consultancy on all matters of law as needed by Doğan Holding and its subsidiaries, and may also enlist the services of attorneys specializing in various areas, with the evaluation of the quality of such services handled by the Legal Affairs Department.
Information Technology Risk	The Group attaches particular importance to information security concerning the SAP system used by Group companies and other applications and software. Accordingly, the Holding has developed policies, regulations and procedures for subsidiaries in order to ensure that the information obtained and used is up to their requirements, consistent, effective, accessible and reliable at all times. The hardware, products and services to be employed in the information technologies operations are identified annually to inform relevant investments. The Holding and subsidiaries utilize both internal and external resources when it comes to information security, and conduct audits as necessary. The Holding has made necessary internal assignments in accordance with the provisions of the Law on the Protection of Personal Data (LPPD), and established the Holding LPPD Committee to oversee administrative and technical measures.



ETHICS

Doğan Holding Code of Ethics governs the core principles, values and ways of doing business of the Holding and all Group companies.

The code of ethics comprises the principles and rules that our employees must adhere to in the course of their work. The purpose of these principles is to outline the basic rules and prevent any conflicts of interest that may arise between employees, business partners, customers and our organization.

[Click here to view Doğan Holding Code of Ethics.](#)

Our managers and employees are expected to do their part to keep the reputation of Doğan Group and its shareholders at the highest level, by observing the basic principles set forth in this document in all their relationships and businesses.

In 2021, we launched the Ethics Line, where all of our employees who want to communicate or consult a behavior or practice contrary to the Code of Ethics and Code of Conduct can send their notifications.



ANTI-BRIBERY AND ANTI- CORRUPTION

Doğan Group has a zero-tolerance policy on bribery and corruption. All employees and third parties acting on behalf of the Group are required to comply with the anti-bribery and anti-corruption rules, national and international laws and regulations and the Doğan Group Anti-Bribery and Anti-Corruption Policy.

There were no reports or cases of bribery or corruption in Doğan Holding in 2021.

[Click here to view the Doğan Group Anti-Bribery and Anti-Corruption Policy.](#)

PROTECTION OF PERSONAL DATA

As Doğan Group: it is our priority to ensure that the personal data of natural persons associated with our Company, including our customers, consumers, subscribers, and employees is processed in compliance with the relevant legislation, including the Constitution of the Republic of Turkey, international human rights conventions to which Turkey is a party, as well as the Law on the Protection of Personal Data No. 6698 (“LPPD”), and to ensure that the relevant individuals whose data is processed can exercise their rights in an effective manner.

Therefore, we carry out all procedures related with processing, storing, and transferring all personal data we have obtained in association with, including but not limited to, our employees, subscribers, consumers, visitors, business contacts, business partners, customers, dealerships, users who visit our website, in short all personal

data we have obtained during the course of our activities, in compliance with the Doğan Group Personal Data Protection and Processing Policy.

The protection of personal data and the fundamental rights and liberties of natural persons whose personal data is collected constitute the basic principle of our policy governing the processing of personal data. We therefore, carry out all our activities whereby personal data is processed, by respecting the protection of the privacy of personal lives, confidentiality of communication, freedom of thought and faith, and the right to use effective legal remedies. We take all administrative and technical measures necessary for the protection of personal data in accordance with applicable legislation and current technology, as required by the nature of the relevant data.

[Click here to view the Personal Data Protection and Processing Policy,](#)
[and here to view the Policy on Deletion, Destruction or Anonymization of Personal Data.](#)

INTERNAL CONTROL AND AUDIT

The Audit Committee supervises the operation of Doğan Group's internal audit and control systems. The Board elects the Members of the Audit Committee and such committee operates under Board of Directors.

Composed of two independent members of the Board of Directors, Audit Committee assist the Board of Directors to ensure efficient monitoring of financial and operational activities of Doğan Holding.

In 2021, the Committee re-assessed the internal control systems related to cash preservation and treasury processes and took the necessary actions, by following the developments in the country and the world economy and considering the profitability and sustainability targets.

In addition, the Audit Committee took part in Early Detection of Risk Committee meetings and continued to provide an effective flow of information on risk-control mechanisms to the Early Detection of Risk Committee and the Board of Directors.

Within the scope of its duty of assurance, the Committee evaluated information security maturity levels in addition to its routine activities regarding asset protection and internal control efficiency, and conducted occupational health and safety audits. It also contributed to the efforts to ensure compliance with laws and regulations including the Law on the Protection of Personal Data and the Turkish Commercial Code.

[Click here to view the working principles of Doğan Holding Audit Committee.](#)



DIGITALIZATION AND TECHNOLOGY

Technology and digitalization are among the fundamental global trends that contain both risks and opportunities awaiting companies in the future. In 2021, the change shaped by digital transformation in business and service models gained even more importance with the COVID-19 pandemic.

Digital transformation enhances data privacy to protect against cyber-threats, while digitalization of business processes increases efficiency and contributes to the economic value and competitiveness of companies. As a Group that has kept abreast of the changing global agenda and developed pioneering practices accordingly, technology investments constitute a major focal point of our sustainable business model.

Doğan Group follows advancements in digital technologies closely to take advantage of the effectiveness boosts digitalization offers. Technology-augmented business transformation projects implemented across the Group transform our business models, processes and working environments to become more effective, more efficient and create higher value. We also ensure effective use of data to guide competency improvements that will provide a boost to our business results.

Leading Projects of the Digitalizing Doğan Group

In 2021, Ditaş invested 2 million Euros in automation capacity, testing capabilities and digitalization.

The suggestion system, implemented for Ditaş employees to convey their suggestions about the company, was transferred to the digital environment, resulted in increase in the number of suggestions and decrease in waste paper.

With its differentiated and digitalized customer experience, Aytemiz considers technology infrastructure investments as one of the most important parts of its growth strategy. Based on this growth strategy, it aims to be a brand that offers surprising services. Thanks to the CRM infrastructure, it has established for this purpose, Aytemiz is able to monitor customer behavior and customize its campaign setups according to the purchasing habits of its consumers. Thanks to this technology infrastructure established by Aytemiz, especially data deepening studies continued rapidly in 2021.

In Turkey, the focus of digitalization in the finance sector has accelerated in line with the development plan targets for SMEs and the legislative arrangements that have come into force in recent years. With the digital solutions of Doğan Yatırım Bankası, which is targeted to be implemented in 2022, it will be possible for SMEs to easily apply for working capital loans and access finance quickly through digital channels. The suggestion system, implemented for Ditaş employees to convey their suggestions about the company, was transferred to the digital environment, resulted in increase in the number of suggestions and decrease in waste paper.

Galata Wind was involved in the Medium and Large-Scale Enterprises (OBI) project of the Digital Transformation Center, which was established under the direction of TÜRKONFED (Turkish Enterprise and Business Federation) and with the support of Türkiye İş Bankası. With the analysis made under the consultancy of Bandwitt, all the processes of the company were examined and a digital transformation roadmap was determined. 5 of a total of 14 projects were agreed with solution partners in 2021 and projects were initiated. These projects will be launched in 2022 and it is aimed to commission 4 new projects by the end of the year. Since Galata Wind operates in a sector that poses a high risk in terms of cyber security, it has made serious digital transformation investments in this field in 2021 and T.R. It has become compatible with the standards in the Information and Communication Security Guide published by the Presidential Digital Transformation Office. For all these works, an investment of approximately 2 million TL was made in 2021.

**WE ADD VALUE
TO SOCIETY**





WE ADD VALUE TO SOCIETY

At Doğan Holding, we understand that an inclusive society is possible.

We are aware of the impact of each individual on society and, as our business philosophy, we adopt the common value approach that will foster development for both the individual and society. While re-establishing our principles of value creation, we adopt an egalitarian and inclusive business model that benefits all stakeholders from our employees to our business partners, the supply chain to our customers.

We endeavor to make an inclusive business model possible through women's empowerment and gender equality, and by leveraging our impact on the local economy.

Guided by our commitment to gender equality and in an effort to ensure a more equal workplace we aim to increase women's representation on boards of directors across the Group to 30% and at management levels to 40% by 2025.

With our talent management approach and our philosophy that focuses on employee safety, health, and satisfaction, we contribute to Sustainable Development Goal 4 "Quality Education" and Goal 8 "Decent Work and Economic Growth" while supporting Goal 17 "Partnerships for the Goals" through collaborations we have established for employee development and training. We also contribute to the SDG 5 and SDG 10 through our efforts on equality and diversity.

We understand the value of people's right to live, health and safety, trust and appreciation, respecting their dignity and choices, and the service to humanity.

	<p>Achieve gender equality and empower all women and girls</p>
	<p>Reduce inequality within and among countries</p>
	<p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>
	<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all</p>
	<p>Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>



DOĞANDA

TALENT MANAGEMENT

Doğan Group values its human capital as its most valuable asset, and it is proud to be an organization that employees are always happy to be a part of. We understand that sustainable development is only possible with the engagement of employees, and we endeavor to sustain our growth driven by employees who employ a strategic mindset, formulate rapid and effective solutions against challenges, and uphold the corporate values

Doğan Holding's human resources policy is based on the intersection of targets of the organization and its employees. As a result, maintaining high employee loyalty and disseminating the corporate culture to be embraced by employees are of vital importance. We encourage and motivate employees to internalize and act in

accordance with the code of ethics, which are shared via internal communication channels and training programs.

As one of Turkey's largest conglomerates, we endeavor to keep pace with the changing global environment to keep our existing talent and attract new people who will take our work to the next level. One of the main goals of our Group is to establish a happy and peaceful working environment and become an organization that all employees can be proud to be a part of.

In this context, we are managing our human capital with our Employer Brand model which aims to sustain our group values and define behavior that will facilitate leadership and performance improvement.

EMPLOYER BRAND PROJECT: AT DOĞAN

In 2021, we conducted Employer Brand activities based on Doğan Group's philosophy, values, brand identity and the current and potential employee perception.

Results from Turkey's Most Attractive Employers surveys and employee perception surveys offered a snapshot of the current situation for Doğan Holding and Group companies. Company and Group-based reports were compiled in light of these data, and the resulting brand essence was used to shape the employee value proposition.

This novel approach to human resources, employees of Group companies described our employer brand essence as appreciative, value adding, principled, transparent, dynamic, consistent, prestigious, sincere, trustworthy and performance-oriented.

**An appreciative,
value-adding, principled,
transparent, dynamic,
consistent, prestigious,
sincere, trustworthy and
performance-oriented
organization.**

This value proposition served as the foundation of our employer brand universe named "At Doğan", and paved the way to the establishment of action teams.

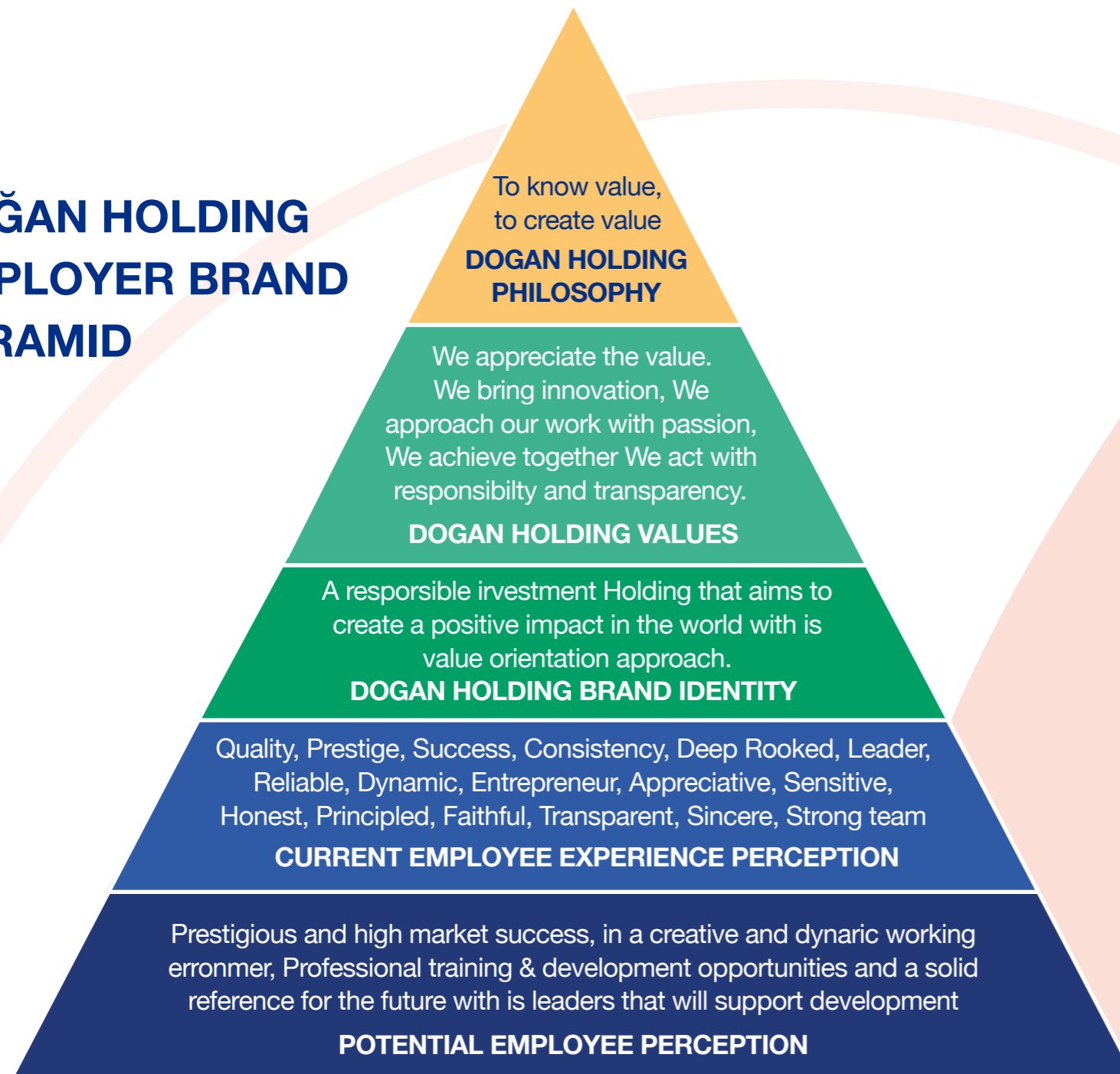
To summarize, the employer brand project covers the entire experience that Doğan Holding offers to its employees.

