



KNOWS  
AND  
CREATES  
VALUE

# DOĞAN HOLDİNG SUSTAINABILITY REPORT 2022

BETTER IS  
POSSIBLE

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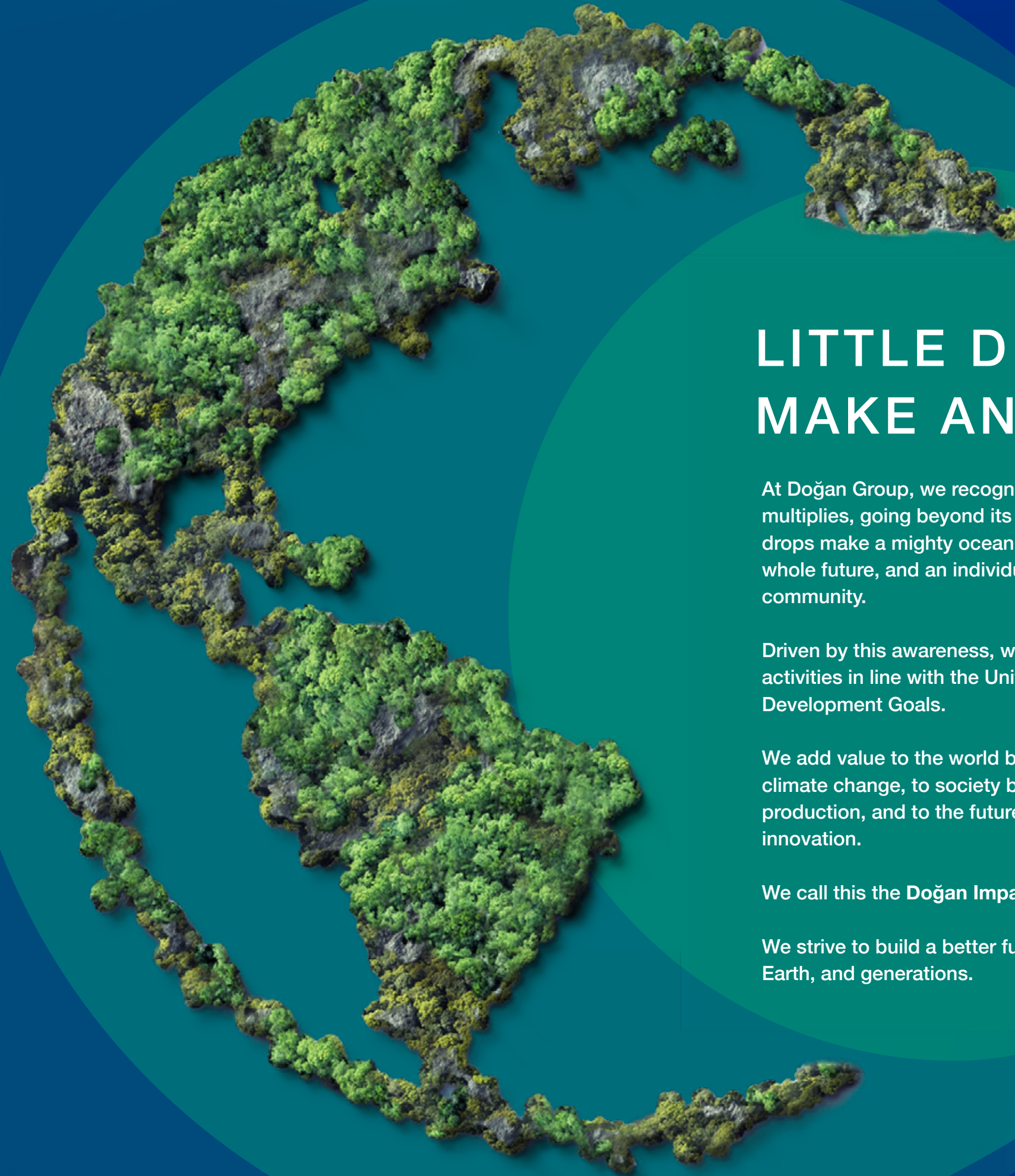


**Esteemed Stakeholders,**

We are deeply saddened by the earthquakes that devastated a vast region in our country. We extend our condolences to the families who have lost their loved ones and wish a speedy recovery to the injured. May those who have passed rest in peace.

Dođan Holding Companies, Dođan Family Organizations and Aydın Dođan Foundation continue to support the efforts in the affected region to help the people overcome the challenges.

We will navigate through the difficulties and heal together in solidarity and unity.



# LITTLE DROPS MAKE AN OCEAN.

At Doğan Group, we recognize that impact grows and multiplies, going beyond its own sphere, and that little drops make a mighty ocean, an idea might affect the whole future, and an individual might change an entire community.

Driven by this awareness, we design all stages of our activities in line with the United Nations 2030 Sustainable Development Goals.

We add value to the world by taking firm steps against climate change, to society by promoting equality and local production, and to the future with a constant pursuit of innovation.

We call this the **Doğan Impact**.

We strive to build a better future for the environment, Earth, and generations.



# ABOUT THE REPORT

We are pleased to present Doğan Holding's third Sustainability Report, prepared under the guidance of the Global Reporting Initiative (GRI), to provide an overview of our environmental, social and governance performance.

This report is prepared in accordance with the Global Reporting Initiative (GRI) Standards. In addition to the Doğan Impact Plan vision, and our goals, performance, and progress, reviewed in light of material topics of the sectors in which we operate, the report also features information on where and how we contribute to the United Nations Sustainable Development Goals. The references that support our Communication on Progress (COP) related to United Nations Global Compact (UNGC) and the World Economic Forum Stakeholder Capitalism Metrics, are provided in the Annexes section of this report.



You can send any questions and suggestions regarding the content of the report and our sustainability efforts to [sustainability@doganholding.com.tr](mailto:sustainability@doganholding.com.tr)



This report contains references to the consolidated data for the reporting period from January 1, 2022 to December 31, 2022 of the following companies in terms of our operations' materiality on the relevant sectors: 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., 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.



## CHAIRPERSON'S MESSAGE

Esteemed Stakeholders,

The year 2022 saw the world bring the COVID pandemic largely under control and achieve a partial return to the old normal, while combating the effects of the Russia-Ukraine war on global economy.

Unfortunately, the year 2023 started off with a devastating disaster for our country.

At the time of the report, two major earthquakes occurred in Kahramanmaraş, affecting 11 provinces. These extremely devastating earthquakes caused major loss of life and property. In order to heal our people's wounds, Doğan Group once again rose to the occasion by meeting the urgent needs of our citizens in the earthquake zone. We will continue to carry out projects aimed at improving the living conditions in the disaster area. I believe with all my heart that we will overcome these difficult times by working hard and working together.

The year 2022 was a productive one, a year in which we managed uncertainty and change, and further advanced our responsibilities as a "value-oriented and sustainable investment holding." As you may recall, the Global Risks Report 2022 published by the World Economic Forum listed climate action failure, extreme weather and loss of biodiversity as the top three most severe risks over the next 10 years.

The new report published at the beginning of 2023 lists climate change as the number one long-term threat. The UN Climate Change Conference 2022 (COP 27), which Doğan Holding attended along with Galata Wind and Yuvam Dünya, enabled positive developments for the compensation of countries' losses and damages from climate change. However, the steps taken were not ambitious enough to limit global temperature rise to 1.5 degrees, reminding us once again that we need to do more for the future of our planet.

To that end, Doğan Group focused on making its portfolio more sustainable in 2022. In addition to our acquisitions, we took significant steps to simplify our portfolio with the right outputs, which we believe will greatly contribute to our sustainability efforts.

Sustainability is one of our key values. As you may recall, I mentioned in our previous report that we would accelerate our sustainability efforts. In 2022, we started taking action. We started integrating the "UN Women's Empowerment Principles" into our business processes. We also established and put into operation our sustainability governance infrastructure in order to walk towards our common goals as part of the "Doğan Impact Plan". In addition to our Sustainability Committee, we also established the "Doğan Impact Team" with

colleagues from our Group companies. We involved our employees in the process, and formed working groups covering issues related to the society, the planet, and the future.

As per our commitment, we took significant steps across our Group companies to make stakeholder capitalism metrics an integral part of our reporting and sustainability strategy in 2022. You can check out our report to learn more about our progress in this area.

In 2023, marking the 100th anniversary of our Republic, we will continue to say "Better is Possible" with our value-added and, more importantly, "sustainable" products and services by taking our sustainability efforts to the next level in line with our common values and goals. Thank you for always being with us on this journey, and for supporting us from the very beginning.

**BEGÜM DOĞAN FARALYALI**  
Chairperson



# CEO'S MESSAGE

Esteemed Stakeholders,

While the year 2022 saw the world start discussing scenarios for recovery from the effects of the COVID-19 pandemic, which has been at the center of our lives for the last three years, the long-term political and economic consequences of the Russia-Ukraine War and the natural disasters around the world led to high inflation rates and cost of living issues.

However, as we have learned from past crises, every crisis brings opportunities and provides companies with strategic skills such as flexibility, resilience, and agility.

Doğan Group has been transforming its earnings in Türkiye into investments for the country for more than 60 years, and has once again fulfilled the requirements of being a value-oriented and sustainable investment holding by focusing on positive impact in its investments while drawing strength from its roots and values. Operating in seven industries in line with this perspective, Doğan Holding has focused on value-added areas and continued to grow with new, high-potential and promising investments for both the Group and the national economy.