In 2022, we will focus on expanding the scope and enhancing the efficiency of the employer brand.

We have plans to utilize the employer brand in the areas of talent, career, development, life and innovation. In this context, we manage our internship programs, new graduate and young talent-oriented activities under "Talent at Doğan", recruitment, career development and rotation practices under "Career at Doğan", our professional and individual development programs and our mutual learning, coaching and mentoring programs under "Development at Doğan", our social responsibility and social organizations under "Life at Doğan", and our intrapreneurship and employee suggestion systems under "Innovation at Doğan".

[Click here to view the Doğan Group Human Resources Policy.](#)

DOĞAN HOLDING EMPLOYER BRAND PYRAMID



Activation areas on which the employer brand was built; talent acquisition, career, development, life, innovation and COVID-19.

- Talent at Dogan: In-campus events, events outside the campus, communication with professionals
- Career at Dogan: Recruitment, new recruit experience, performance management & career planning, recognition and appreciation
- Development at Dogan: Professional development, personal development and innovative development
- Life at Dogan: Communication with employees, inter-unit communication, social benefit
- Innovation at Dogan: Idea platforms, in-house entrepreneurship
- COVID-19: Employment communication, learning and development, vitality, leader communication

At Dogan Group;

The essence of the Employer Brand; Appreciative, value-adding, principled, transparent, dynamic, consistent, prestigious sincere, faithful, providing farly environment and performance-oriented.

Employee Value Proposition: “At Doğan”

Employer Brand Manifest: What’s inside you is in “Dogan”

In 2021, activation areas related to the employer brand were expanded to Holding and Group companies. Doğan Holding aims to strenghten the process of measuring the outputs of these studies with external professionals in 2022

The Foundation of the Employee Value Proposition:

FEELING RESPONSIBLE

For us, responsibility,

is to be consistent since the foundation and to creste value added to the country in al areas in a respontible and transparent manner.

“We act with responsibility and transparency”

BONDING

For us, bonding,

is to work together with all stakeholders by establishing trust based relationships, with love and sincerity while appreciating and adding value.

“We appreciate the value”

ACHIEVING TOGETHER

For us. success,

is to share knowledge and experience in different areas, embracing diversity, supporting each other and feeling the same pission as the regresentstives of a major group.

“We approach our work with passion”
“We achieve together”

EMBRACING INNOVATION

For us. innovation,

is always working for the better, encouraging all stakeholders with new investments and providing entrepreneurs with ideas with an attitude open to development.

“We bring innovation”



EMPLOYEE DEVELOPMENT

Creating and maintaining suitable opportunities for maximizing employee potential and ensuring the continuous development of personnel is a primary responsibility for Doğan Holding. We place great emphasis on employee training across all stages and levels. We have adopted a corporate culture that encourages learning and development in order to cultivate competent and professional employees.

We design training programs that aim to improve personal skills alongside their professional skills to enhance the Holding's success and productivity. The training programs include a wide range of areas including personal development and technical and managerial skills. These are

enriched with specialized solutions tailored to the needs of organizations. As Doğan Holding, we aim to create a learning and development environment that constantly supports the development of senior management, as well as to train strong and solid managerial candidates. After the 360 Degree Feedback process covering the Holding's senior management and general managers, which was completed in 2021, common development areas were identified and we established the Senior Management Academy, which consists of 5 modules, spanning 1.5 years, in cooperation with Sabancı EDU. The Academy will continue in 2022. In addition, we have planned trainings for the general manager, a lower level of the Holding's senior management and middle

level managers according to the results of talent management, these trainings will be implemented in 2022.

We offer orientation training to new recruits to help them adapt quickly to the corporate culture, as well as further training opportunities for employees to build upon their existing competencies. New recruits are assigned an orientation friend to support them during their first month at work. Orientation buddies are chosen jointly by the new recruit's immediate supervisor and HR. New recruits are offered support and guidance about the physical office environment, team orientation, details about tasks and the systems & processes used from the moment they set foot in the workplace for the first time. They are given information about what procedure that should follow in case they need assistance to ensure that the adaptation is completed in a straightforward manner.

In 2021, we conducted a survey in which the opinions of the employees were taken regarding the Performance Management System, which was implemented by all companies in 2020. According to the survey results, we planned to revise the system in 2021. In 2022, we planned our actions to be a 180-degree system where employees and managers receive and receive active and instant feedback.

In addition, we designed 4 different schools within the scope of the talent management development program. We included 29 employees from the Holding and 14 different companies in the Senior Management Academy, 69 in the Leadership School, 89 in the Executive Development School, and 77

in the Young Talents Mini MBA program. Our trainings are planned to start in 2022.

Doğan Holding has partnered with several private universities to offer fee discounts for employees, who are able to study for their master's degree while working full-time .

Meanwhile, Doğan Holding raises its own in-house trainers with the "We Learn from One Another" program launched in 2019. This program continued online in 2020. These programs continued online in 2020 and 2021. The program aims to establish a rich training catalogue and a corporate culture of learning and teaching where Group employees share their knowledge and know-how with their colleagues and openly communicate with one another.

In 2020, we established the e-learning platform "Doğan with Development" and provided Holding and Group companies the opportunity to continue their training through this platform. In 2021, we renewed and enriched the contents and included all our employees on the platform.

We established the Financial Affairs School in order to support the development of financial affairs teams of Doğan Holding and its group companies and to keep them informed of new developments. In 2021, 121 people participated in 13 different trainings planned within the scope of this school. We will continue the trainings in the first quarter of 2022. For the trainings at the Financial Affairs School, we also benefited from internal trainers within the scope of "We Learn from Each Other" together with professional trainers.

**With all these practices,
we aim to make Doğan Holding an
employer brand that uses technology,
develops new business processes
and a leader in new markets.**

Total Training Hours

Training Hours Per Employee	Total Training Hours
12,36	36,146

2021

Training Hours Per Employee	Total Training Hours
4,98	15,133

2020

Training Hours Per Employee	Total Training Hours
4,50	13,905

2019

360-Degree Feedback and Development Practice

We believe that a transparent, positive, constructive and trust-based feedback culture will help raise awareness, identify the strengths and areas of improvement and improve behaviors and performance, leading to higher overall performance for teams and higher efficiency for the Company at large. The feedback culture requires a top-down approach. Accordingly, in 2021 we collaborated with the Board of Directors and utilized the Doğan Holding Leadership Competency Set to develop and launch a 360-Degree Feedback and Development program, which initially targeted the senior executive teams of the Doğan Holding and Group companies.

The 360-degree feedback is collected from the individual subject to the assessment themselves, their superiors, peers and subordinates. The holistic feedback about the individual informs reports that help executives understand the divergence between their perception of themselves and others' perception of them.

In 2021, feedback was given at the level of consultants and company senior management, and the Senior Management Academy was established. In addition, the Human Resources team provided trainings to 120 employees at different levels on how to receive and give feedback to both the Holding and the companies.

In-Company Coaching Program

We have begun offering coaching to employees in order for them to realize their full potential, help them overcome the obstacles they encounter in business, and achieve work-life balance.

18 employees from the Holding and Group companies were picked to be trained as internal coaches. In 2021, 59 employees benefited from coaching services.

Young Doğan Reverse Mentoring Program

At Doğan Holding and the group companies, managers are provided with reverse mentoring services. Volunteer Young Mentors mentor more experienced employees following the completion of their training. The aim of the Reverse Mentoring Program is to ensure that younger Doğan Group employees mentor more experienced employees regarding subjects such as digital technology, social media and the approach of young people to cultural life. In 2021, 10 volunteer mentors born in/after 1990 mentored 19 mentees born in/before 1980. Receiving very positive feedback, the Reverse Mentoring Program will continue in 2022 as well.

CAREER MANAGEMENT

We have implemented an achievement recognition policy to attract competent talent and increase employee loyalty. We believe that employees who perform above expectations and achieve exceptional success beyond the requirements of their position should be appreciated and rewarded accordingly.

Doğan Group has established a performance management system to create a human resources management model compatible with its visions and strategies. The objective of the performance management system is to encourage employees at all levels to embrace a high performance culture, and thus ultimately create value for all stakeholders.

Doğan Value Awards

Launched in 2019 and continued in 2021, the Doğan Value Awards saw 45 applications from 14 companies evaluated by the preliminary evaluation committee and the jury in nine categories. Winning persons, projects, products and services were awarded in a large-scale ceremony, which took place online due to the pandemic. At the award ceremony 315 employees were presented with seniority awards.

The performance management system enables Doğan Group to actively monitor employee performance and offer guidance, support high-achieving employees, develop career and merit plans, and reward employee performance.

Doğan Holding's remuneration policy is based on the principle of "equal pay for equal work" and takes into account wage categories, current market trends and performance evaluations. Doğan Holding works in collaboration with salary survey companies to have necessary data available at all times. The organization's remuneration policy includes data from salary surveys for individual sectors.



One of Us

The "One of Us" internal job posting platform enables Doğan Holding and Group companies to prioritize existing employees to fill open positions. Jobs are posted on the internal platform first to identify and potential candidates among current employees.

If no suitable candidate is found, external postings are used instead. The "One of Us" platform allows employees to identify and benefit from internal promotional opportunities, expanding the scope of their career development options.

[Click here to view the Doğan Group Remuneration Policy](#)

EQUAL OPPORTUNITY AND DIVERSITY



Doğan Holding believes that a successful working environment, innovation, and even a prosperous society is only possible through equal opportunity and diversity.

Therefore, equal opportunity and diversity constitute an essential part of our Human Resources Policy and Human Rights Policy. We endeavor to offer equal opportunities to all of our employees, without any discrimination based on religion, language, race, age, nationality, gender or social background. We base our selection, recruitment, selection and remuneration processes on individual merit, performance, skills and experience.

Doğan Group is guided by the principle of “equal pay for equal work” in remuneration, and offers egalitarian and competitive opportunities for employees based on market conditions. We are also committed to offer our employees a safe working environment free from all forms of harassment, abuse and violence.

In addition, to contribute to the society in the field of Gender Equality and to spread this issue in our company culture, achieving the target of increasing the rate of female managers in senior managers and senior management until 2025 is included in the company targets and the individual targets of our general managers.

[Click here to view the Doğan Group Human Rights Policy,](#)
[and here to view the Doğan Group Human Resources Policy.](#)



We believe that equal right and opportunities for women is the fundamental factor for a sustainable economic growth and a balanced social development. In World Economic Forum’s (WEF) Global Gender Gap Report , Turkey is ranked 140th women’s economic participation and opportunity, and 133th in gender gap index. We believe that business has a significant responsibility to change this picture.

Accordingly, the Aydın Doğan Foundation attaches particular importance to the education of young girls. The Foundation provides support to education with the teaching facilities and dormitories it has built for young generations; it also encourages success in fields such as healthcare, culture, arts and sports through a number of national and international competitions.

For details: WEF Global Gender Gap Report

EQUAL OPPORTUNITY AND DIVERSITY

Women's representation in Doğan Holding Board of Directors:

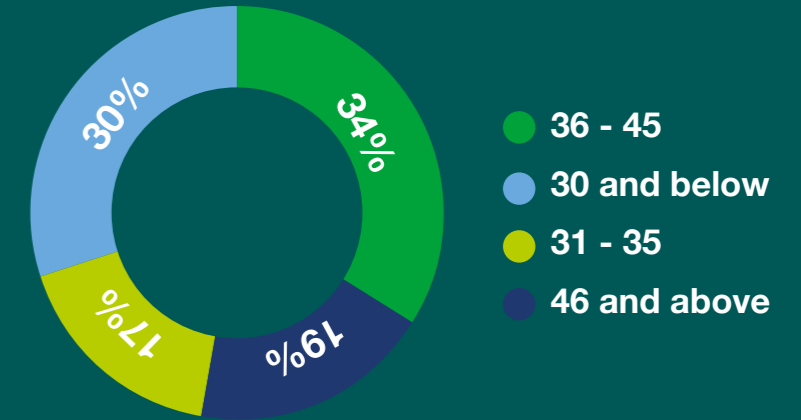
45%



This qualified human resource with different characteristics and competencies gives Doğan Group a significant strength. We implement encouraging practices for women, youth and disabled people to take a more active part in business life.

We take care of the physical opportunities so that disabled employees can work in the most efficient way, and we make the necessary improvements without wasting time. In addition, we respect the union rights and freedoms of our employees, and we protect this approach with the Doğan Group Human Resources Policy.

Doğan Holding and Group Companies Age Ranges of Employees



Doğan Holding and Group Companies Gender Distribution

WOMEN 26.2%
MEN 73.8%



*Includes Doğan Holding and all Group companies



OCCUPATIONAL HEALTH AND SAFETY

Our occupational health and safety goal is clear: “Zero Occupational Accident and Disease”

Establishing a safe and healthy working environment for our employees is one of our top priorities. We create safer working environments through protective and remedial action, and safeguard employee wellbeing with various projects and hygiene practices.

Occupational safety experts, workplace physicians and other healthcare specialists employed by Group companies keep abreast of national regulations, standards and global practices to inform necessary improvements within the organization.

Doğan Holding Occupational Health and Safety Unit plays an important role in putting into practice the organization’s focus on occupational health and safety. The unit regularly reviews OHS practices within the group to disseminate international

developments and best practices within Group companies and to ensure regulatory compliance

Doğan Group offers basic occupational health and safety training programs to raise awareness among employees, as well as more specialized training courses (emergency response, employee representative, equipment safety, first aid, hygiene, etc.)

In 2021, we gave 15,691 hours of OHS training to our employees.

The coronavirus, which turned into a global epidemic, continued its effect in 2021. With the responsibility of being one of the most rooted organizations in Turkey, we have carried out our duties diligently in 2021 by continuing to implement many existing measures and new measures that we have implemented in order to protect the health of employees, subcontractors and stakeholders and ensure business continuity due to the epidemic. In line with these responsibilities, we have implemented all kinds of safety measures recommended by local, national and international institutions, especially the Ministry of Health, and by sharing them with all Group companies (including subsidiaries). The Health Units closely followed employees. In this process, we observed a strong improvement in the anxiety levels brought by the epidemic, thanks to the regular communication with the employees and the measures taken.

We also prepare emergency plans based on potential emergency scenarios in Group companies, and revise these plans according to legal periods and changing conditions. Emergency response teams established under these plans (firefighting, search and rescue, evacuation, communication, hazardous energy response, etc.) receive regular training by authorized individuals and organizations and carry out drills at least once a year. Workplace accidents and near-miss events are recorded and reported to relevant units. Periodic controls of work equipment and workplace hygiene measurements are carried out regularly based on the findings and suggestions of public agencies, OHS experts and workplace physicians.

[Click here to view the Doğan Group Occupational Health and Safety Policy.](#)

Occupational health and safety risks are discussed at the Early Detection of Risk Committee meetings of Doğan Group companies, which decide upon the action and follow-ups necessary. These activities are audited for compliance as part of annual audit plans

COVID-19 Crisis Committee and Practices
With the COVID-19 outbreak, we established the COVID 19 Crisis Committee, which takes responsibility for creating and implementing solutions within Doğan Holding.

Consisting of leaders and employees from different departments, the committee continues to work with a perspective that supports cooperation, flexibility, participation and taking responsibility, and prioritizes the health of the employee by collecting the healthiest data possible. The committee supports the senior management in decision-making processes related to protecting the health of employees and creating healthy and safe working conditions.

Flexible and Remote Working Program
Within the scope of the “Life in Dogan” platform, we created a Flexible and Remote Working program and started to implement it. We gave employees the option to work remotely on Wednesdays every week, and we gave them the flexibility to work in 4 different hours for the days they come to the office. During the longest remote working period in 2021, we provided flexibility for our employees to work from outside the city. We moved all training platforms, social clubs, special day events and recruitment processes to digital environments.

SOCIAL INVESTMENTS

As Doğan Holding, while continuing our activities with the mission of providing sustainable benefit in our country's journey towards modernization, we establish our corporate social responsibility approach according to the principle of creating continuous value.

For this mission, we do not only expend our efforts via Aydın Doğan Foundation but also establish effective partnerships, thereby launching longrunning social responsibility projects in education, culture and arts, health care and the environment. Encouraging the voluntary participation of our employees in social responsibility projects, we consistently increase the social benefit we generate with social responsibility projects. In this context, our social investment expenditures as Doğan Group, Doğan Family, Foundation and Aydın Doğan Foundation reached 78 Million TL in 2021.

We encourage the voluntary participation of our employees in social responsibility projects, and we implement projects that touch people's lives in every corner of Turkey by steadily increasing the social benefit we derive from social responsibility projects. In addition, we carry out our activities in Holding and group companies with the understanding of corporate social responsibility, and our companies implement

long-term social responsibility projects within the scope of the "Doğan Impact Plan" targets.

As Doğan Group, we work in two priority areas for our social investments. The first area is our "education and women" practices. We carry out important practices on the education of girls and the empowerment of women. While we support girls to ensure equal participation and continuity in education, increase their self-confidence, and acquire life skills, we also aim to equip young women with the necessary equipment during their university life, with tools such as scholarships, mentorship training, summer camps and student projects so that they can take part in all areas of life.

The second area where we carry out our social investment activities is 'values and the fight against polarization'. We contribute to the construction of a better future by including all our stakeholders in our value chain, starting with our employees, who are our most valuable capital. In this context, as Doğan Holding, we launched the Shared Values Initiative in 2016 to combat the ongoing polarization in society and contribute to a future full of peace and prosperity. As a society, we aim to contribute to being a more peaceful, productive, developed, sustainable and strong society by putting our common values at the center of life.

[Click here to view the Doğan Group Social Responsibility Policy.](#)

Shared Values Initiative (SVI)

Established in 2016 by Doğan Holding Chairwoman Begüm Doğan Faralyalı, the Shared Values Initiative (SVI) aims to place values at the center of daily lives. SVI is a social responsibility project that endeavors to eliminate polarization in the society through encouraging individuals to identify their personal values and form communities around the values they share. Accordingly, SVI conducts studies for this purpose, while supporting value-oriented projects that promote joint development.

Anatolian Awards

As Doğan Group, we are firmly committed to what Anatolia has taught us, told us and to our ancient values. In this context, as the Doğan Group, we are the main sponsor of the Anadolu Awards, which was brought to life by the Baksı Culture and Arts Foundation in order to draw attention to the productions that contribute to the common identity of Anatolia by undertaking an important mission in transferring the rich heritage of Anatolia to future generations. As of 2021, we will present the Doğan Value Award, which is an honorary award, in order to make institutions and individuals who have contributed to our common cultural memory more visible.

Aydın Doğan Foundation

Founded in 1996, Aydın Doğan Foundation has contributed to Turkey's development and progress with its activities. Representing Doğan Group's social responsibility approach since its inception, the Aydın Doğan Foundation is recognized for the success of its activities and the respect they have received on domestic and international platforms.

In particular, the education of young girls has been a top priority of Aydın Doğan Foundation. The Foundation supports education by building teaching facilities and dormitories for youth; it also cultivates success in the fields of healthcare, culture, arts and sports by organizing a number of national and international competitions.

Education

Aydın Doğan Foundation has launched countless projects to improve the educational conditions in Turkey and to increase the quality of the education system. Below is a list of educational institutions and facilities built by the foundation and donated to the Ministry of Education for their use:

- Işıl Sema Doğan Elementary School, Gümüşhane
- Atatürk University Aydın Doğan Private Elementary School, Erzurum
- Yaşar and İrfani Doğan Vocational and Technical High School Gümüşhane
- Aydın Doğan Fine Arts High School, İstanbul
- Erzincan Social Sciences High School, Erzincan
- Hürriyet Vocational and Technical High School, Erzincan
- Bahçelievler Aydın Doğan Vocational and Technical High School, İstanbul (Communication)
- Bağcılar Aydın Doğan Vocational and Technical High School, İstanbul (Health)
- Gümüşhane University, Kelkit Aydın Doğan Vocational School, Gümüşhane
- Galatasaray University, Aydın Doğan Auditorium, İstanbul
- Sema Doğan Park, Gümüşhane
- Aydın Doğan Sports Complex, Gümüşhane
- Aydın Doğan Girls Dormitory, Şiran/Gümüşhane
- Aydın Doğan Girls Dormitory, Kürtün/Gümüşhane
- Nene Hatun High School Aydın Doğan Girls Dormitory, Erzurum
- Erzincan University Aydın Doğan Girls Dormitory, Erzincan
- Hacı Hüsrev Doğan Girls Dormitory, Kelkit/ Gümüşhane
- Aydın Doğan Family Life Center, Köse/Gümüşhane
- Erzincan High School Aydın Doğan Student Center and Conference Room/Erzincan

Design Skill Workshops

The Aydın Doğan Foundation made a donation to the Ministry of National Education for the establishment of Design Skill Workshops in 20 schools to help children learn by experience. These Design Skill Workshops were established in schools built by the foundation itself, schools affiliated with the girls' dormitories and those determined by the Ministry. We believe that the Design-Skill Workshops are critically important for changing the current approach used in the education system.

Empowered Girls, Empowered Future

We believe that the prerequisite for Turkey's advancement lies in women becoming active individuals in the spheres of family, social life, business life and politics, without any discrimination, and freely achieving their own potential and dreams, based on their own choices. That is why ensuring a quality education for girls from an early age is one of our priorities.

Distance Learning Support

With the COVID-19 pandemic, distance learning gained great importance. Unfortunately, the shift of education to digital environments affected socioeconomically disadvantaged children and youth. Aiming to provide social benefit, the Aydın Doğan Foundation initiated the distance learning support project to contribute to building social solidarity and to serve the principle of equality in education, which is a fundamental right of every child. After evaluating the applications received, the Foundation donated 810 laptops and 260 tablets to children and youth throughout Turkey.

#GenerationEquality: Empowering Young Women = Empowering Girls

Aydın Doğan Foundation, a Pioneer in many studies for girls in Turkey to achieve equal opportunities in education, held the "Future of #GenerationEquality: Empowering Young Women = Empowering Girls" panel on March 23 as part of the 65th Session of the Commission on the Status of Women (CSW65), which took place online between March 15-26.

Women Who Changed History

In line with the studies carried out by the Aydın Doğan Foundation in the field of empowerment of girls and their equal rights and opportunities, it is seen that role models have positive effects on girls and young girls. In this context, a special publication was prepared for March 8, International Women's Day, thanks to the collaboration of Doğan Burda magazine group. The activities of the Aydın Doğan Foundation were featured in the special issue titled "Women Who Changed History," in which the stories, achievements and adventures of many successful women who left their mark on the world and became a source of inspiration were told. In addition, 500 magazines were donated to students who received a scholarship, educational institutions and members of the press by the Aydın Doğan Foundation

As a result of the work it has carried out in this field, the Aydın Doğan Foundation has been awarded with the "consultancy status" of the United Nations ECOSOC (United Nations Economic and Social Council).

Dormitories for Girls

In 2021, the Aydın Doğan Foundation continued its support for the girls' dormitories that it had built and donated to the Ministry of Education for their use under the framework of the publicly acclaimed "Daddy Please Send Me to School" campaign. The dormitories built by the Foundation include Nene Hatun High School Aydın Doğan Girls Dormitory (Erzurum), Aydın Doğan Girls Dormitory (Erzincan), Hacı Hüsrev Doğan Girls Dormitory (Kelkit), Aydın Doğan Girls Dormitory (Kürtün), Aydın Doğan Girls Dormitory (Köse) and Aydın Doğan Girls Dormitory (Şiran).

"Daddy, Send Me to School - Problems and Solution Suggestions in Girls' Dormitories" Research

Extensive research was carried out under the name of "Environment Project for Supporting Development in Girls' Dormitories" for the girls' dormitories donated to the Ministry of National Education, as part of the "Daddy, Send Me to School" campaign in collaboration with Boğaziçi University Center for Psychological Research (BUPAM). In this scope; opinions of students who reside in the dormitories were examined and their primary needs were determined. In 2020, assuming that COVID-19 increased and differentiated the academic and psychosocial needs of students residing in girls' dormitories, similar research was carried out with the participation of dormitory managers and teachers. The final report of the survey study in which 95 administrators and teachers participated was drawn up in March 2021. In line with the research report, an online training content was prepared by BUPAM upon the request of the dormitory managers.

"Crisis Management in the Pandemic" Training

With the aim to support the managers, assistant managers and teachers working in the girls' dormitories regarding the pandemic process and the students' return to school programs, a seminar titled "Crisis Management during the Pandemic" was prepared together with the teaching assistants of the Boğaziçi University, Department of Psychology. While a face-to-face training process was designed within the scope of the seminar, solutions to existing problems were developed together.

Preparation Book Sets for the University Entrance Examination

The Aydın Doğan Foundation supports students preparing to enter university who reside in the dormitories established under the framework of the "Daddy Please Send Me to School" campaign. As part of this support, the Foundation gifts them book sets to prepare for the university entrance examination. In 2021, over 500 students received these sets.