Despite the turbulent conditions in the global economy, Doğan Holding has successfully demonstrated strong performance and profitable growth, particularly over the past five years. Our dynamic approach, resembling that of a private equity fund, has proven to be highly successful as we strategically invested in key areas we have developed since 2018. Under the framework of our innovative business approach, known as the “Doğan Investment Model,” we have continued to achieve successful merger, acquisition, and sales operations. Throughout these operations, we have remained committed to our sustainability vision, which aligns with the UN Sustainable Development Goals. Our strategy has been influenced by our 64 years of experience and core values, culminating in the comprehensive “Doğan Impact Plan.”

I believe it is important to highlight this once again. Through the “Doğan Impact Plan,” we have pledged to make responsible investments in three core value areas: “investing in the world,” “investing in an inclusive society,” and “investing in the future.” Simply put, we will strictly adhere to sustainability criteria and abstain from engaging in any business that fails to meet these standards.

In 2022, we achieved a significant milestone in digitalization and technology by acquiring a majority share in Karel, a prominent technology company in Türkiye with a rich history spanning 35 years and over 4,000 employees. Our commitment to renewable energy investments remained strong, exemplified by the capacity expansion of Galata Wind. The acquisition of the Muğla WPP project will enhance our existing capacity by 9 MW upon its completion. As you are aware, our investments in renewable energy hold great value in combating climate change. Moving forward, we plan to leverage the transformative impact of these investments to reduce our environmental footprint.

I would like to digress momentarily and highlight the significance of Doğan Investment Bank, which is poised to revolutionize the country’s economy through its value-added products and services in the field of responsible investment and sustainable finance. As you may recall, Doğan Investment Bank stepped into the scene in 2021 and has continued its rapid growth trajectory ever since. In 2022, our Bank, as one of our group companies that committed to the UN Global Compact, took a significant stride in financial inclusion and digitalization through the Kobi KrediD Platform. This platform facilitates SMEs’ access to finance, enabling them to conveniently apply for loans from any location. I have utmost confidence in Doğan Investment Bank’s support as we advance our sustainability endeavors in the forthcoming period.

Allow me to reiterate our objectives within the framework of the international commitments we have undertaken with the “Doğan Impact Plan,” which we crafted under the guiding principle of “Better is Possible.” By 2025, we will boost the share of ESG-focused

funds in our investor portfolio. Our aim is to achieve carbon neutrality as an organization by 2030. To serve this end, we are actively pursuing sustainable technology investments, such as integrating renewable energy, procuring green electricity, employing electric vehicle solutions, and establishing EV charging stations. In addition, we will reclaim all of our water consumption by 2030. We prioritize transformative initiatives to minimize our environmental impact in our buildings and office spaces, and we are making the necessary investments to achieve this goal. Guided by our commitment to gender equality and to ensure a more equal workplace we aim to increase women’s representation on boards of directors and at management levels across the Group to 40% by 2030.

Our sustainability journey encompasses various goals, including achieving zero waste across the entire group, increasing the recycling rate of essential production materials, boosting R&D investments and revenue from sustainable products, conducting ESG audits for our suppliers, and enhancing employee loyalty.

As evident in the report, we have effectively reduced our emission and energy intensity, calculated relative to our turnover, through our concentrated efforts in Investing in the Planet compared to 2021. In 2022, our emission intensity dropped by approximately 15.5% year-on-year (YoY), resulting in 14.2 tonsCO<sub>2</sub>e/million USD. Similarly, our energy intensity has decreased by roughly 16.9% YoY, reaching 136.2 GJ/million USD. In conclusion, as we enter the second century of our republic, we are committed to making responsible investments that uphold our values and working tirelessly towards a better future. Despite the challenging conditions in the global economy, our Holding will sustain its success and growth momentum in 2022. We will continue to exert our utmost efforts to create value for the world and our country.

I would like to extend my thanks to all our stakeholders and colleagues who have embarked on this journey with us and supported Doğan Holding’s endeavors.

**ÇAĞLAR GÖĞÜŞ**  
Chief Executive Officer (CEO)



# ABOUT DOĞAN HOLDİNG

The foundations of Doğan Şirketler Grubu Holding A.Ş., creating value for Turkish economy for the past 63 years, were laid in 1959 when our Honorary President Aydın Doğan registered with the Mecidiyeköy Tax Office, and incorporated his first company in the automotive field in 1961.

Today, Doğan Group companies, with nearly 18,000 employees, play leading roles in their respective fields, including petroleum products retail, electricity generation, industry and trade, automotive trade and marketing, finance and investment, internet and entertainment, and real estate investment, creating value for the economy.

As a responsible investment holding that embraces a value-driven investment approach to create a positive impact in the world, Doğan Group aims to pave the way to a better future in the locations where it operates through long-term solutions and transform its current investments with this approach.

Doğan Group recognizes that building a corporate culture is as important as strategy. Therefore, this culture is shaped around corporate and ethical values adopted by each group company, which combines a quality- and customer-centric management approach with effective teamwork.

**We:**

We appreciate the value of our people, our country, and the effort that we all put into our work. We own everything we do with passion, responsibility and transparency.

We welcome innovations and take bold actions with an entrepreneurial spirit.

We believe that deep-rooted organizations are built on values rather than a motivation to acquire material assets. Therefore we uphold and promote our values with our motto of appreciating knowing and creating value.

Empowered and driven by our values, we move forward on our sustainability journey.





# SHAREHOLDING STRUCTURE

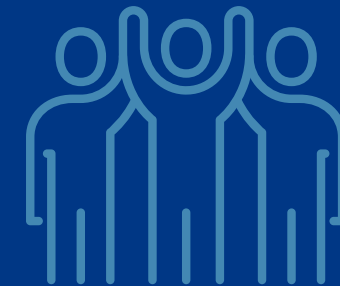
As of December 31, 2022, Doğan Holding shares are held by Adilbey Holding (49.66%) and Doğan Family (14.47%), while 35.87% of the shares are free-float.



DOĞAN FAMILY  
**14.47%**

FREE-FLOAT  
**35.87%**

ADILBEY HOLDING  
**49.66%**



# DOĞAN GROUP'S VALUES

## PHILOSOPHY

# WE APPRECIATE AND CREATE VALUE.

We appreciate the value of our people, our country and humanity, and we strive to add value to society, the world and the future.

We aim to create higher benefit through our products and services, and always innovate and lead with our companies and brands.

Our north star is our values and principles, which guide us as we move forward on our successful journey with our shareholders, employees and stakeholders.



## PRINCIPLES

**We appreciate the shared values** that make us who we are, our heritage and assets, the importance of knowledge and labor, and our people and country.

Our entrepreneurial spirit guides us as we take the action at the right time, and we capture change by always pursuing the better. We foster creative ideas with our curiosity and need to learn, and **we bring innovation** to our business.

We always remain committed to integrity, ethical rules and laws. We care about a sustainable life and future generations, and **we act with responsibility and transparency** toward our communities and the environment.

We start each new day boldly and dynamically to make our dreams come true, work with determination to attain our goals and be a leader, and **we own our work with passion.**

**We succeed together** by embracing our differences, always seeking solutions, sharing knowledge and experience, trusting and lifting each other, appreciating and celebrating our wins.

# OVERVIEW OF THE GROUP AND SECTORS

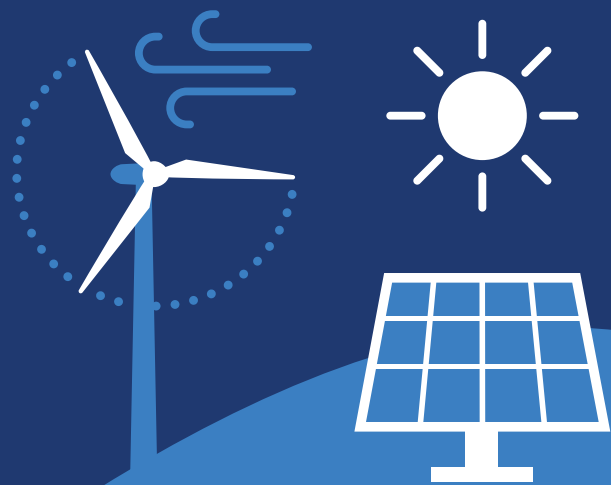
Doğan Group companies, adding value to the national economy for more than 60 years, play a pioneering role in their respective sectors starting with energy and industry and including automotive trade and marketing, real estate marketing, tourism, and financial services.





# ELECTRICITY GENERATION

We generate sustainable energy from renewable resources and aim to make clean energy accessible to all.



## GALATA WIND (GWIND)

Energy investments are one of the main fields of activity of Doğan Holding, which has been operating in the energy sector for nearly 20 years. Galata Wind, acquired by Doğan Holding in 2021, invests in sustainable energy resources for a clean future and generates 100% renewable electricity at its Gold Standard and VCS certified wind and solar power plants across Turkey. The company also designs solar power systems to be installed on the roofs of residences, schools, workplaces, gas stations and factories to enable the users to generate their own energy.

The company reduces carbon emissions by approximately 400,000 tons every year by generating 100% clean electrical energy from renewable resources. With a total installed capacity of 269 MW, Galata Wind aims to reduce the country's dependence on imported energy by utilizing renewable energy sources and to become Turkey's clean electricity provider with an environmentally friendly, reliable and sustainable business model.

As a leading renewable energy company, Galata Wind aims to grow the capacity of its portfolio to 550 MW by 2025 with only renewable energy investments through a number of actions: increasing capacity in the existing power plants, acquiring operational WPPs and SPPs in Turkey, participating in the government's YEKA tenders, applying for electricity storage power generation capacities, and acquiring small and medium-sized power plants or developing projects abroad.