Educational Scholarship for University Students and Young Leaders Summer Camp

Since the 2015-16 academic year, the Aydın Doğan Foundation has been offering scholarships to successful female university students who need financial aid. Under this scholarship program, the "High Honors Scholarship" has been awarded to female students in the Faculties of Engineering, Medicine, and Law.

The Aydın Doğan Foundation also provides scholarships to female students who have resided in the dormitories built within the framework of the "Daddy Please Send Me to School" campaign during their secondary education and have been admitted to a four-year undergraduate degree program. The Foundation receives donations from Doğan Group companies under the "60th year Education Fund" and grants scholarships to a growing number of students every year.

Young Leaders Summer Camp

Conducting comprehensive studies regarding the education of girls, the Aydın Doğan Foundation provided support to girls living in various cities of Turkey. These supports included monetary support with scholarships and events to support their personal development. The 6th and 7th of the "Young Leaders Summer Camp," one of the activities carried out by the foundation for this purpose, was held in Datça on July 4-10 and August 15-21 with the participation of 28 successful students in line with the social distance rules. Successful girls received training on leadership, Project development, gender equality, effective communication, and interview techniques during the camp. In addition, UN Women Project Coordinator Duygu Anıç gave information about the UN Sustainable Development Goals and held a seminar on the inclusion of young women in decisions.

Student Projects

At the completion of the "Young Leaders Summer Camp", participants develop projects based on their interests to create social benefit. The first of these projects, titled "You Can Do It, Too!", was implemented for the first time in 2017 by university students. This project continues to be carried out in four dormitories and involves university students who were former residents in the dormitories built by the foundation visiting current residents and motivating them to continue their education.

During the last few years, other projects that were implemented included the "Butterfly Effect", "Be Aware", "Big Dreams, Powerful Leaders" and "Discover Yourself". The last project to be implemented was called "Two Degrees", which was created by a youth group during the International Day of the Girl Child Conference. In the 2021 summer camp, a project named "Digital Border" was developed, which addresses digital bullying. In this way, the number of projects carried out by the students reached seven.



International Day of the Girl Child Conference

International Day of the Girl Child Conference
Since 2015, the Aydın Doğan Foundation has hosted a conference on October 11, a day declared as the International Day of the Girl Child by the United Nations (UN).

Aiming to draw attention to the barriers in front of girls to reach their full potential, the 7th annual October 11 International Day of the Girl Child Conference was held under the theme “It is Time! Leadership of Girls in the Digital Age.” conference was delivered by the Vice Chairwoman of Aydın Doğan Foundation Vuslat Doğan Sabancı.

The keynote speaker of the conference, UNICEF Regional Director for Europe and Central Asia, Afshan Khan, spoke about the empowerment of girls and women, the use of digital platforms during the pandemic and the inequalities based on gender.

Moderated by Afşin Yurdakul, the conference was held with the participation of the Aydın Doğan Foundation’s Chairwoman and the founder and Chairwoman of the Board of Directors of Hepsiburada, Hanzade Doğan; UNICEF General Director, Henrietta Fore and Nasdaq President and CEO, Adena Friedman.

Within the scope of the conference, the students had a special conversation with the “Pioneers in the Field of Leadership of Girls and Women.” In the panel titled “Empowerment

of Girls in the Digital Age: Opportunities and Challenges,” moderated by Şirin Payzın and where UNFPA Turkey President Hassan Mostashami made the opening speech, academicians and activists came together. “Digital Fields and Skills to Improve Gender Equality” panel was opened with the speech of the UN Women Turkey Country Director Asya Varbanova and names like Ayşegül İldeniz, Buse Tolunay, Xenia Kellner and Elvira Kalmurzaeva attended the panel. Adopting the motto “Girls Leading Gender Equality in All Fields,” 114 children and young people expressed their thoughts and criticisms with a statement. The statement emphasized the need for gender equality in digital fields as well as everywhere else, also underlined that professions had no gender, and requested that the gender inequality messages in social media, advertisements, TV series, and even school books should be changed.

24 thousand people watched the conference, broadcast in three languages: Turkish, English and Arabic. The conference reached around 20 million people and was effective in terms of creating awareness.

Doğan Group Aids

Donating 100,000 saplings to the sapling donation campaign launched by Tema Foundation, Doğan Holding, supported the establishment of field hospitals in Muğla, Manavgat and Marmaris for the fastest treatment of creatures damaged in the fire in cooperation with Haytap. Additionally, we supported the procurement of a high-capacity firefighting helicopter to our country with the permission of the Ministry of Agriculture and Forestry and in coordination with WWF-Turkey (World Wide Fund for Nature) and Muğla Metropolitan Municipality.

Aytemiz Projects

Bodrum Sea Ambulance Fuel Support

Aytemiz provided fuel support to the ambulance named Yaşam, which is the only fully equipped sea ambulance in Turkey and owned by Bodrum Marine Rescue Association, for its operations in Bodrum and its region throughout 2021. Put into service under the leadership of Miita Bodrum Marina, Yaşam sea ambulance is the greatest assurance for sailors in case of accidents, injuries or possible health issues that occur at sea.

Support to Disaster Areas

In addition to the fuel support to vehicles in the disaster areas, Aytemiz also provided support in the supply and distribution of equipment needed by volunteers involved in search and rescue operations. Following the forest fires that occurred, Aytemiz also supported the afforestation campaign initiated by the TEMA Foundation and donated saplings.

Çelik Halat Projects

LÖSEV and KEDV Projects

Presenting 2021 desk calendars received from the LÖSEV institution for February 4, World Cancer Day, to the employees, Çelik Halat presented hand-embroidered scarves received from the Foundation for the Support of Women’s Work (FSWW) to female employees on March 8, International Women’s Day.

Support for Şanlıurfa Siverek Karacadağ Primary School

Undertaking the façade renovation works of Şanlıurfa Siverek Karacadağ Primary School on April 30, 2021, within the scope of its sister school project, Çelik Halat sent 90 kilos of caps that were collected between August and November, enabling 1 person in need to get a wheelchair within the scope of the blue cap campaign.

Zonguldak Devrek Vocational and Technical High School Book Donation

Çelik Halat provided the necessary books for the students of Zonguldak Devrek Vocational and Technical High School, and donated the books brought by employees to the school library.

Ditaş

Environmental and Energy Projects

Ditaş received the Zero Waste Certificate by meeting the requirements within the scope of the Zero Waste Project carried out by the Ministry of Environment, Urbanization and Climate Change. Conducting energy-saving projects with the aim to increase energy efficiency, Ditaş's Compressed Air System Improvement study for the Efficiency Increasing Project carried out by the Ministry of Energy and Natural Resources was approved

World Environment Day

Awareness activities are held every year for World Environment Day. In order to draw attention to recycling in 2021, a pleasant break area was created for employees by using only waste materials.

Green Transformation in the Automotive Industry

The application made by Ditaş to participate in the Green Transformation Ur-Ge Project in the Automotive Sector within the framework of the importance it attaches to the ESG issue has been accepted. Within the scope of the project, companies will provide their employees with training on the green transformation of the sector for 3 years and will become a company ready for the European Green Deal and to be a carbon neutral company.

"Take Care of Yourself for Me Dad"

In order to draw attention to the OHS rules, the awareness board "Take Care of Yourself for Me Dad" was prepared, including the photos of our employees' children.

Houses of Love Aid

An aid package consisting books, along with educational games and toys delivered to the children at Niğde Sevgi Houses.

Assistance to Fire Zones

Our parcels, which contain essential materials that almost every employee has prepared for himself, were delivered to Niğde AFAD teams and delivered to the areas of need. In addition, 8000 TL was donated to the TEMA foundation..

Science Set

With the support of Doğan Holding, Science Sets were sent to three schools selected in Niğde, our production location. Negotiating with the Niğde Provincial Director of National Education regarding the selection of schools, the three most needed schools were determined.

Don't Be Unvaccinated Ditaş

Ditaş employees took action to prevent the spread of the pandemic and were vaccinated by the valuable health teams who came to our factory and provided vaccination services. With the awareness created with the motto of "Don't be Vaccinated, Ditaş", a careful study was carried out with the follow-up made by each of our personnel, our workplace doctor and the Human Resources Department.

Other Projects

On International Women's Day, social message contents that will raise awareness and gifts and applications supporting women entrepreneurs are carried out. Niğde Municipality Animal Shelter visits are made and food aid is provided to our stray friends. In addition, employment is provided through the On-the-Job Training Programs, which is a cooperation project with İşkur, and our dog Jessica is taken care of for social responsibility.

Sesa Ambalaj

Support Campaigns for Forest Fires

Due to the forest fires in 2021, Sesa Ambalaj provided dressing materials, fireproof gloves, cat and dog food burn creams and food supplies to be used during the initial intervention in the area of the fire. After the fire, Sesa Ambalaj donated saplings to TEMA and also planted 800 saplings for New Year's gifts on behalf of all employees and customers.

Kızılay (Turkish Red Crescent) Blood Donation

Sesa Ambalaj employees donated 39 units of blood to Bornova Kızılay within the scope of the blood donation campaign.

Children's Event Collaboration with Kemalpaşa Municipality

Sesa Ambalaj provided financial support to the organization held by the Kemalpaşa Municipality of İzmir in September that aims to increase children's interaction with nature.

Within the scope of this organization, which encourages children's love of nature and trees, Sesa Ambalaj sponsored activities that children would love so that they could benefit from the organization.

Painting Contest

Sesa Ambalaj organized an in-house painting competition with the aim to encourage the communication and love of employees' children with nature and art. The winners were awarded and their paintings were exhibited.

In-House Coaching Program

In order to provide better support to its employees, it was included in the In-house coaching program and 3 employees were ensured to complete the trainings within the scope of the program.



D Gayrimenkul

GoFunGo

The new entertainment floor of Trump Shopping Mall featuring a special design, GoFunGo offers different alternatives such as nextgeneration toys with the latest technology, social areas and bowling alleys.

Free Kral Şakir Show for Kids

Kral Şakir, a Turkish cartoon series that tells the funny stories of a lion family met with children in Trump Shopping Mall on 13-21 November 2021. The show took place on a special stage set up in Trump AVM B3 Floor Green Area and was organized in compliance with the COVID-19 pandemic measures and reached out to 5,000 kids.

Theatrical Plays for Children Every Weekend

Free-of-charge theatrical plays organized for children every weekend were interrupted for a long time due to anti-coronavirus measures and resumed as of September 2021 by taking pandemic measures. Every Saturday and Sunday, different children's plays are staged at Trump AVM, and each play attracts great attention. An average of 200 children attend the shows held by D Gayrimenkul to make art and theater accessible every weekend.

Pet Bottle Reduction Project

In order to reduce the use of pet bottles in the company, D Gayrimenkul gave a thermos to each of its employees.

Doğan Burda

Doğan Burda continues to attach importance to social responsibility activities with its publications. Developing new projects throughout the year in order to raise awareness of social responsibility in the fields of culture, art, history, nature, environment and health, the Company also supports various projects.

Women Who Changed History

Doğan Burda magazine group and Aydın Doğan Foundation collaborated to prepare a special publication for March 8, International Women's Day. The works of the Aydın Doğan Foundation were also covered extensively in the special issue titled "Women Who Changed History", which reveals the stories, achievements and adventures of many unique women who left their mark on the world and became a source of inspiration.

Zero Waste Summit

CEOs of leading business companies and NGO leaders gather to discuss sustainability and zero waste issues, TÜSİAD President Simone Kaslowski, Deputy Minister of Environment, Urbanization and Climate Change Prof. Mehmet Emin Birpınar and Emine Erdoğan gave speeches after the opening speech of Sedef Seçkin Büyük, Publishing Director of Capital and Ekonomist Magazines.

Uludağ Economy Summit

The first Uludağ Economy Summit of 2021 was held as hybrid on March 24-25. At the summit, many sectors and subjects including industry, commerce, production, retail, finance, technology, digital transformation and sustainability were discussed at the summit. More than 100 speakers attended the two-day summit titled "Are We Ready for the New World? summit with the main theme of "Sustainability and Future" hosted world-renowned economists, CEOs and executives as well as famous names from the political world.

ELLE BETTER Digital Women's Event

Women's Event organized for the first time on April 22, ELLE Magazine brought together creative and strong women who inspire our lives with different aspects in different sessions. More than thirty participants shared their experiences with how women's empathy, interaction skills, social awareness, leadership skills and maternal spirit can heal the world

Doğan Yayıncılık

Duygu Asena Novel Award

The groundbreaking book of Duygu Asena, “Women Have No Name,” which made unforgettable contributions to the awareness of women’s identity problems in Turkey, and all other books are published by Doğan Kitap. Doğan Kitap holds a novel award since 2007 in memory of Duygu Asena. The award is given to one of the novels about female identity published within a year.

You Are The Superhero Who Will Save The World

Publishing books that will serve the Sustainable Development Goals, Doğan Yayınları aims to remind children and adults that we have the power to save the world. Believing in the importance of raising awareness about sustainability, it aims to build a better future with books. By determining the 17 Sustainable Development Goals of the United Nations; Responding to its universal call for action to eradicate poverty, protect our planet and ensure that all people live in peace and prosperity, it reaches all readers, including adults and children, with more than 30 books published in this field.

Doğan Çocuk in Classrooms

Establishing a strong portfolio for schools with its writers, Doğan Yayınları held school interviews and author activities online due to the pandemic. Conducting 3000 school visits and 1200 online school interviews with its special sales team, Doğan Yayınları came together with students and teachers at 700 online events. As a result of these visits and events, it was included in the book lists of many schools.

Audio and E-Books

With a book portfolio of over 1,000 books, Doğan Yayınları continues to be the leading publishing house in Turkey in the field of Digital Book Publishing.

In 2021, the listening time of Doğan Yayınları audiobooks exceeded 1 million hours. Digital books were included in the most listened book lists on commercial audiobook platforms and new electronic books were prepared in E-pub3 format and a digital library channel was included in the access network.



Hepsi Emlak

Under the Same Roof

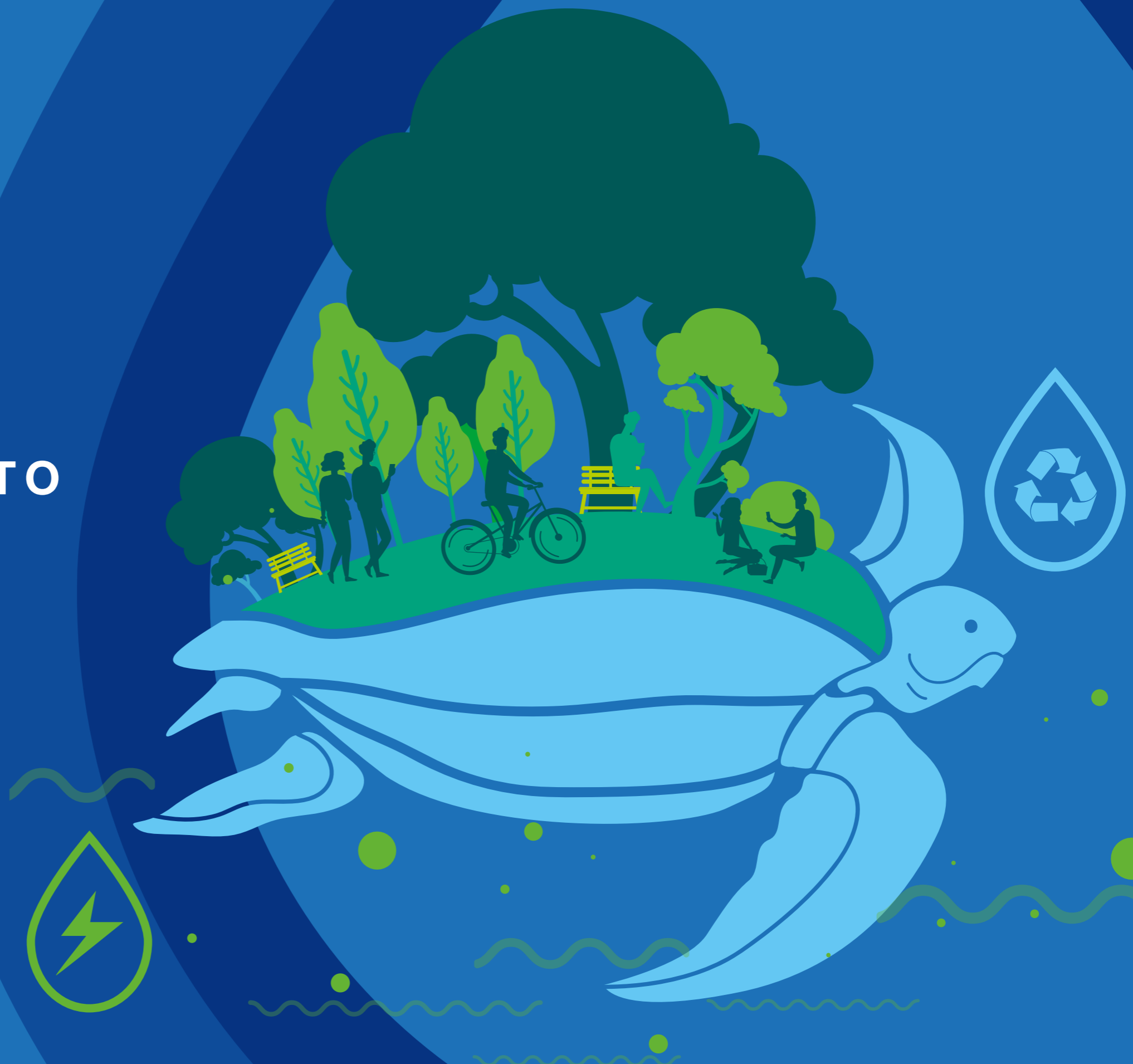
Staying abreast of developments in the real estate sector, Hürriyet Emlak once again demonstrated its support to the sector during the pandemic by meeting half of its members’ monthly fees in May as part of the “Under the Same Roof” campaign. Hürriyet Emlak gave an additional 15-day subscription period for those who made their payment in advance.

Netd

Cartoon Network – Don’t Be A Bully Be A Buddy Project

On the channel of Ecrin Su Çoban, a YouTuber and actress with 1.7 million subscribers on YouTube, a content work was carried out with Cartoon Network’s motto “Don’t Be A Bully Be A Buddy” by saying no to bullying. In the video, young YouTubers Berat Efe Parlar and Gülse Göçer accompanied Ecrin Su Çoban. Under the motto “Don’t Be A Bully Be A Buddy” used by Cartoon Network since 2016; Ecrin, Gülse and Berat tried to put a smile on the faces of people they have never met on the street in the video. They talked about the importance of being kind by telling people that they looked amazing, playing games with the children and giving them gifts. Millions of people were reached with this video, in which young YouTubers underlined that everyone should be friendly and kind.

**WE ADD VALUE TO
THE PLANET**





WE ADD VALUE TO THE PLANET

As Doğan Holding, we believe that the conditions for the survival of the planet and its vitality should be improved, and we adopt restorative business models for a sustainable planet.

In the World Economic Forum's Global Risks Report, the issues consisting of the climate crisis and its consequences in 2021 did not leave the top positions. The risks cited include extreme weather events, failure to ameliorate climate change, and human-induced environmental damage. These global trends and risks, which significantly affect the sustainability of the systems in the world, necessitate a responsible approach in business conduct.

As the Doğan Group, we operate in many critical sectors with different environmental impacts, in addition to the industrial, energy and wire rope sectors, where natural resources are used intensively. Accordingly, we strategically manage

our environmental impact on a wide scale. Identifies industry-specific environmental risks; We always base on improvement by determining the environmental impact on a sectoral basis. Climate change and energy, natural resource and waste management, water management and biodiversity, which are among our sustainability priorities, are the areas we focus on in terms of environmental impact. To achieve our goal of becoming a carbon-neutral organization by 2030, we will introduce many energy efficiency practices such as renewable energy installation and green electricity supply.

Additionally, we aim to restore all the water we use to nature by 2030. In order to achieve this, we adopt the global best practices for water recovery in our operations where water is used extensively, and we invest in transformation projects for our buildings and office spaces that will minimize our environmental impact.

We value the world and the environment, cultural interactions and plurality, technological progress, ethics, quality standards and international collaborations.

Through our practices focusing on our environmental impact, we contribute to Sustainable Development Goals 6, 12, 13 and 15.

	<p>To ensure sustainable consumption and production patterns</p>
	<p>Take urgent action to combat climate change and its impacts</p>
	<p>Protect, restore and promote sustainable use of terrestrial ecosystems, halt biodiversity loss</p>
	<p>Ensure availability and sustainable management of water and sanitation</p>

For details: WEF The Global Risks Report

CLIMATE CHANGE AND ENERGY

Bearing in mind that climate change is one of the major global risks today, we pay special attention to energy and emission management in all the sectors we are active in.

All our Group companies focus on reducing carbon emissions and increasing energy efficiency. Our activities in the energy sector, which plays a key role in the fight against climate crisis, focus on using renewable energy sources. In our industrial activities, such as Çelik Halat steel wire rope production, we prioritize switching to production methods with low-carbon emissions. As for financing, we support responsible and green energy investments. Our investment bank will be fully operational in 2021 and will help launch valuable investments in Turkey.

Our goal is to become a carbon-neutral organization by 2030.

Total Green House Emissions
(Tonnes CO₂)

2019
50,633.25

2020
46,367.61

2021
48,544.64



DOĞAN HOLDİNG

In order to ensure environmental sustainability conditions in our administrative buildings, we closely follow current technological developments and legal regulations and quickly implement the necessary practices.

We obtain clean electricity with the solar energy system of approximately 100 kWp, which we have installed on an area of 720 square meters on the roof of our holding building. The new management building, which the Holding has been using since 2011, has new generation cooling devices produced in accordance with EU environmental norms, and these devices use environmentally friendly gases.

In Holding building, which we have equipped with state-of-the-art, modern and environmentally friendly fire extinguishing systems, we have reduced the weight of fire extinguisher tubes in the system, and installed systems that are more compatible with the environment and human health, and comply with EU standards, which also contain suitable gases.



Galata Wind

Ensuring that all its power plants are carried out in accordance with the legislation, Galata Wind continues to carry out all its activities with an environmentally friendly approach and in compliance with international certification processes.

Galata Wind produces electricity only from renewable sources (solar and wind) and by its ISO 14001 and ISO 50001 certified power plants. Since all the internal consumption of the facilities is provided from the renewable electricity produced from the power plants, Scope 2 emissions originating from the facilities do not occur. In addition, carbon reduction credits/certificates with Gold Standard for Global Goals (GS4GG), Verified Carbon Standard (VCS-VERRA), and IREC certification are obtained due to the renewable electricity produced.

Şah WPP

Within the scope of Gold Standard for Global Goals, a total of 901,915 tons of carbon emission reduction was confirmed in the first verification period between 2011-2018. In the second verification period initiated for the 2018-2025 period, it was confirmed that a further 529,365 tons of carbon emission reduction was achieved until March 2021. Verification practices will continue in the future.

Mersin WPP

Within the scope of Gold Standard for Global Goals, a total of 530,586 tons of carbon emission reductions were confirmed in the first verification period between 2010-2017. In the second verification period initiated for the 2017-2025 period, it was confirmed that 268,524 tons of carbon emission reduction was achieved until March 2021. Verification practices will continue in the future.

Taşpınar WPP

Within the scope of the Gold Standard for Global Goals, it has been confirmed that 51,251 tons of carbon emission reduction has been achieved until October 2021 in the first verification period for the 2021-2026 period. Verification practices will continue in the future.

Çorum PV

Within the scope of Gold Standard for Global Goals, in the first verification period for the period 2017-2022, it was confirmed that 12,463 tons of carbon emission reduction was achieved until August 2019. Verification practices will continue in the future.

Erzurum PV

Within the scope of Gold Standard for Global Goals, it has been confirmed that 20,295 tons of carbon emission reduction has been achieved until August 2020, in the first verification period for the 2019-2024 period in Aziziye. Within the scope of Verified Carbon Standard-VERRA, it was confirmed that 12,063 tons of carbon emission reduction was achieved until August 2020 in the first verification period for the 2019-2029 period in Hınıs. Verification practices will continue on both sides in the future. In addition, 4,091 green certificates covering the period between March 2021 and March 2022 were received in Karayazı within the scope of the IREC standard.



Çelik Halat

Çelik Halat carefully works to ensure that its operations have the least possible negative impact on the environment. The Environmental Permit Certificate received within the framework of Environmental Law was renewed to cover the years 2019-2024. To ensure that the air emissions generated by production processes are kept within prescribed limits, authorized independent firms carry out regular emission measurements.

Ditaş

In 2021, energy loss points were determined by making detailed energy studies. In addition, ISO 50001 management system was established and management certificate was obtained. Within the scope of the Efficiency Increasing Project carried out by the Turkish Ministry of Energy and Natural Resources, 90% efficiency was achieved by replacing the compressor.

Sesa Ambalaj

Reduction in carbon emissions has been achieved through studies such as replacing old machinery equipment, advancing LED conversions in lighting systems, and using energy from machines using hot oil. In addition, ISO 50001 energy management system certificate was obtained.

NATURAL RESOURCES AND WASTE MANAGEMENT

We recognize that waste creation is one of our environmental impacts and take responsibility in fighting against it.

The increasing population and urbanization create significant pressure on natural resources. Additionally, the created waste continues to pollute land and oceans. Plastic waste in the oceans threatens marine life and poses a threat to humans through the food chain.

We adopt circular systems to minimize our natural resource consumption and waste creation, and take steps to develop alternative raw materials and methods to decrease our natural resource use and waste.

Doğan Holding

Although our environmental footprint originating from the Holding building is relatively low, approximately 25 tons of paper and cardboard have been brought into recycling and recycling processes with the studies carried out.