Accordingly, work is in progress at the Taşpınar Hybrid Solar Power Plant, while the capacity increase investment of the Wind Power Plant, also located in Taşpınar, has started in 2022. Galata Wind also strengthened its portfolio by acquiring the Alapınar WPP in Muğla. In line with its growth strategy, Galata Wind signed a loan agreement with the European Bank for Reconstruction and Development (EBRD) in 2022 for USD 45 million, taking a step to make a significant contribution to the country's transitioning to renewable energy.

## WIND POWER PLANTS (WPP)

### ŞAH WPP

Şah WPP operates in Bandırma, Balıkesir. Following acquisition, the installed capacity of Şah WPP was increased from 93 MW to 105 MW in 2013. Şah WPP is Turkey's 14<sup>th</sup> largest wind power plant, and currently generates an average of 330 million kWh of electricity annual with 35 units of 3 MW Vestas V90 turbines.

### MERSİN WPP

Mersin WPP operates in Mut, Mersin. Following the acquisition, the installed capacity of Mersin WPP was increased from 33 MW to 42 MW in 2013, and later to 62.7 MW with a second capacity increase in 2017. With 14 units of 3 MW V90 and 6 units of 3.45 MW Vestas V112 turbines, Mersin WPP generates an average of 215 million kWh of electricity annually.

### TAŞPINAR WPP

Galata Wind launched the Taşpınar WPP project with an installed capacity of 67.2 MW in Nilüfer, Bursa with partial provisional acceptance at the end of October 2020, and commissioned it at full capacity in March 2021. Taşpınar WPP, built with an investment of nearly USD 75 million, is a power plant designed and developed by Galata Wind in-house, and features the newest and latest technologies in the company's portfolio. Operating with 14 turbines, Taşpınar WPP is anticipated to generate approximately 190 million kWh of electricity annually. Under the same license as hybrid solar, the plant is capable of utilizing wind and solar resources together in a way to support each other. Taşpınar WPP, which started to benefit from YEKDEM (Support Mechanism for Renewable Energy Resources) in 2021, will be within the scope of this mechanism until the end of 2030.

## SOLAR POWER PLANTS (SPP)

### ÇORUM SPP

Galata Wind further strengthened its position in the sector by adding solar energy to its portfolio of power generation from renewable resources with the acquisition of Çorum SPP in the first quarter of 2018. The power plant located in Çorum is unlicensed, and has an installed capacity of 9.4 MW. The plant, commissioned in 2017 with nearly 30 thousand photovoltaic solar panels, is anticipated to generate an average of 14 million kWh annually. Çorum SPP will be within the scope of YEKDEM until the end of 2027.

### ERZURUM SPP

Galata Wind continued to expand its solar power portfolio by acquiring Erzurum SPP in the first quarter of 2019. Located in Aziziye, Hınıs and Karayazı in Erzurum, the power plant, which has a total installed capacity of 24.7 MW, was commissioned in late 2013. The plant, which has more than 70 thousand photovoltaic solar panels in total, is anticipated to generate an average of 40 million kWh annually. Erzurum SPP will be within the scope of YEKDEM until the end of 2028.

## Galata Wind Portfolio



### Taşpınar WPP

Commissioned in Mart 2021

Installed Capacity: **67.2 MW**

Number of Turbines: **14**

Annual Average Electricity

Generation (MWh): **190,000**

Capacity Utilization Rate: **36.1%\***

Annual Average Carbon Emission

Reduction (tCO<sub>2</sub>): **100,000**

YEKDEM Expiry Date: **2030**

**Local contribution share:**

**+21 USD/MWh (until the end of 2025)**



### Şah WPP

17<sup>th</sup> largest power plant in Turkey

Installed Capacity: **105 MW**

Number of Turbines: **35**

Annual Average Electricity

Generation (MWh): **330,000**

Capacity Utilization Rate: **35.8%\***

Annual Average Carbon Emission

Reduction (tCO<sub>2</sub>): **170,000**

YEKDEM Expiry Date: **2021**



### Mersin WPP

Installed Capacity: **62.7 MW**

Number of Turbines: **20**

Annual Average Electricity

Generation (MWh): **215,000**

Capacity Utilization Rate: **43.2%\***

Annual Average Carbon Emission

Reduction (tCO<sub>2</sub>): **110,000**

YEKDEM Expiry Date: **2020**



### Çorum GES

(Unlicensed)

Installed Capacity: **9.4 MW**

Annual Average Electricity

Generation (MWh): **14,000**

Capacity Utilization Rate: **20.0%\***

Annual Average Carbon Emission

Reduction (tCO<sub>2</sub>): **7,000**

YEKDEM Expiry Date: **2027**



### Erzurum GES

(Unlicensed)

Installed Capacity: **24.7 MW**

Annual Average Electricity

Generation (MWh): **40,000**

Capacity Utilization Rate: **23.0%\***

Annual Average Carbon Emission

Reduction (tCO<sub>2</sub>): **20,000**

YEKDEM Expiry Date: **2028**



\*Capacity Utilization Rates are based on the respective plants' MWe capacities.



# PETROLEUM PRODUCTS

## AYTEMİZ

Aytemiz Akaryakıt A.Ş., which started to operate in the fuel sector in 1963, has continued its activities under the Aytemiz brand as we know it today since 2010. Following the partnership with Doğan Group in 2015, Aytemiz maintained its growth trend, strengthening its position in the sector as a well-established and reputable company in petroleum retail trade. The company currently operates with its owned İzmit, Kırıkkale, Trabzon, Mersin and Alanya terminals and a total storage capacity of 250 thousand m<sup>3</sup>.

As a young and dynamic player in the fuel sector, Aytemiz is among the most preferred brands with its innovative services, technological infrastructure and high customer satisfaction. Aytemiz, which introduced the first and only Motorist-Friendly Station concept in the world and in Turkey, currently operates in 44 provinces and offers this concept in its own 147 stations.

Aytemiz also launched a digital project to increase the scope and recognitions of its Motorist-Friendly Station concept. Thanks to its partnership with Hepsiburada, enabling fuel purchasing via an e-commerce platform as a first in the world, customers benefit from fast contactless payment at all Aytemiz stations using the Aytemiz Vaay Digital fuel codes.

In addition to all these activities, Aytemiz also opened the world's first fuel station in Metaverse. With the station opened in Decentraland, the most popular universe of Metaverse, Aytemiz became the first fuel company to enter this environment.



**568**  
Stations

**250 thousand m<sup>3</sup>**  
Storage Capacity

**Metaverse**  
The first fuel company to enter this universe





# INDUSTRY AND TRADE

We adopt an innovative approach, engage in R&D activities, prioritize quality, and leverage our design strength to make a difference in our fields of operation.

Ditaş, a part of our industry group, operates in the automotive, defense industry and spare parts sectors, while Sesa in the flexible packaging and barrier films sector. Meanwhile, Doğan Holding continues its strong growth in the industry and commerce segment with new acquisitions.

Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş. (Ditaş), founded in 1972 is a leading manufacturer of steering and suspension system parts for OEMs (Original Equipment Manufacturer) in Turkey, catering to the original equipment suppliers and the aftermarket.

Sesa Ambalaj ve Plastik Sanayi Ticaret A.Ş. (Sesa), founded in 1989, operates with a team of experts, manufacturing multi-layer flexible packaging and barrier films with its total quality philosophy. Always aiming to create 100% customer satisfaction, Sesa manufactures bobbins and bag products, and also offers design and repro services to its customers. In addition to food packaging, Sesa also produces non-food packaging for products such as cosmetics and pesticides. Maksipak Ambalaj was acquired in 2022 to support Sesa's strategic product development and strong organic growth.

Ditaş  
**12,000**  
tons of product – annual  
production capacity

Sesa Ambalaj  
**19,000**  
tons – annual production  
capacity



# AUTOMOTIVE TRADE AND MARKETING

Doğan Trend Automotive (Doğan Trend) was founded in 2020 to gather Doğan Group's automotive and mobility companies and brands under one umbrella. In addition to distributorships, the company also runs e-commerce platforms to market its retail, rental and mobility brands.

The company is the representative of: Suzuki, the automobile, motorcycle and marine engine manufacturer; the British brand MG; iconic Vespa; famous Italian brands Moto Guzzi, Aprilia and Piaggio; KYMCO, one of the largest global scooter manufacturers; Silence, Europe's leading electric motorcycle producer; and Wallbox, a leader in vehicle charging systems. With the addition of the Dutch electric bicycle and micro-mobility brand Bimas Bikes and Okai kick-scooters to its portfolio in 2021, Doğan Trend Automotive became the first automotive company in Turkey to have all mobility vehicles from automobiles, motorcycles and bicycles to marine engines under one umbrella. Doğan Trend Automotive, focusing particularly on sustainable electric mobility brands, holds the exclusive distributorship of the British MG automobile and MG Electric brands; Wallbox, the vehicle charging brand for smart cities and sustainable mobility; Silence, European leader in the electric motorcycle segment; Bimas e-bicycles from the Netherlands, the homeland of bicycles; and OKAI kick-scooter brands.

In 2022, the charging station manufacturer Wallbox reached 11 dealers in total with the addition of three more to its network. The petrol version of ZS, the best-selling MG model in 2022, was offered with a free electric bicycle to promote the environment-friendliness and sustainability concepts and communicate the e-mobility message to the consumers.