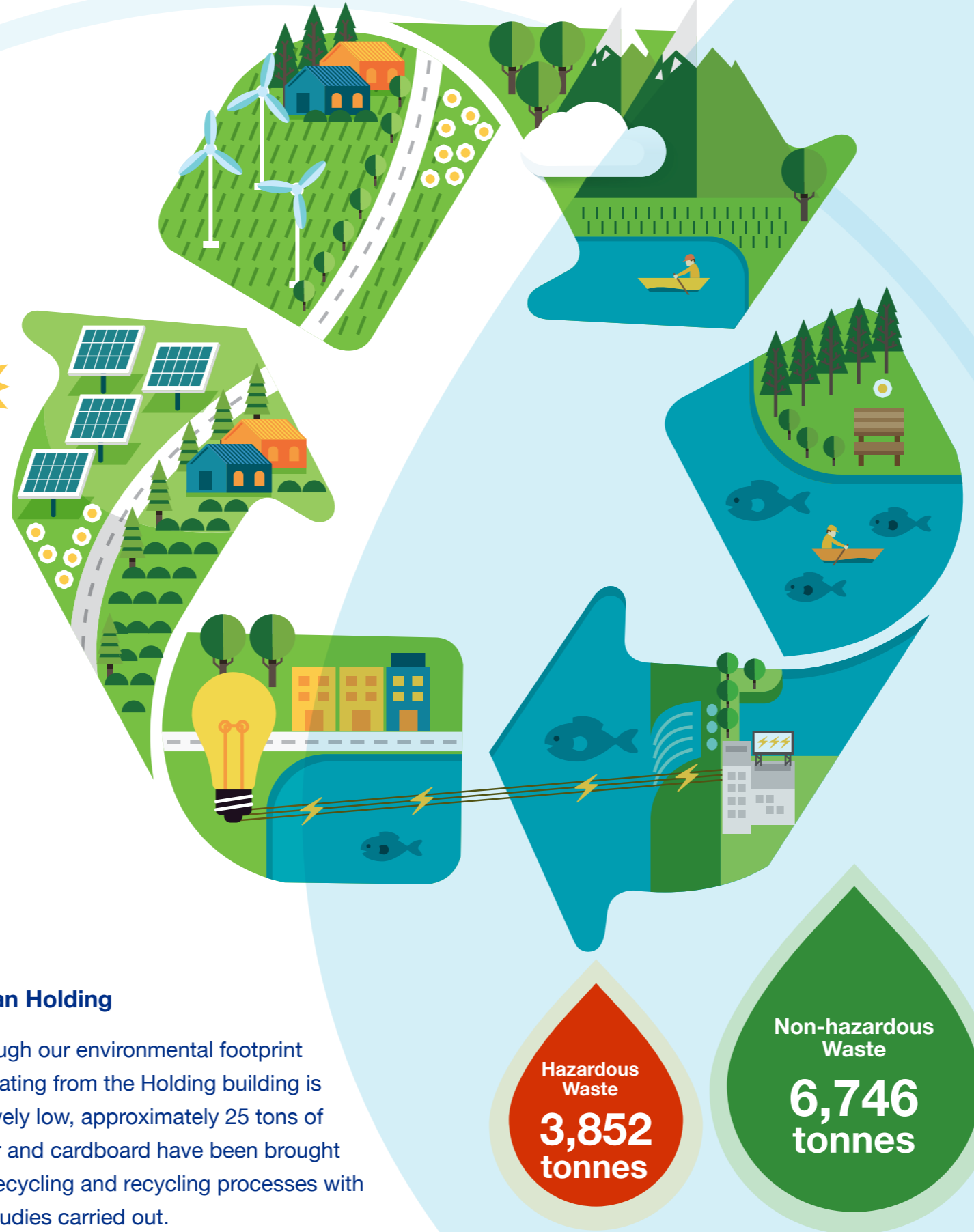
Sesa Ambalaj

With the practices carried out at Sesa, which is a newcomer to our organization and offers innovative solutions in packaging, solutions related to different components that reduce its environmental footprint are implemented.

Approximately 600 tons of scrap will be recycled annually with crushing machines that enable reuse of plastic scrap by turning it into granules. Thanks to the distillation machine commissioned, approximately 450 tons of alcohol is ready for reuse annually, and emissions in the production process are reduced by replacing fuel-powered forklifts with their electrical counterparts. We continue to contribute to emission and waste reduction with these and many similar projects.

Çelik Halat

Çelik Halat continues its efforts to maximize efficiency in its energy and natural resource use. With the works we carried out in 2021, we were entitled to receive a Zero Waste Certificate. Thus, the correct disposal of our process-based wastes is guaranteed. In this context, trainings were given to increase the awareness of our employees and we facilitated separate collection with the waste bins placed on the field. Again, the use of disposable plastic cups within the scope of zero waste was prevented. The transition of the vehicles in our fleet to hybrid has started. Thus, we took a new action to reduce our carbon emissions.



WATER MANAGEMENT

Data from the World Resources Institute suggest that Turkey is among the countries facing high water stress. Inefficient and increasing water use and unstable rain patterns caused by climate change affect the lives of humans and all living things and threaten the continuity of economic activity.

To ensure the sustainability of our business and the environment, water management is one of our priorities at Doğan Group.

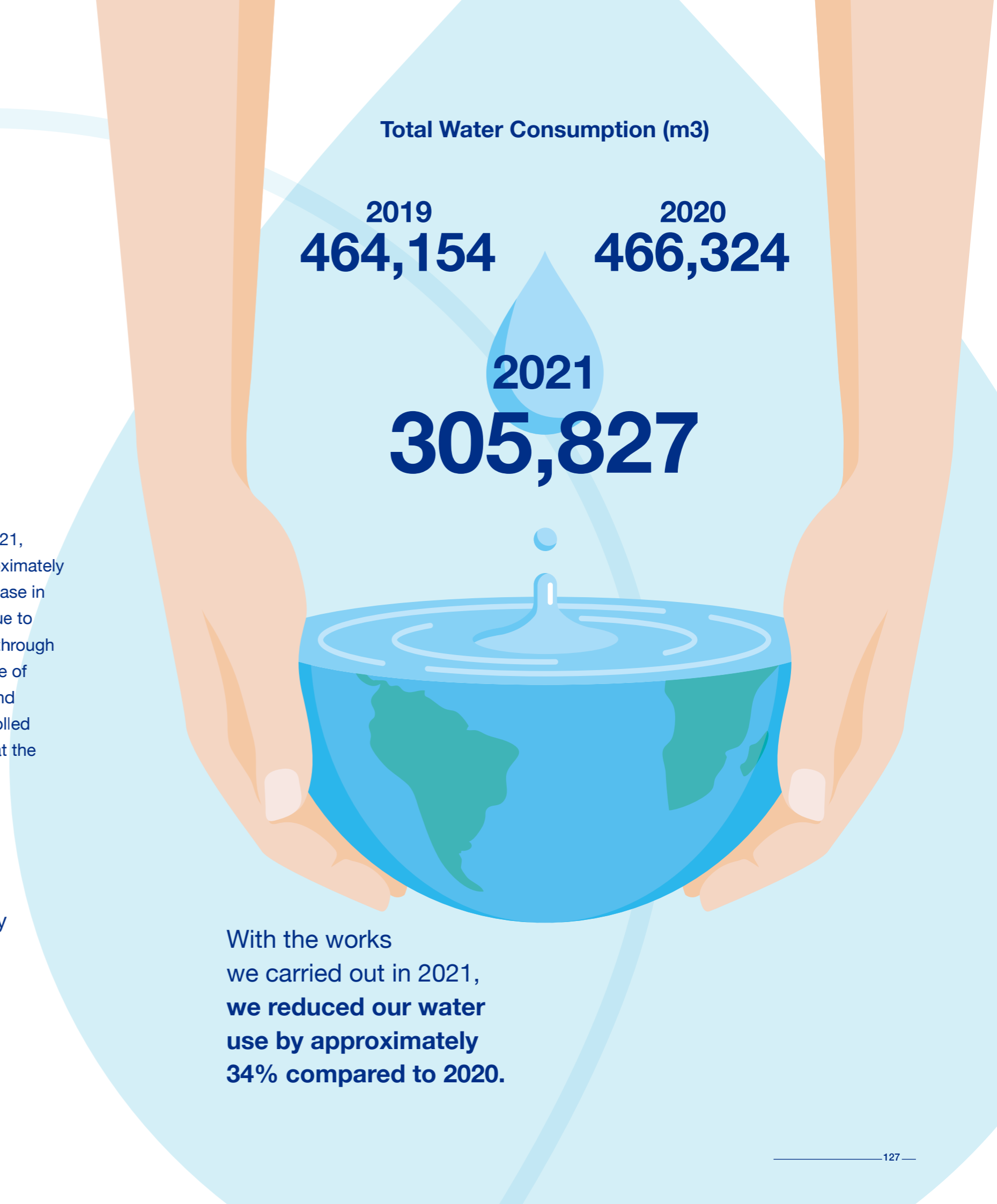
As a Group active in various industries, our water impact changes depending on the industry. We prioritize efficient water use, being aware that water is a natural asset that our business depends on. Efficiency and reclamation are the two main pillars of our water management approach.

With the works we carried out in 2021, we reduced our water use by approximately 34% compared to 2020. This decrease in our water consumption is mostly due to Aytemiz, and it has been achieved through actions such as switching to the use of sensor faucets at DOCO stations and canceling and blinding the uncontrolled water sources used by customers at the stations.

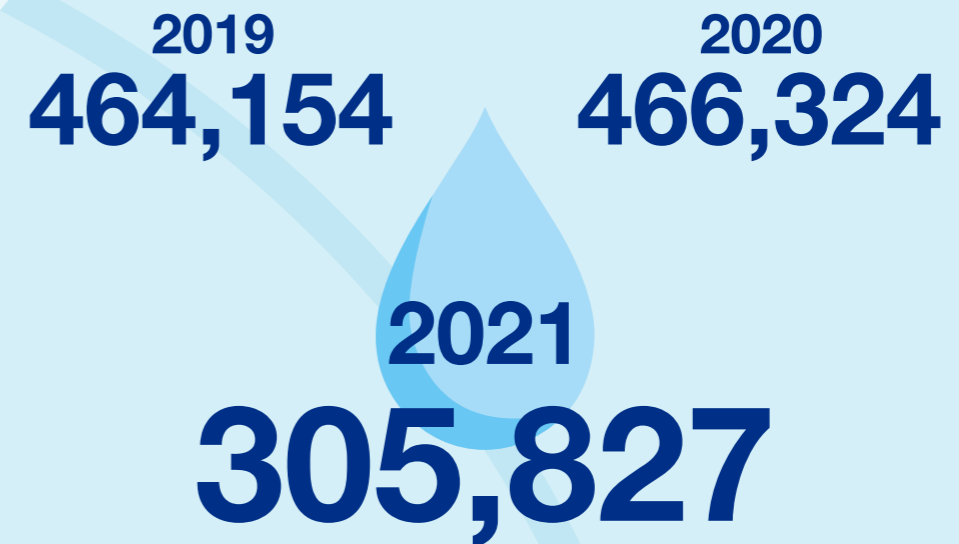


By 2030, we are aiming to completely return the water we use back to nature.

*Click: Water Risks Atlas, 2019



Total Water Consumption (m3)



With the works we carried out in 2021, we reduced our water use by approximately 34% compared to 2020.

BIODIVERSITY



The extinction rate of biodiversity, which plays a key role in the continuity of life on Earth, is increasing. According to the World Economic Forum's Global Risks Report, biodiversity loss and ecosystem destruction are among the five risks most likely to occur in the next 10 years. The decrease in the number of wild animals by 68% in the last 50 years reveals the importance of taking precautions in this regard.

We are aware that we need to protect biodiversity to ensure the continuation of our business. Many sectors that we operate in, particularly energy, has significant effects on biodiversity. By identifying the impact areas for each sector, we can study, control and monitor the effects our activities have on biodiversity and natural life and develop projects to protect them.

Mersin WPP

Aiming to improve the environmental conditions of its region, Mersin WPP carries out afforestation practices in many areas within its operation area. Because the power plant is located near the migration routes of birds, bird watching activities are carried out every six months and reported to the relevant institutions. Within the scope of additional capacity studies, we have received an EIA positive report and ensured that all necessary activities are carried out in a way that will not harm the environment, and we listen to the complaints and suggestions of the citizens living in the region at the Public Participation Meetings held in the surrounding villages. We do our best to meet the sensitivity of the village people on environmental issues and their needs in social life.

Taşpınar WPP

Since the power plant is located near the migration routes of birds, bird watching activities are carried out every six months in accordance with IFC performance standards and the results are reported to the relevant institutions. In order to prevent grievance of the villages near the power plant site, we measure noise and listen to the complaints and suggestions of the citizens living in the region at the Public Participation Meetings held in the surrounding villages.

Şah WPP

Within the scope of the environmental practices we carried out, we planted approximately 2,000 trees, and provided vehicles, personnel and various devices to the Bursa National Parks Wildlife Protection Directorate. During the winter period, we are working on bird feeders for wild birds and leaving food at suitable points for the feeding of roe deer. Since the power plant site is in the forest and wildlife protection zone, we show maximum sensitivity to the protection of the environment.

*For details: WEF The Global Risks Report

**For Details: WWF Living Planet Report, 2020

APPENDIX



CORPORATE MEMBERSHIPS

Foreign Economic Relations Board of Turkey (DEİK)
 Global Compact Turkey (UNGC)
 Sustainable Development Association (SKD)
 Turkish Industry and Business Association (TÜSİAD)
 Turkish Investor Relations Society (TÜYİD)
 Corporate Governance Association of Turkey (TKYD)
 Corporate Volunteers Association (ÖSGD)

PERFORMANCE INDICATORS

Social Performance Indicators

Number of Employees By Gender	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Doğan Holding	44	107	49	104	49	109
Doğan Dış Ticaret	13	23	12	24	14	23
Doğan Yayıncılık	54	43	55	46	53	41
D Gayrimenkul	4	1	23	40	21	40
Doğan Burda	127	78	112	70	109	61
Doğan Trend Otomotiv	11	56	17	62	40	105
Galata Wind	8	30	8	31	12	38
Aytemiz	126	1317	108	1131	93	830
Ditaş	19	316	24	313	26	318
Çelik Halat	25	365	25	376	31	404
Sesa	37	289	37	351	52	410
Doğan Yatırım Bankası			12	11	23	23
TOTAL	468	2,625	482	2,559	525	2,404
	3,093		3,041		2,925	

*Doğan Holding includes Doğan Şirketler Grubu Holding A.Ş., Değer Merkezi Hizmetler and Yönetim Danışmanlığı A.Ş.

Number of Employees per Company, by Type of Contract	2019		2020		2021	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Doğan Holding	151	0	153	0	158	0
Doğan Dış Ticaret	36	0	36	0	37	
Doğan Yayıncılık	97	0	101	0	94	0
D Gayrimenkul	5	0	63	0	61	0
Doğan Burda	205	0	182	0	170	0
Doğan Trend Otomotiv	67	0	79	0	145	0
Galata Wind	38	0	39	0	50	0
Aytemiz	1,411	32	1,205	34	900	23
Ditaş	335	0	337	0	344	0
Çelik Halat	386	4	397	4	425	10
Sesa	326	0	388	0	461	1
Doğan Yatırım Bankası	-	-	23		40	6
TOTAL	3,057	36	3,003	38	2,885	40

Number of Employees per Company, by Age		2019		2020		2021	
		Female	Male	Female	Male	Female	Male
Doğan Holding	Under 30	4	4	6	5	9	8
	Between 30-50	35	86	37	78	32	76
	Over 50	5	17	6	21	8	25
Doğan Dış Ticaret	Under 30	4	3	3	2	6	2
	Between 30-50	9	15	8	18	7	18
	Over 50	0	5	1	4	1	4
Doğan Yayıncılık	Under 30	12	7	12	3	9	3
	Between 30-50	38	31	38	39	36	32
	Over 50	4	5	5	4	8	6
D Gayrimenkul	Under 30	0	0	9	7	9	5
	Between 30-50	4	1	12	27	10	29
	Over 50	0	0	2	6	2	6
Doğan Burda	Under 30	12	7	10	5	13	3
	Between 30-50	109	59	93	56	85	48
	Over 50	6	12	9	9	11	10
Doğan Trend Otomotiv	Under 30	0	1	3	3	11	19
	Between 30-50	11	40	14	44	28	71
	Over 50	0	13	0	15	1	15
Galata Wind	Under 30	2	1	1	2	5	3
	Between 30-50	7	25	7	25	7	35
	Over 50	0	3	0	4	0	5
Aytemiz	Under 30	51	427	37	344	29	180
	Between 30-50	74	757	70	648	62	526
	Over 50	1	133	1	139	2	124
Ditaş	Under 30	8	44	12	41	11	45
	Between 30-50	9	261	13	263	12	250
	Over 50	2	11	1	9	3	23
Çelik Halat	Under 30	7	72	10	73	10	78
	Between 30-50	17	266	14	274	20	290
	Over 50	1	27	1	29	1	36
Sesa	Under 30	18	96	27	149	30	129
	Between 30-50	15	178	12	191	21	252
	Over 50	4	20	2	20	1	29
Doğan Yatırım Bankası	Under 30	-	-	1	0	4	6
	Between 30-50	-	-	9	9	15	16
	Over 50	-	-	2	2	4	1
TOTAL	Under 30	118	662	131	634	146	481
	Between 30-50	328	1719	327	1672	335	1636
	Over 50	23	246	30	262	40	286

Subcontractors by Gender	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Doğan Holding	11	25	15	25	13	25
Doğan Dış Ticaret	0	0	0	0	14	23
Doğan Yayıncılık	6	42	5	31	19	45
D Gayrimenkul	18	85	18	77	46	104
Doğan Burda	1	16	1	14	1	13
Doğan Trend Otomotiv	0	0	4	16	3	18
Galata Wind	18	85	18	77	12	38
Aytemiz	10	34	10	34	10	40
Ditaş	6	26	5	32	4	26
Çelik Halat	7	37	7	38	7	40
Sesa	5	8	3	11	13	6
Doğan Yatırım Bankası					1	1
TOTAL	85	325	88	332	130	379

Training Hours By Year	2019	2020	2021
Total Training Hours	13,905	15,133	36,147
Training Hours Per Employee	4.50	4.98	12.36
Total Training Hours For Subcontractors	5,378	3,129	2,378

Parental Leave	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Number of employees who took parental leave	8	8	57	61	12	85
Number of employees who returned to work after parental leave	5	6	53	59	6	85

Occupational Health and Safety (OSHA) Indicators (Employees)*	2020	2021
Number of Accidents	109	108
Number of Occupational Illnesses	1	0
Accident frequency rate**	3.58	3.69
Lost work day rate***	36.8	69.4
OHS trainings (hours)	7,666	15,691

* Occupational Health and Safety performance is only reported for 2020 and 2021, due to changes in data collection processes.

**Accident frequency rate = ((Number of Accidents*200.000) /Total Hours Worked);

***Lost Work Day Rate (GI) = ((Number of work days lost to accidents*200.000) /Total Hours Worked)

Total Hours Worked is calculated based of employee work days and number of employees.

Environmental Performance Indicators

Water Use per Company (m3)	2019	2020	2021
Doğan Holding	2,337	1,639	2,030
Doğan Dış Ticaret	395	275	325
Doğan Yayıncılık	1,994	2,554	2,579
D Gayrimenkul	340	292	375,5
Doğan Burda	1,201	680	521
Doğan Trend Otomotiv	3,390	5,400	5,599
Galata Wind	952	1,018	1,844
Aytemiz	291,713	290,714	76,943
Ditaş	61,002	58,405	84,608
Çelik Halat	92,290	95,689	117,572
Sesa	8,540	9,600	13,136
Doğan Yatırım Bankası	-	58	294,10
TOTAL	464,154	466,324	305,827 ✓

Amount of Reused and Waste Water (m3)	2019	2020	2021
Reused Water	95,471	87,513	81,368
Waste Water	98,106	112,223	82,428

Waste (tonnes)		2019	2020	2021
	Hazardous Waste		4,139	3,665
Non-Hazardous Waste		5,098	5,227	6,746 ✓

Greenhouse Gas Emissions By Company (tonne CO₂)

Greenhouse Gas Emissions per Company (tonne CO ₂)		2019	2020	2021
Doğan Holding	Scope 1	575,4	447,1	508,8
	Scope 2	482,4	414,3	342,1
	Scope 3	233,4	103,9	94,9
Doğan Dış Ticaret	Scope 1	41,1	38,5	53,0
	Scope 2	33,9	28,1	-
	Scope 3	17,1	1,9	1,2
Doğan Yayıncılık	Scope 1	362,5	356,7	247,6
	Scope 2	160,7	123,6	135,9
	Scope 3	54,7	32,7	33,8
D Gayrimenkul	Scope 1	1,100,4	1,093,0	1,103,8
	Scope 2	29,8	22,9	21,7
	Scope 3	0,9	-	-
Doğan Burda	Scope 1	30,8	25,9	48,4
	Scope 2	77,9	51,3	36,9
	Scope 3	641,1	169,8	80,9
Doğan Trend Otomotiv	Scope 1	730,1	241,8	461,7
	Scope 2	243,0	304,7	378,4
	Scope 3	110,9	-	64,4
Galata Wind	Scope 1	51,2	73,8	82,9
	Scope 2	114,7	108,8	172,0
	Scope 3	92,4	62,3	76,3
Aytemiz	Scope 1	7,746.5	6,545.5	6,467.3
	Scope 2	2,565.9	2,889.1	2,700.6
	Scope 3	154,9	228,7	248,1
Ditaş	Scope 1	1,424.4	1,431.7	1,571.9
	Scope 2	4,781.9	4,255.3	5,395.7
	Scope 3	266,6	207,3	121,8
Çelik Halat	Scope 1	7,479.4	6,807.8	5,368.9
	Scope 2	13,962.2	12,553.1	14,048.4
	Scope 3	323.2	306,1	293,5
Sesa	Scope 1	853.0	1,066.1	1,406.6
	Scope 2	5,891.0	6,375.6	6,733.4
	Scope 3	-	-	223,8
Doğan Yatırım Bankası	Scope 1	-	-	3,4
	Scope 2	-	-	16,4
	Scope 3	-	-	-
Total	Scope 1	20,394.7	18,127,9	17,324.3 ✓
	Scope 2	28,343.4	27,127,0	29,981.4 ✓
	Scope 3	1,895.2	1,112,7	1,238.9 ✓
TOTAL		50,633.3	46,367.6	48,544.6 ✓

Energy Use Per Company (mWh)

Energy Use Per Company (MWh)	2019	2020	2021
Doğan Holding	3026,23	2641,90	2744,36
Doğan Dış Ticaret	219,34	202,47	199,74
Doğan Yayıncılık	1214,53	1148,48	1243,29
D Gayrimenkul	107,69	91,72	117,64
Doğan Burda	266,20	203,92	261,59
Doğan Trend Otomotiv	1336,40	1606,38	2322,58
Galata Wind	409,94	502,99	684,78
Aytemiz	31220,08	29429,01	29.862,71
Ditaş	16018,77	15790,12	19.357,93
Çelik Halat	51767,63	47886,36	56.528,95
Sesa	15381,48	18305,91	21.327,21
Doğan Yatırım Bankası	-	-	49,08
TOTAL	120,968.28	117,809.28	134,699.86 ✓

**United Nations
Global Compact
(UNGC) Reference Table**

Category	Principles	Relevant Part in the Report					
HUMAN RIGHTS	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	Equal Opportunity and Diversity	ENVIRONMENT	Principle 7: Businesses should support a precautionary approach to environmental challenges.	Climate Change and Energy Natural Resources and Waste Management Water Management Biodiversity		
	Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	Equal Opportunity and Diversity			Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	Climate Change and Energy Natural Resources and Waste Management Water Management Biodiversity	
LABOR	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Equal Opportunity and Diversity		ANTI-CORRUPTION	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	Climate Change and Energy Natural Resources and Waste Management Water Management Biodiversity	
	Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labor.	Equal Opportunity and Diversity				Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Corporate Governance
	Principle 5: Businesses should uphold the effective abolition of child labor.	Equal Opportunity and Diversity					
	Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation	Equal Opportunity and Diversity					

Reporting Guidance and Limited Assurance Report

Doğan Holding 2021 Sustainability Report Reporting Guidance

This reporting guidance (the “Guidance”) provides information on the data preparation and reporting methodologies of indicators within the scope of the limited assurance in the of Doğan Şirketler Grubu Holding A.Ş.’s (the “Company” or “Doğan Holding”) Doğan Holding 2021 Sustainability Report (the “2021 Sustainability Report”).

The indicators include social indicators, environmental indicators and economic indicators. It is the responsibility of the Company’s management to ensure that appropriate procedures are in place to prepare the indicators mentioned above in line with, in all material respects, the Guidance.

The data included in this guideline is for the FY 21 (1 January – 31 December 2021), fiscal year ended December 31, 2021, and as detailed in the “Key Definitions and Reporting Scope” section comprises only the relevant operations of the listed companies below in Turkey that are the responsibility of the Company by excluding information about subcontractors.

- Doğan Holding A.Ş.
- Aytemiz Akaryakıt Dağıtım A.Ş.
- D Gayrimenkul Yatırımları ve Ticaret A.Ş.
- Doğan Dış Ticaret ve Mümessillik A.Ş.
- Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş.
- Doğan Burda Dergi Yayıncılık ve Pazarlama A.Ş.
- Doğan Yayınları Yayıncılık ve Yapımcılık Ticaret A.Ş.
- Doğan Trend Otomotiv Ticaret Hizmet ve Teknoloji A.Ş.
- Galata Wind Enerji A.Ş.
- Sesa Ambalaj ve Plastik Sanayi Ticaret A.Ş.
- Çelik Halat ve Tel Sanayi A.Ş.
- Doğan Yatırım Bankası A. Ş.

General Reporting Principles

In preparing this guidance document, consideration has been given to following principles:

- Information Preparation - to highlight to users of the information the primary principles of relevance and reliability of information; and
- Information Reporting - to highlight the primary principles of comparability / consistency with other data including prior year and understandability / transparency providing clarity to users.