## Highest market share yet

Suzuki captured its highest ever retail sales figures in its 20-year history in Turkey, capturing a market share of 1.17%.

## Top Selling Hybrid Vehicle Brand

In 2022, 95% of all the Suzuki automobiles sold were hybrid, making it the Top Selling Hybrid Vehicle Brand.

# FINANCING AND INVESTMENT

**TL 1 billion+**  
**asset size**

(as of year-end 2022)

**UN Global Compact  
Signatory**

## DOĞAN INVESTMENT BANK

As a trusted institution that adopts the service excellence approach, Doğan Investment Bank offers financing and investment solutions tailored to customer needs and expectations. Following its mission of creating sustainable added value for all its stakeholders, Doğan Investment Bank maintains its profitable growth with a diversified financing base.

**2022**

Doğan Investment Bank, wholly owned by Doğan Group, started its operations on August 2, 2021 with the vision of becoming a leading investment bank that supports Turkey's economic development and a strong international finance institution operating in the country. Doğan Investment Bank offers innovative world-class financial solutions drawing from its knowhow and experience in local and international markets, its responsible banking philosophy and entrepreneurial culture, and mission of continuously creating added value for all its stakeholders.

In line with Doğan Impact Plan, the bank adopts the same sustainability vision and ensures compliance with international standards in its lending policies. Doğan Investment Bank, which became a signatory of UN Global Compact in 2022, aims to contribute to the green transformation of Turkish companies that are required to comply with the obligations imposed by the EU Green Deal for engaging in foreign trade relations with Europe, and to secure financing from local and international markets for this purpose. With activities gaining momentum toward the next-generation investment banking target, Doğan Investment Bank's asset size exceeded TL 1 billion TL as of year-end 2022.



# REAL ESTATE INVESTMENTS

Doğan Holding maintains its continuous service approach focused on people and the environment in all its fields of operation, including real estate investments.

D Gayrimenkul Yatırımları ve Ticaret A.Ş. (D Real Estate) engages in leasing, buying and selling all kinds of properties in and out of the country.

Trump Towers, acquired by D Real Estate in 2018, features a 36-floor office tower and the five-floor Trump Shopping Center. Built on a total construction area of 182,000 m<sup>2</sup>, the property includes an office building (86 independent units) with a leasable area of 34,674 m<sup>2</sup> and a shopping center (214 independent units) with a leasable area of 42,554 m<sup>2</sup>.

**82,000 m<sup>2</sup>**  
Total land area of Trump Towers

**36**  
Trump Office floors

**96%**  
Occupancy rate



# INTERNET AND ENTERTAINMENT

Doğan Yayıncılık, a leading publisher of the literary world, and Doğan Burda, contributing to the publishing sector with 71 magazines, are among our internet and entertainment investments.

## Doğan Yayıncılık

Doğan Yayıncılık is a leading Turkish book and magazine publisher with a wide range of publications for readers of all ages and interests. The publishing house, selling more than five million books and magazines annually, is an influential institution in the Turkish cultural sector thanks to its authors and books.

## Doğan Burda

Doğan Burda is the leader of magazine publishing in Turkey with a range of magazines featuring original and creative content. In 2022, the sales volume of Doğan Burda reached 2 million copies with a total of 92 publications, including 2 bimonthly, 11 monthly and 79 other periodical magazines.

Doğan Burda Magazine maintained its market leadership in 2022 in terms of both the number of prints and advertisements. The company's advertising revenues grew by 83% year on year, reaching TL 87.9 million in 2022. Already working on revamping and relaunching some of its websites to increase its digital efficiency and strengthen the relevant revenue channels, Doğan Burda will continue its digital transformation activities in 2023.



## Doğan Yayıncılık

**5 million+**

books and magazines sold annually

## Doğan Burda

**2**  
bimonthly  
magazines

**11**  
monthly  
magazines

**79**  
periodical  
magazines

Total  
**92**  
publications

**2 million**  
copies sold in 2022

# 2022 HIGHLIGHTS

## Doğan Holding: Growth Through Value Creation

Doğan Holding maintained its successful growth trend in all its fields of operation in 2022, when the impact of the pandemic further decreased, continued to elevate its performance with its mission of creating value, and added new companies to its portfolio.

## Galata Wind

### Contributing to Sustainable Growth with Clean Energy

Galata Wind generates nearly 1.9 TWh of energy annually at its hydroelectric, wind and solar power plants, which only use local resources, and makes a significant contribution to the national economy in reducing the current account deficit.

Once permission was granted to build a 42.5 MW Hybrid Solar power plant in Taşpınar WPP, construction work started in 2022.

## Ditaş

### Ongoing R&D Investments

As of 2022, Ditaş has developed 11 R&D projects in total, including two approved by TÜBİTAK, one industry collaboration, one currently under examination by TÜBİTAK, and seven approved by the Ministry of Industry.

Furthermore, many investments were made in automation, capacity, testing capabilities and digitalization in 2022.

## Aytemiz

### Customer-centric approach

As of year-end 2022, Aytemiz contributes to the national economy with more than 560 stations across Turkey.

A key service introduced in 2022 was the Aytemiz Vaay app. With the number of users growing by the day, Aytemiz Vaay app offers contactless and fast payment options, ease of use, and advantages to the drivers.

## Sesa

### Increase in Export Share

Sesa invested a total of Euro 7.1 million in 2022 in capacity increase and quality improvement investments and a new campus construction in line with its growth targets.

The increasing export share reached 45.6% in 2022.





## Doğan Foreign Trade

### Continued Growth

Doğan Foreign Trade further increased its business volume in raw material supply and cardboard and packaging in 2022.

The company's revenues reached TL 1.7 billion with a year-on-year increase of 81%.

## Doğan Burda

### Undisputed Leader of Magazine Publishing

Doğan Burda, the leading magazine publisher in Turkey with magazines featuring original and creative content, sold 2 million copies in 2022.

## Doğan Trend Automotive

### Growth Supported by Global Partnerships

Doğan Trend Automotive expanded its growth beyond the country's borders by taking important steps in 2022, and strengthened its partnership with KYMCO by reached an agreement on motorcycle production in Turkey.

## D Real Estate

### People- and Environment-Centric Services

Following the façade renovation work, Trump Shopping Center gained a more modern look and reached a 96% occupancy rate as of year-end 2022.

## Doğan Investment Bank

### Innovative World-Class Financial Solutions

Doğan Investment Bank introduced digital solutions and the SME Credit-D (Kobi KrediD) Platform in 2022, facilitating the processes for SMEs to apply for operating capital loans and access financing quickly through digital channels.

The bank became a signatory of UN Global Compact in 2022.

# ECONOMIC PERFORMANCE

We recognize that sustainable growth can only be possible when we deliver economic performance in line with our targets, and we continue to work by creating added value for all our stakeholders.

The year 2022 saw the Russia-Ukraine war that started in February affecting various sectors globally. The frequency and severity of extreme weather events in 2022 and the climate crisis becoming increasingly more evident forced all companies to find different solutions.

As the disruptions in the global supply chain continued in the aftermath of the COVID-19 pandemic and increased production costs in an environment where demand was rapidly rising, the war and unexpected weather events led to significant spikes in energy costs. With the increase in global inflation, the central banks of both emerging and developed economies started to adopt tighter monetary policies. Due to the devaluation of the Turkish Lira in late 2021 and the first half of 2022 and global trends, inflation rates in Turkey remained high throughout the year, resulting in an annual increase of 64% in consumer prices as of year-end. As a result of the selective loan growth policy adopted in the second half of the year and the implementation of macro prudential measures, the devaluation and volatility of the Turkish Lira decreased to a degree. With economic activity maintaining a strong trend for most of the year, Gross Domestic Product (GDP) increased by 5.6% in 2022.



Doğan Holding's total consolidated assets increased by 89% year on year, reaching TL 42,231,573 thousand in 2022.

The company's consolidated short-term liabilities amounted to TL 14,850,734 thousand (31.12.2021: TL 5,932,448 thousand), and long-term liabilities to TL 3,876,571 thousand (31.12.2021: TL 2,042,610 thousand).

As of 31.12.2022, Doğan Holding's total consolidated cash, cash equivalents, and financial investments amounted to TL 17,093,740 thousand, while the consolidated net cash calculated by including short- and long-term borrowings and other long-term financial liabilities was TL 5,193,099 thousand (31.12.2021: TL 5,065,142 thousand net cash).

In 2022, Doğan Holding increased its revenues by 173% to TL 45,872,000 thousand. Doğan Holding also increased its consolidated gross profits by 139% year-on-

year, and posted TL 5,589,836 thousand (2021: TL 2,341,408 thousand). However, gross margins declined slightly from 13.9% to 12.2%. Doğan Holding's Consolidated Earnings Before Interest, Tax, Depreciation and Amortization (EBITDA) increased by 151% year on year to reach TL 4,060,510 thousand (2021: TL 1,617,380 thousand). The power generation, automotive trade and marketing, and industry and commerce segments were key in driving this growth. The EBITDA margin dropped from 9.6% the previous year to 8.9%.

The Holding's net profit for the period increased by 113%, supported by strong economic activity, new business lines, the contribution of inorganic acquisitions, and the sales of assets out of our strategic focus, as well as operational improvements, and fair value gains of investment properties, resulting in TL 6,014,410 thousand in profit as of year-end 2022 (2021: TL 2,828,476 thousand profit).

# CORPORATE GOVERNANCE

At Doğan Holding and Group companies, we adopt a robust corporate governance approach in line with Doğan Impact Plan and build fair, transparent, responsible and accountable relationships with all our stakeholders.

Driven by its innovative vision, Doğan Holding continues to lead change and development in all the sectors it operates.

Doğan Group Companies operate in an entrepreneurial, consistent, flexible, transparent environment that promotes communication and teamwork in line with a governance approach that embraces the sustainability and responsible investment strategy of the Holding.

## Organizational Structure

As the highest governing body, the Board of Directors determines the strategies with a holistic approach, including sustainability, sets the targets, and oversees the management performance of the Holding and Group companies.

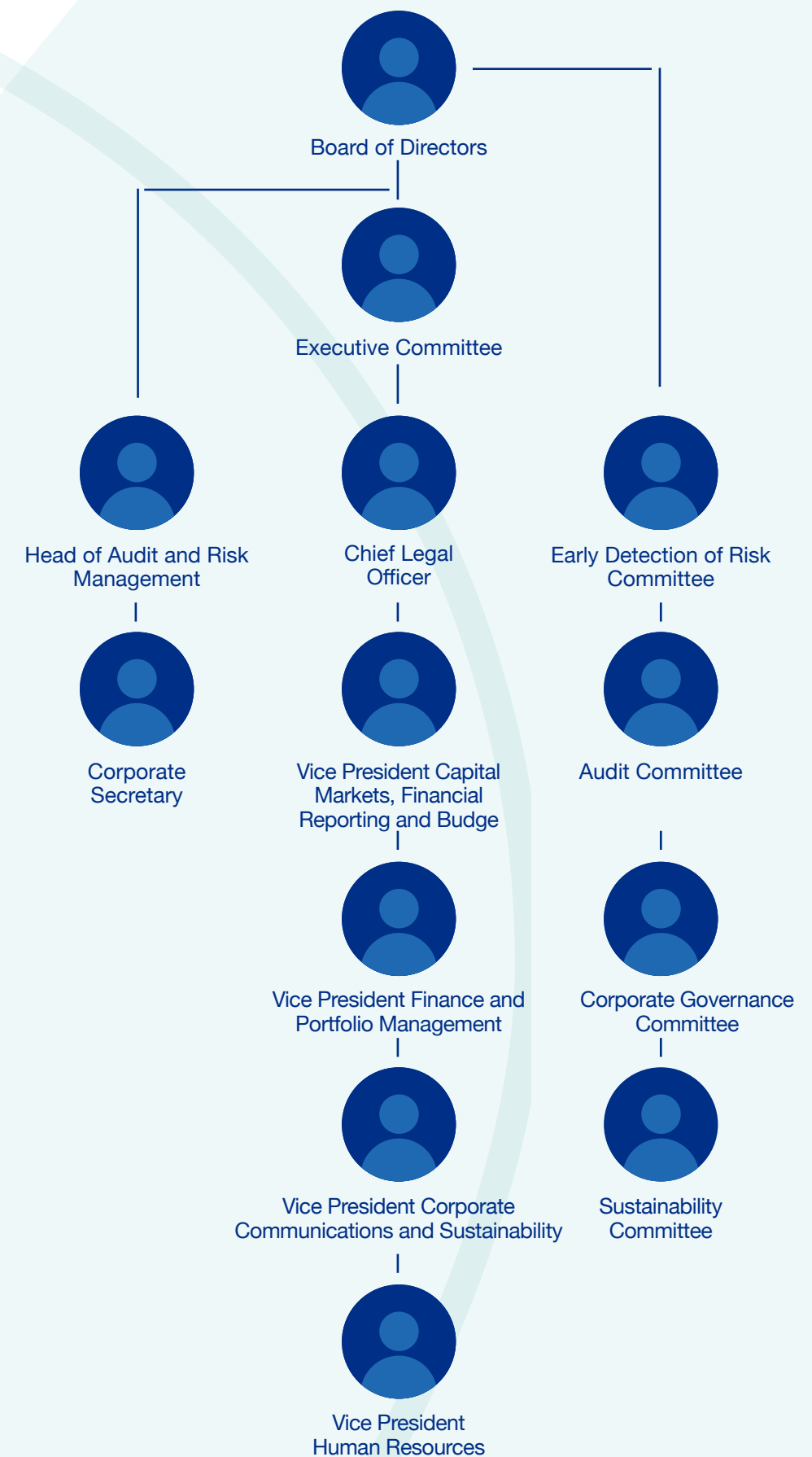
The Board of Directors consists of **11 MEMBERS**, including four independent and five women.



Executive Committee, Audit Committee, Corporate Governance Committee, and Early Detection of Risk Committee support the Board of Directors in fulfilling its duties and responsibilities. The duties of the Nomination and Remuneration committees are assumed by the Corporate Governance Committee.

In line with the principle of segregation of duties, the roles of Chairperson and Chief Executive Officer are assigned to different individuals.

# DOĞAN HOLDING ORGANIZATIONAL CHART





COMMITTEE	DUTIES
Executive Committee	Responsible for Doğan Holding's executive activities
Audit Committee	Implementing the necessary measures to ensure that all internal control activities and independent audits are performed adequately and transparently, and ensuring the effective implementation of the internal control system.
Corporate Governance Committee	Monitoring the company's compliance with the Corporate Governance Principles, making improvements as needed, providing recommendations to the Board of Directors, overseeing the activities of the Investor Relations Department.
Early Detection of Risk Committee	Detecting the risks that may endanger the existence, development and continuity of the company, implementing the necessary measures against the identified risks, and managing the risks.
Sustainability Committee	Determining the Holding's environmental, social and corporate governance sustainability strategy, ensuring coordination between Group companies, and implementing, monitoring and supervising the sustainability policies, goals and practices.

## Doğan Holding, currently listed in the BIST Sustainability Index, also became a constituent of the BIST Sustainability-25 index, calculated since November 2022.

### BIST Sustainability Index

Doğan Holding is listed in the BIST Sustainability Index, whose constituents are companies with high corporate sustainability performance and which allows companies to compare their corporate sustainability performance locally and globally while enabling them to improve their corporate transparency and accountability and risk management skills regarding sustainability.

Starting from November 2022, the Holding was also included in the **BIST Sustainability 25 Index**, which consists of large and liquid companies with high sustainability performance that rank among the 25 companies with the highest average daily trading volume and market value of shares in actual circulation and that meet the minimum required sustainability rating.

## Rating agency SAHA Kurumsal Yönetim ve Kredi Derecelendirme Hizmetleri A.Ş. upgraded our corporate governance rating from 9.53 (out of 10) in 2021 to 9.56 (95.57%) in 2022.

### Corporate Governance Rating

Doğan Holding and all Group companies adopt the concepts of equality, transparency, accountability and responsibility of the Corporate Governance Principles, published by the Capital Markets Board, as part of their corporate culture.

The rating agency SAHA Kurumsal Yönetim ve Kredi Derecelendirme Hizmetleri A.Ş., licensed by the CMB to perform ratings in accordance with the Corporate Governance Principles, upgraded our corporate governance rating to 9.56 (95.57%) out of 10.

Please click [here](#) to view Doğan Holding Corporate Governance Compliance Report.

# RISK MANAGEMENT

Sustainability as a concept not only affects business continuity in Doğan Holding but also brings risks and opportunities. Therefore, the financial, operational, strategic, information technology, occupational health and safety, and compliance risks of Group companies are monitored together with the respective company managements, and recommendations are made in light of the data obtained.

These risks are managed by the Executive Committees of the Holding and the individual companies, while audit and certified public accounting firms may be involved in the risk management process when needed.

Audit and Risk Management Group conducts risk-based audits and monitors the major risks as part of its risk management activities. The Holding's Executive Committee also assesses the potential risks, existing controls and action plans, shares its opinions with senior managements of the Group companies, follows the actions through.

The Early Detection of Risk Committee ensures that risks are detected ahead of time, necessary measures regarding the identified risks are implemented, actions are taken to manage the risk and the risk management systems re reviewed at least once a year. Meanwhile, the Early Detection of Risk Committees of publicly traded Group companies convene every other month to assess the risks and report their findings to their respective boards of directors.