Main Definitions and Reporting Scope

For the purpose of this report, the Company defines:

Type	Indicator	Scope	
Environmental Indicators	Energy Use Per Company (MWh)	Represents the total energy use of the company in the reporting period. The scope of verification consists of diesel, natural gas and electricity consumptions.	
	Water Use Per Company (m³)	Represents the company’s total water use in the reporting period.	
	Total Amount of Hazardous Waste (tonnes)	Indicates the amount of hazardous waste (by mass - tons) where the Company operates in the reporting period.	
	Total Amount of Non-Hazardous Waste (tonnes)	Indicates the amount of non- hazardous waste (by mass - tons) where the Company operates in the reporting period.	
	Scope 1, 2 and 3 Emissions		
	Direct (Scope 1) Greenhouse Gas Emissions (tCO ₂ e)	Indicates the greenhouse gas emission caused by the use of natural gas, diesel, gasoline, LPG, CNG, refrigerants and fire extinguishers by the Company in the reporting period. The scope of verification covers all greenhouse gas emissions from natural gas and diesel oil.	
	In-direct-Energy (Scope 2) Greenhouse Gas Emissions (tCO ₂ e)	Indicates the greenhouse gas emission caused by the consumption of purchased electrical energy by the Company in the reporting period.	
	Other- In-Direct (Scope 3) Greenhouse Gas Emissions (tCO ₂ e)	Indicates the greenhouse gas emissions arising from the flights and personnel services of the Company employees for work. The scope of verification consists of greenhouse gas emissions from personnel shuttles.	

Preparation of Data

Energy Use Per Company

Energy Use data is verified for primary fuel sources, including diesel, natural gas and electricity consumption.

Diesel, natural gas and electricity consumptions are monitored monthly on the invoices of the service providers. Diesel consumption consists of usage in company vehicles and off-road vehicles.

The company uses the following conversion factors in its energy consumption calculations:

- Since the electricity supply unit is billed in kWh, in conversion to MWh; conversion factor of 1 kWh=0.001 MWh is used
- Since the natural gas supply unit is billed in m³, in conversion to MWh; 1 m³*kcal (8.250) *joules (4.184) / 3.6 /105 conversion factor is used
- Since the diesel supply unit is billed in liters, in conversion to MWh; 1 lt= kg/lt (0.830) *kcal/kg (10.200) *joules (4.184) / 3.6 / 105 conversion factor is used
- Intensity and conversion coefficients are taken from “Regulation on Increasing Efficiency in the Use of Energy Resources and Energy (Official Gazette: 27 October 2011/28097: Amendment: 03/09/2014-29108), Annex-2: Lower Calorific Value of Energy Resources and Conversion Coefficients to Petroleum Equivalent table.

Water Use per Company

The total water use of the company is monitored monthly with the meter and billing information of the service providers.

Hazardous and Non-Hazardous Waste

Hazardous and non-hazardous wastes are monitored by the supervisors of the companies and reported with waste declaration forms.

Greenhouse Gas Emissions (Scope 1, Scope 2 and Scope 3 Emissions)

Scope 1, Scope 2 and Scope 3 Emissions have been calculated in accordance with ISO 14064-1, with the principle of operational control within the framework of the “Greenhouse Gas Protocol: Institutional Calculation and Reporting Standard”. CO2 equivalent factors consisting of CO2, CH4 and N2O equivalent emission factors were used in the calculations. The emission factors used are detailed in the table below. Global Warming Potential (GWP) coefficients are taken from Intergovernmental Panel on Climate Change (IPCC) and Greenhouse Gas Protocol (<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2021>) 5th Evaluation Report and calculated by multiplying the ton CO2-e value obtained with the appropriate coefficients. Grid emission factor is calculated using the relevant annual data provided by Turkey Electricity Transmission A.Ş. (TEİAŞ).

Emission Factor – Scope 1	Emissions Factors (kg CO ₂ -e)
Natural Gas (m ³)	1.942
Diesel (company-owned vehicles) (l)	2.268
Diesel (generators) (l)	2.640
Diesel (off-road vehicles) (l)	2.897
Emission Factor – Scope 2	kg CO ₂ -e/MWh
Electricity (grid)	0.457
Emission Factor – Scope 3	kgCO ₂ -e/km
Personnel Shuttles	0.487

Reconsideration

The measuring and reporting of sustainability-related data inevitably involves a degree of estimation. Restatements are considered where there is a change in the data of greater than 5 percent at the Group level.

Limited Assurance Opinion

Limited Assurance Report to the Board of Directors of Doğan Şirketler Grubu Holding A.Ş.

We have been engaged by the Board of Directors of Doğan Şirketler Grubu Holding A.Ş. (the “Doğan Holding” or “Company”) to perform a limited assurance engagement in respect of the Selected Sustainability Information (the “Selected Information”) stated in the Doğan Holding 2021 Sustainability Report (the “2021 Sustainability Report”) for the year ended 31 December 2021 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2021, which is subject to our limited assurance work, set out in the pages 138, 139, 140 and 141 of the 2021 Sustainability Report with the sign “√” is summarised below:

Environmental Performance Indicators

- Energy Usage (MWh)
- Water Usage (m3)
- Greenhouse Gas Emissions (ton CO2e)
 - o Scope-1
 - o Scope-2
 - o Scope-3
- Waste
 - o Hazardous Waste (ton)
 - o Non-Hazardous Waste (ton)

Our assurance was with respect to the year ended 31 December 2021 information only and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with “√” in the 2021 Sustainability Report and, any other elements included in the 2021 Sustainability Report and, therefore, do not express any conclusion thereon.

Criteria

The criteria used by the Company to prepare the Selected Information is set out in section “Doğan Holding 2021 Sustainability Report-Reporting Guidance” (the “Reporting Guidance”) on pages 144, 145, 146 and 147 of the 2021 Sustainability Report.

*PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.
BJK Plaza, Süleyman Seba Caddesi No: 48 B Blok Kat: 9 Akaretler Beşiktaş 34357 İstanbul-Turkey
T: +90 212 326 6060, F: +90 212 326 6050, www.pwc.com.tr Mersis Numaramız: 0-1460-0224-0500015*

The Company's Responsibility

The Company is responsible for the content of the 2021 Sustainability Report and the preparation of the Selected Information in accordance with the Reporting Guidance. 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 or 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 Guidance.

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 Guidance. Our assurance work has not included examination of the derivation of those factors and other third-party information.

Our Independence and Quality Control

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 Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to form a conclusion, 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 Guidance. 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', and, in respect of greenhouse gas emissions, International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements, 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 and ISAE 3410. 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 2021, is not properly prepared, in all material respects, in accordance with the Reporting Guidance.

Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Company as a body, to assist the Board of Directors in reporting Doğan Şirketler Grubu Holding A.Ş.'s performance and activities related to the Selected Information. We permit the disclosure of this report within the 2021 Sustainability Report for the year ended 31 December 2021, 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 Doğan Şirketler Grubu Holding A.Ş. as a body and Doğan Şirketler Grubu 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.



Salim Alyanak, SMMM
Partner

Istanbul, 29 September 2022

GRI Content Index

GRI Standard	Disclosure	References	Explanation of Information Not Provided	
GRI 101: Foundation 2016				
General Disclosures				
GRI 102: General Disclosures 2016	Organizational Profile	Relevant Chapter/Disclosure/Link		
	102-1	Doğan Şirketler Grubu Holding A.Ş.	-	
	102-2	About the Report, Overview of the Group and Sectors	-	
	102-3	Doğan Şirketler Grubu Holding A.Ş. Burhaniye Mah. Kısıklı Cad. No: 65 34676 Üsküdar/İstanbul	-	
	102-4	Doğan Holding 2021 Annual Report	-	
	102-5	Doğan Holding 2021 Annual Report	-	
	102-6	About the Report, Overview of the Group and Sectors	-	
	102-7	About Doğan Holding Social Performance Indicators	-	
	102-8	About Doğan Holding Social Performance Indicators	-	
	102-9	We Add Value To Society	-	
	102-10	Shareholder Structure	-	
	102-11	Sustainability Approach	-	
	102-12	Corporate Memberships	-	
	102-13	Corporate Memberships	-	
	Strategy			
	102-14	Message From The Chairperson	-	
	102-15	Message From The Ceo	-	
	Ethics and Integrity			
	102-16	Doğan Group's Values, Ethics Anti-Bribery and Corruption	-	
	102-17	Ethics	-	
	Governance			
	102-18	Sustainability Management, Corporate Governance	-	
	102-19	Sustainability Management, Corporate Governance	-	
	102-20	Sustainability Management, Corporate Governance	-	
	Stakeholder Engagement			
	102-40	Stakeholder Dialogue	-	
	102-41	Equal Opportunity and Diversity	-	
	102-42	Material Topics	-	
	102-43	Material Topics, Stakeholder Dialogue	-	
	102-44	Material Topics	-	
	Reporting Practice			
	102-45	About The Report	-	
	102-46	Material Topics	-	
	102-47	Material Topics	-	
	102-48	N/A	-	
	102-49	N/A	-	
	102-50	January 2021-December 2021	-	
	102-51	January 2020- December 2020 https://www.doganholding.com.tr/Assets/dogancozum-2021-0096-surdurulebilirlik-raporu-ing.pdf	-	
	102-52	Annual	-	
	102-53	surdurulebilirlik@doganholding.com.tr	-	
	102-54	Core	-	
	102-55	GRI Content Index	-	
	102-56	Limited Assurance	-	

GRI 200: Economic Standard Series			
Economic Performance			
GRI 103: Management Approach 2016	103-1	We Add Value To The Future Economic Performance	-
	103-2	We Add Value To The Future Economic Performance	-
	103-3	We Add Value To The Future Economic Performance	-
GRI 201: Economic Performance 2016	201-1	We Add Value To The Future Economic Performance	-
GRI 300: Environmental Standard Series			
Energy			
GRI 103: Management Approach 2016	103-1	Climate Change and Energy	-
	103-2	Climate Change and Energy	-
	103-3	Climate Change and Energy	-
GRI 302: Energy 2016	302-1	Environmental Performance Indicators	-
	302-3	We Add Value To The Planet Environmental Performance Indicators	-
	302-4	Climate Change and Energy	-
Water			
GRI 303: Water and Effluents 2018	303-1	Environmental Performance Indicators	-
	303-2	Environmental Performance Indicators	-
	303-5	Environmental Performance Indicators	-
Biodiversity			
GRI 103: Management Approach 2016	103-1	Biodiversity	-
	103-2	Biodiversity	-
	103-3	Biodiversity	-
GRI 304: Biodiversity 2016	304-3	Biodiversity	-
Emissions			
GRI 103: Management Approach 2016	103-1	Climate Change and Energy	-
	103-2	Climate Change and Energy	-
	103-3	Climate Change and Energy	-
GRI 305: Emissions 2016	305-1	Environmental Performance Indicators	-
	305-2	Environmental Performance Indicators	-
	305-3	Environmental Performance Indicators	-
	305-4	Environmental Performance Indicators	-
Waste			
GRI 306: Effluents and Waste 2020	306-1	Natural Resource and Waste Management	-
	306-2	Environmental Performance Indicators	-
	306-3	Environmental Performance Indicators	-
GRI 400: Social Standard Series			
Employment			
GRI 103: Management Approach 2016	103-1	We Add Value To Society Equal Opportunity and Diversity	-
	103-2	We Add Value To Society Equal Opportunity and Diversity	-
	103-3	We Add Value To Society Equal Opportunity and Diversity	-
GRI 401: Employment 2016	401-1	Social Performance Indicators	-
	401-2	We Add Value To Society Equal Opportunity and Diversity	-
	401-3	Equal Opportunity and Diversity Social Performance Indicators	-

Labor and Management Relations			
GRI 103: Management Approach 2016	103-1	We Add Value To Society Equal Opportunity and Diversity	-
	103-2	We Add Value To Society Equal Opportunity and Diversity	-
	103-3	We Add Value To Society Equal Opportunity and Diversity	-
GRI 402: Labor and Management Relations 2016	402-1	Minimum legal notice periods are complied with.	-
Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1	Occupational Health and Safety	-
	103-2	Occupational Health and Safety	-
	103-3	Occupational Health and Safety	-
GRI 403: Occupational Health and Safety 2018	403-2	Occupational Health and Safety	-
	403-3	Occupational Health and Safety	-
	403-5	Occupational Health and Safety	-
	403-10	Occupational Health and Safety Social Performance Indicators	
Training and Education			
GRI 103: Management Approach 2016	103-1	Talent Management Employee Development	-
	103-2	Talent Management Employee Development	-
	103-3	Talent Management Employee Development	-
GRI 404: Training and Education 2016	404-1	Social Performance Indicators	
	404-2	Employee Development	-
	404-3	Employee Development	-
GRI 403: Occupational Health & Safety 2018			
Diversity and Equal Opportunity			
GRI 103: Management Approach 2016	103-1	Equal Opportunity and Diversity	-
	103-2	Equal Opportunity and Diversity	-
	103-3	Equal Opportunity and Diversity	-
GRI 405: Diversity and Equal Oppurtunity 2016	405-1	Equal Opportunity and Diversity	-
	405-2	Carreer Management	
Local Communities			
GRI 103: Management Approach 2016	103-1	Social Investments We Add Value To The Planet	-
	103-2	Social Investments We Add Value To The Planet	-
	103-3	Social Investments We Add Value To The Planet	-
GRI 413: Local Communities 2016	413-1	Social Investments We Add Value To The Planet	-

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