Risks	How We Manage
<b>A-Financial Risk Management</b>	<p>In order to protect itself from exposure to financial risks, Doğan Holding takes into account the FX liabilities of the Group companies and uses various derivatives options to hold FX positions in the parent company and group companies, take positions for the liabilities in parallel to the liquidity of the group companies, and balance the risks.</p> <p>The group companies also assess their positions internally to achieve a balance between the main operating currencies of the company and its financial debts through the widespread use of financial hedging products under the responsibility of the respective companies.</p> <p>All subsidiaries manage their financial risks in line with the general principles determined by the Board of Directors. Compliance with the established hedge policies is monitored as part of the Treasury Control Department's business plan. The Central Treasury System application enables the calculation of daily market values of all kinds of financial instruments (including options and forward purchases/sells) and asset-liability management.</p> <p>The positions of Doğan Holding and Group companies are reported with daily market data. The total benefit and volume data provided by Doğan Holding's central treasury structure is monitored and reported by the Central Treasury System, while the internal control system in transactions is reviewed by the Treasury Control Department.</p>
<b>Credit/Receivables Risks</b>	<p>Credit risk is the probability that a counterparty may default on its contractual obligations to the Group. Credit risk also covers the receivables of Group companies.</p> <p>Group companies are exposed to receivables risks due to their trade receivables arising from their forward sales. The managements of the group companies mitigate those risks by determining individual credit limits for each customer and securing collaterals when needed. Trade receivables are evaluated by the respective company's management and Doğan Holding Finance Management at regular intervals, while activities are carried out for the health and collection of receivables, and provisions are reserved for bad debts as needed.</p> <p>The activities of Audit and Risk Management Group include assessments of the receivable exposure and collateral structure of the Group companies, and are shared with Group companies and Doğan Holding Senior Management.</p>
<b>Interest Rate Risks</b>	<p>The Group is exposed to interest rate risks arising from rate hikes on interest-bearing assets and liabilities. These exposures are managed through natural hedges that involve offsetting assets and liabilities susceptible to interest rate changes, and limited use of derivative instruments.</p>
<b>Liquidity Risks</b>	<p>Prudent liquidity risk management refers to 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.</p> <p>For each business unit of the Group, the risk related to funding the current and future borrowing requirements is managed by ensuring the continuous availability of a sufficient number of high-quality lenders.</p> <p>Accordingly, bank limits are determined in accordance with the treasury policy by considering the risks and the operation forecasts of the companies. The Treasury Control Department regularly monitors the credit utilization limits with the banks.</p>

Risks	How We Manage
<b>Foreign Exchange (FX) Risks</b>	<p>Foreign exchange arises when unfavorable changes occur in exchange rates and affect liabilities in foreign currency denominations. These risks are monitored and mitigated through foreign currency position analyses. Scenario analyses and stress tests are also used to analyze FX positions.</p>
<b>Capital Risk Management</b>	<p>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, the company strives to maintain a capital structure that aligns with the Group's activities.</p> <p>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.</p> <p>The Group monitors the capital using the net liability/total capital ratio. Net liability is calculated by deducting cash and cash equivalents, derivative instruments and tax liabilities from the total liability amount. Total capital, as shown in the consolidated financial statements, is calculated by adding the shareholders' equity and net liabilities.</p>
<b>B-Legal Risks</b>	<p>There are no outstanding lawsuits filed against Group companies that could jeopardize the continuity of operations or damage their financial structure.</p> <p>The legal disputes and cases related to the business activities of Group companies are handled internally by the Legal Affairs Department under the umbrella of Doğan Group. This organizational structure enables the Group to offer the services of attorneys specializing in various areas of law to its subsidiaries. The Legal Affairs Department also provides legal advice on all matters of law as needed by Doğan Holding and its subsidiaries, and may enlist the services of attorneys specializing in various areas, ensuring that the quality of such services is always monitored.</p> <p>Legal risks are also evaluated as part of the risk management activities and reported to the Senior Management.</p>
<b>C-Information Technology Risks</b>	<p>The Group recognizes the importance of ensuring information security regarding the SAP system used by Group companies and other applications and software. Accordingly, the Holding has developed policies, regulations and procedures for subsidiaries to ensure that the information obtained and used is up to their requirements, consistent, effective, accessible and reliable at all times..</p> <p>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 for information security, and conduct audits as needed.</p> <p>Furthermore, the Holding's Information Security Committee was updated, and started to hold meetings to address the entire Group's information technology risks and evaluate the actions with a synergistic approach.</p> <p>The Holding has made necessary internal assignments in accordance with the provisions of the Law on the Protection of Personal Data (KVKK), and established the Holding KVKK Committee to implement the necessary administrative and technical measures.</p>



## CODE OF ETHICS

Doğan Group Code of Ethics governs how Doğan Holding and all Group companies operate, and requires that relationships with all stakeholders are always built on the principles of fairness, transparency, responsibility, and accountability.

The Code of Ethics comprises the principles and rules that the 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 or disputes that may arise between employees, business partners, customers and the organization.

All the managers and employees are expected to do their part in upholding the reputation of Doğan Group by adhering to the core principles set forth in this document in all their relationships and business dealings.

The Ethics Line (whistleblowing) was launched in 2021 to enable all the employees who want to report or seek advice on a behavior or practice in violation of the Code of Ethics and Business Conduct to submit their notifications.

Please click [here](#) to view Doğan Group Code of Ethics and Business Conduct.





## ANTI-BRIBERY AND CORRUPTION

Doğan Group adopts a zero-tolerance policy toward 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 2022.

Please click [here](#) to view Doğan Group Anti-bribery and corruption Policy.

## PROTECTION OF PERSONAL DATA

At 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 applicable legislation, including the Constitution of the Republic of Turkey, international human rights conventions to which Turkey is a party, and Law No. 6698 on the Protection of Personal Data (“KVKK”), and to ensure that the data subjects may exercise their rights effectively.

Therefore, we carry out all procedures related to processing, storing, and transferring all personal data we have obtained during the course of our activities, in accordance with Doğan Group Personal Data Protection and Processing Policy.

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

Protecting personal data and ensuring the fundamental rights and liberties of natural persons whose personal data is collected constitute the core principle of our policy governing the processing of personal data. Accordingly, we carry out all activities involving personal data processing by respecting the protection of the privacy of personal lives, confidentiality of communication, freedom of thought and faith, and the right to seek effective legal remedies. We take all administrative and technical measures needed to protect personal data in accordance with applicable legislation and current technology, as required by the nature of the relevant data.

# INTERNAL AUDIT AND CONTROL

The Audit Committee oversees the functioning of Doğan Group's internal audit and control systems.

Doğan Holding Internal Audit and Risk Management Group (Department) conducts group-wide audits as part of its assurance duty and within the framework of the annual risk-based audit plan, and duly follows the actions regarding the audit results through. The department has continued to carry out these activities in 2022.

In an advisory capacity, the department provided training on the internal control framework for the senior managements of the subsidiaries. The department also drafted sets of guidelines to address risks of abuse with the aim of increasing awareness about internal control responsibility within the Group.

The plans for 2023 include continuing with the training programs at the subsidiaries, concentrating on the implementation principles of Doğan Holding Internal Control Framework, increasing engagement with professional organizations, and introducing artificial intelligence applications into the audits.





# SUSTAINABILITY APPROACH





# SUSTAINABILITY APPROACH

At Doğan Group, we know that sustainability is not limited to taking responsibility for future generations, and we strive create positive impact within our sphere of influence.

According to the latest predictions in the annual Global Risks Report published by the World Economic Forum, “failure to mitigate climate change” (climate action problems) is again listed among the top global risks by severity in the next ten years, followed by other environmental risks such as extreme weather conditions and biodiversity loss. The list also includes erosion of social cohesion, employment and livelihood crises, infectious diseases, human damage to the environment, natural resource crises, debt crises, and geoeconomic confrontation.

Recognizing all of these risks, we carry out our activities with a value-driven approach and create positive impact. Accordingly, we invest in areas that will create added value and solve problems in the future. We also take steps by involving our internal and external stakeholders in all aspects of sustainability, which we approach from a systemic perspective.



We move forward by involving our stakeholders in all our environmental, social and financial actions. With the Sustainability Guide introduced in 2022, we plan to effectively spread our sustainability approach to all our internal and external stakeholders. In line with our responsible investment approach, we adopt sustainable development-focused business models in new investments, while also transforming our existing business models accordingly.

At Doğan Holding, we use the ABCD methodology developed by The Natural Step in implementing our sustainability strategy. After defining our vision, we create our roadmap by looking at the present from this perspective. Once we analyze the current situation based on our vision, we set our strategy and targets, start implementing them, and monitor the progress. To summarize the process in 4 steps:

- 1. Where are we?** (Current situation): This step involves assessing the current situation in every unit of the organization and conducting a materiality analysis, including sustainability-related practices, stakeholder expectations, local and global trends.
- 2. Where do we want to be?** (Vision): This step involves deciding on where and in which position the company aspires to be on material sustainability topics of the company in the medium and long term. The findings are then presented to the stakeholders.
- 3. How do we get there?** (Strategy, target setting, and implementation): This step includes the stages of determining targets (Key Performance Indicators - KPIs) and action plans to assess the risks and opportunities related to the material topics, capacity building within the organization, and ensuring that the employees take ownership of the issues (integration into the corporate culture).
- 4. How do we know we are there?** (Performance tracking and reporting): The last step involves establishing management systems for tracking KPIs, forming teams, determining goals and processes, and implementing action plans, followed by sharing the progress with the internal and external stakeholders and gathering feedback.

Click [here](#) to view the Sustainability Guide.



In line with our Sustainability Approach, we at Doğan Holding strive to minimize environmental risks for the future of humanity and natural life and to transform opportunities into successes that create added value. We recognize that sustainability is a key value that should be embraced today and tomorrow and develop in-depth solutions for global and local problems. We believe that sustainability should be achieved in production and business processes and aim to create positive impact by going beyond reducing environmental impact. Therefore, we adopt an equitable and inclusive business model that takes care of all stakeholders from employees and business partners to supply chain and customers.

With sustainability becoming an integral part of its business strategy, Doğan Holding manages sustainability efforts systematically under one umbrella.

Doğan Impact Plan, designed to contribute to solving the ecological, social and financial problems, shapes the sustainability strategies of the Holding and Group companies with its “investing in the planet, an inclusive society and the future” approach.

Doğan Holding adopts specific principles in terms of adding value to the world by taking firm steps against climate change, to society by promoting equality and local production, and to the future with its constant pursuit of innovation.

#### **In line with its Sustainability Principles, Doğan Holding:**

- Considers protecting the environment as a major duty for a healthier future.
- Develops products and services that respect the environment.
- Measures the environmental impact of its operations and takes actions to improve its environmental footprint.
- Adopts an equitable and inclusive business model that values all its stakeholders, from the employees and business partners to the supply chain and customers; stands against all forms of discrimination
- Promotes human rights, equal opportunity and ethical values in all its activities.
- Works to spread Doğan Group’s sustainability approach to all the stakeholders
- Establishes relationships built on trust in all local and international partnerships.
- Fosters its entrepreneurial vision with open innovations, cross-industry collaborations and partnerships
- Adopts sustainable development-focused business models in new investments in line with its responsible investment approach and transforms existing business models accordingly.
- Bases its investment decisions on innovation, social benefit and environmental protection.

Doğan Holding shapes all stages of its activities in line with **United Nations 2030 Sustainable Development Goals** and remains committed to key international sustainability initiatives such as **UN Global Compact** and **UN Women’s Empowerment Principles** as a signatory, and **World Economic Forum Stakeholder Capitalism Metrics**, which guide its sustainability efforts.

#### **UN Global Compact**

By becoming a signatory of UN Global Compact, the world’s largest corporate sustainability initiative in 2020, we at Doğan Holding committed to abiding by 10 principles on human rights, labor standards, environment and anti-corruption. The progress report we submitted in 2022 can be viewed by clicking the link below. **UN Global Compact Compliance Table** is provided in the annexes of this report.

#### **UN Women’s Empowerment Principles**

UN Women’s Empowerment Principles (WEPs), a joint effort of UN Women and UN Global Compact, is a guideline designed for private sector’s gender equality practices. At Doğan Holding, we signed UN Women’s Empowerment Principles in 2021 and published the Gender Equality Guide for all our stakeholders to adopt in their processes.

Click [here](#) to view the Gender Equality Guide.

#### **World Economic Forum (WEF) Stakeholder Capitalism Metrics**

World Economic Forum (WEF) Stakeholder Capitalism metrics form an integral part of our sustainability strategy and corporate reporting. Stakeholder Capitalism Metrics offer a powerful tool for us at Doğan Holding to measure our sustainability impact with transparency and accountability.

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.

A detailed list of **World Economic Forum (WEF) Stakeholder Capitalism Metrics**, which we committed to disclose in our 2021 report, is provided in the annexes of this report.

Click [here](#) to view our Sustainability Policy, which includes our detailed Sustainability Approach.



**BETTER IS  
POSSIBLE**

# BETTER IS POSSIBLE

**It is possible to stop climate change.**

At Doğan Holding, we separate our financial growth from our climate impact with our work focused on investing in the planet.

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

At Doğan Group, we donated one hundred thousand tree saplings to TEMA Foundation to help with the reforestation efforts in the regions affected by wildfires.

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

Working in coordination with WWF Turkey (World Wildlife Fund), with the permission of the Ministry of Agriculture and Forestry, and in partnership with Muğla Metropolitan Municipality, we contributed to bringing a high capacity firefighting helicopter to the country. We also partnered with HAYTAP to build field hospitals.

**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.**

At Doğan Holding, we published our Gender Equality Guide and became a signatory of WEPs.

**It is possible to cherish knowledge, wisdom and understanding, and make what is valuable, sustainable because:**

**We all deserve to live in a better world.**

**It falls on all of us to leave a more livable world to our children.**

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



# DOĞAN IMPACT PLAN

**Doğan Impact Plan** is a strategy that facilitates the evaluation of sustainability transformations and performances of both the Holding and Group Companies.

In line with Doğan Impact Plan, the sustainability goals of Doğan Holding are built on three pillars: “**value for the future**”, “**value for society**”, and “**value for the planet**”.

These three pillars are determined to contribute to the solution of ecological, social and financial problems.

We define our narrative in **Doğan Impact Plan** as follows:

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 shaping 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 the future by continuously pursuing innovation.

*Guided by Doğan Impact Plan, developed in line with our responsible holding approach and 2030 Vision, we invest in an inclusive society and in the future by becoming carbon neutral in operations by 2030.*

Doğan Impact Plan, which we created to fulfill our responsibilities and build a better future in collaboration with our stakeholders, promotes our approach to “investing in the planet, investing in an inclusive society, and investing the future” and enables us to evaluate the sustainability performances of our group companies, in which we also invest.

We determined these three pillars to contribute to the solutions to the ecological, social and financial problems of today. We aim to help build a society that will live in safety and peace in the future by implementing innovative solutions. In doing so, we will adequately do our part in fulfilling the responsibilities that fall on the private sector.



## INVESTING IN THE FUTURE

We are committed to fostering our entrepreneurial vision through open innovation and cross-sectoral collaborations and partnerships.

We plan to increase the share of sustainability investments, driven by innovation, across Doğan Group by 2030.

**Our goal: Increasing the share of sustainability investments across Doğan Group by 2030.**

## INVESTING IN AN INCLUSIVE SOCIETY

We adopt an equitable and inclusive business model that benefits all stakeholders, from our employees and our business partners to the supply chain and customers. And we stand against all kinds of discrimination.

**Our goal: To increase women's representation on boards of directors across the Group to at least 30% and management levels to at least 40% by 2025.**

## INVESTING IN THE PLANET

We assume protecting the environment for a healthier future as our primary duty and value every living being on the planet. We act as stewards of our planet by taking concrete steps against climate change. And we measure the environmental impact of our operations, while taking action to improve our footprint.

At Doğan Group, we aim to become carbon neutral in our operations (Scope 1+2) and recover 100% of our water consumption by 2030.

**Our goal: To become carbon neutral in Doğan Group's operations and recover 100% of our water consumption by 2030.**



# SUSTAINABILITY MANAGEMENT

Doğan Holding's activities, performance and practices within the scope of its material sustainability topics are managed by the Board of Directors, the highest governing body, in line with the overarching **Sustainability Policy**.

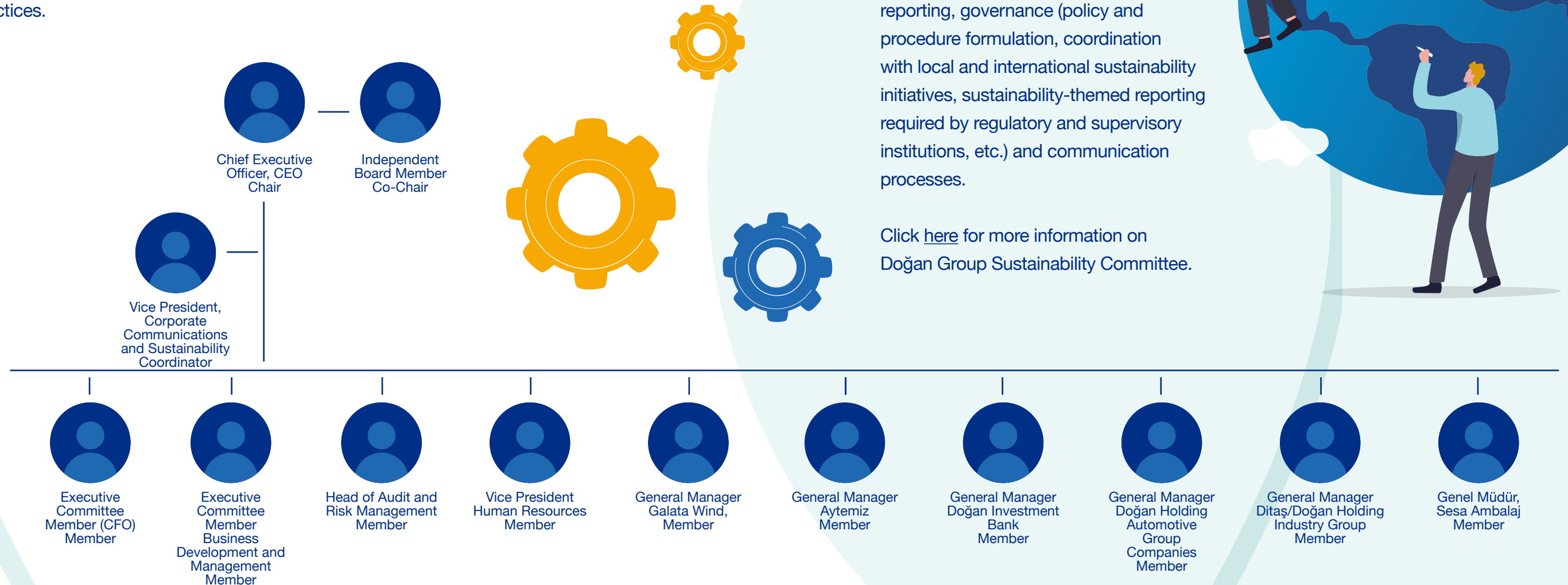
**Doğan Group Sustainability Committee** was established and started to operate in 2022 as part of our efforts to manage and spread our sustainability approach and activities wider across Doğan Group.

The Sustainability Committee, reporting to the Board of Directors, is tasked with determining the environmental, social and corporate governance sustainability strategy of the Holding, facilitating coordination among Group companies, and implementing, monitoring and overseeing the sustainability policies, goals and practices.

The “Sustainability Committee Working Procedures and Principles”, which governs the working principles of the committee, has been drafted and presented to our internal and external stakeholders on the corporate website.

The Corporate Communications and Sustainability Department is responsible for coordinating the sustainability efforts across the Holding and Group Companies. The department is also tasked with all sustainability-related reporting, governance (policy and procedure formulation, coordination with local and international sustainability initiatives, sustainability-themed reporting required by regulatory and supervisory institutions, etc.) and communication processes.

Click [here](#) for more information on Doğan Group Sustainability Committee.



# DOĞAN IMPACT TEAM

Doğan Impact Team consists of working groups composed of employees from group companies, focused on specific themes under the Sustainability Committee, and implements the actions to achieve the material sustainability topics and targets set within the scope of Doğan Impact Plan.

Doğan Impact Team convened at the Doğan Holding Headquarters in 2022 and determined the secondary actions to achieve the Doğan Impact Plan targets.

# REPORTING

**Doğan Holding improved its CDP Climate Change Program score from C to B in 2022.**

Aiming to disclose our group's sustainability efforts and the value created in this field to the stakeholders accurately and transparently, we publish annual Sustainability Reports and respond to the CDP Climate Change Program. Doğan Holding's Annual Report and the CMB Sustainability Principles Compliance Framework also contain detailed information on the sustainability efforts of the Holding and Group Companies.





# MATERIAL TOPICS

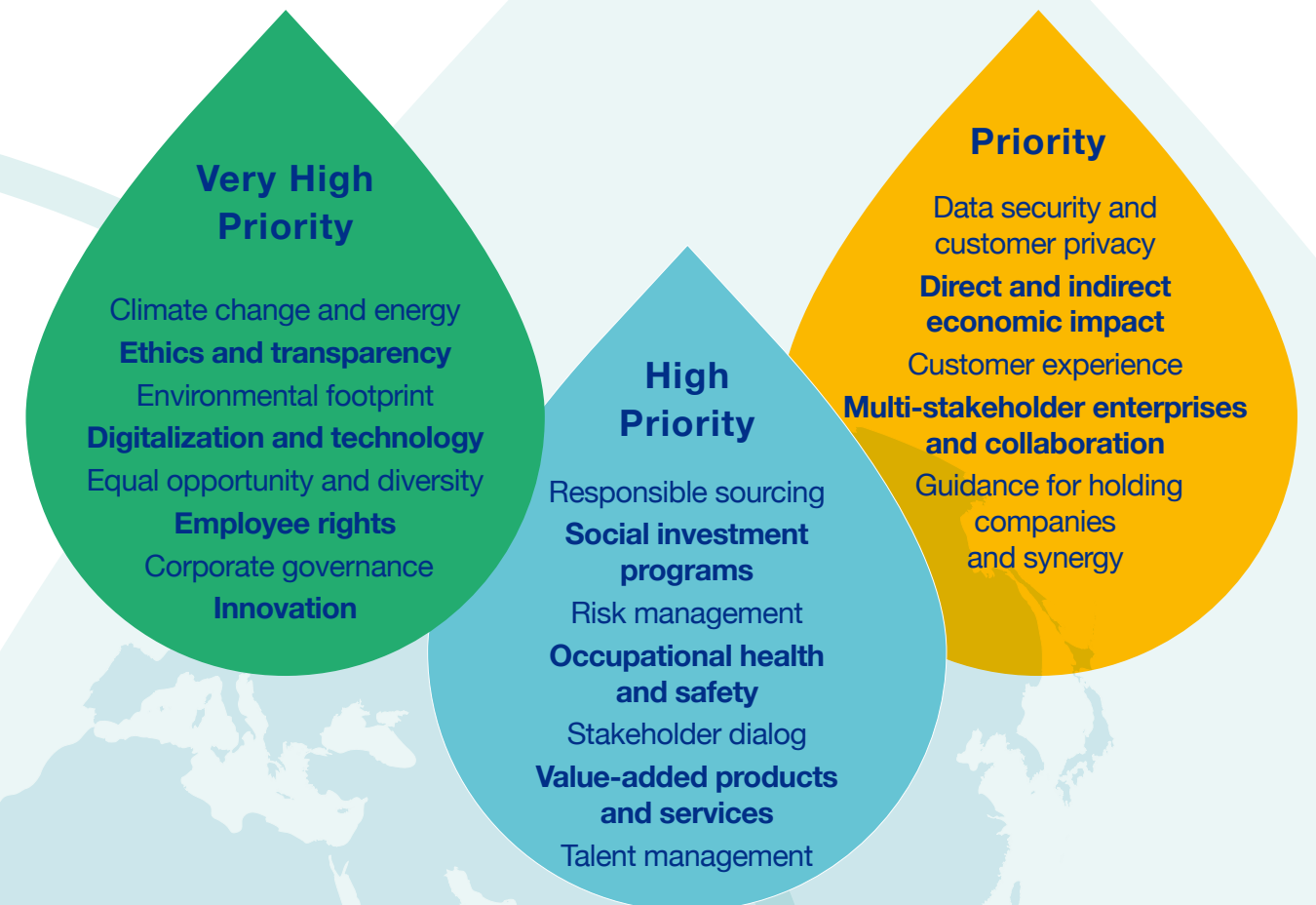
At Doğan Holding, we conducted the first materiality analysis, which would help us identify the material sustainability topics, in 2018 and determined our focus areas. In this analysis, we followed an approach to elevate Doğan Holding's intangible assets and brand value in the eyes of respected global sustainability indices and responsible investors.

We started with an inclusive stakeholder process in accordance with the AA1000 Stakeholder Engagement Standard to identify the material topics for sustainability.

Before evaluating the stakeholder feedback, we addressed and discussed each item on the long list of topics under different headings to add dimension to our materiality process. These headings were:

- External Trend Analysis
- Interviews with executives
- Impact Analysis (Financial, Environmental and Social)
- Company Strategy

Including the stakeholder engagement stage of the process, we evaluated each material topic under 5 main pillars, and at the end of the process, we placed the material topics on our long list on a two-dimensional materiality matrix. As a result, we ranked the topics in order of priority, and determined our ultimate social, environmental and governance topics that would create value. In 2023, we will review our material topics with a comprehensive stakeholder analysis and by considering the latest global trends and developments.





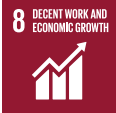



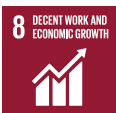








# MATERIAL TOPICS

Our material topics are areas where we will focus our efforts and disclose our performance with stakeholders transparently. In determining our reporting scope, we focus on very high and high priorities in line with Doğan Group strategy and developments of the previous year, as well as for our stakeholders. We align our progress on each topic with our contribution to the United Nations Sustainable Development Goals (SDGs).

Focus Area	Material Topic	Pillar	How We Define	Relevant Sustainable Development Goal
Economic Value	Direct and indirect economic impact	Investing in the future	We aim to create long-term economic value in all our industries. We continuously improve our financial performance and profitability, and create jobs to benefit 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	Investing in the future	Technology and digitalization are among the key global trends that come with both risks and opportunities for our operations. We focus on technology investments to adapt to these trends and make our business models sustainable.	 
	Governance, ethics and transparency	Investing in an inclusive society	At Doğan Holding and Group Companies, we build fair, transparent, responsible and accountable relationships with all stakeholders.	



Social Value

Focus Area	Material Topic	Pillar	How We Define	Relevant Sustainable Development Goal
	Talent Management	Investing in an inclusive society	We offer a work environment that adapts to the changing trends, and focus on the continuous learning and development of our employees by creating innovative training programs and practices. We focus on continuously building on our performance management system. As part of our talent management, we aim to attract and retain the best talent and tap into their potential, and create value by implementing effective HR policies and processes focusing on the digital and employees.	 
	Equal Opportunity and Diversity	Investing in an inclusive society	Achieving gender equality in society, ensuring equality in the workplace, and creating equal rights and opportunities for all employees are among the key factors that create a successful work environment. We offer equal opportunity to all Doğan Group employees from the moment of their recruitment, and actively tap into the potential of their diversity and differences.	 
	Occupational Health and Safety	Investing in an inclusive society	We focus on the health and safety of all our employees and carry all operations with the goal of zero accidents and occupational diseases, improving our relevant systems annually to ensure a safe work environment. We also focus on effective and efficient management of OHS risks.	  
	Social Investments	Investing in an inclusive society	We touch the lives of countless people across Turkey with our diversified business lines. We support active participation in cultural life to achieve sustainable development, protect tangible and intangible cultural heritage to drive 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 society with our investments and contribute to social development through our educational, social change and culture & arts activities.	     

Environmental Impact

Focus Area	Material Topic	Pillar	How We Define	Relevant Sustainable Development Goal
	Climate Change and Energy	Investing in the planet	All the risks associated with climate crisis also concern our business. With energy and emission management, we commit to investing in business models that promote responsible consumption of resources, using alternative fuels to the highest possible extent, decrease energy consumption and increase energy efficiency, and as a result, reduce our carbon emissions.	  
	Water Management	Investing in the planet	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 Resources and Waste Management	Investing in the planet	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	Investing in the planet	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 all sustainability-related activities by considering the needs and priorities of all our stakeholders. Accordingly, we strive to maintain continuous and transparent communication with our stakeholders. We disclose information on stakeholder dialog in our annual sustainability reports. And to respond to their expectations and needs, we decide on the type and frequency of communication tools depending on the nature of the stakeholder groups and our corporate communication dynamics. The questions, opinions, recommendations, and feedback submitted to the dedicated email addresses ([surdurulebilirlik@doganholding.com.tr](mailto:surdurulebilirlik@doganholding.com.tr) and [sustainability@doganholding.com.tr](mailto:sustainability@doganholding.com.tr)) also allow us to remain current in communications with our internal and external stakeholders.

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		Annually
	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		
Sustainability reports		Annually		
Sources of New Opportunity, Knowledge and Perspective	National and international regulatory bodies	Digital media channels	Year-round	
		Annual and interim reports	Quarterly	
		Sustainability reports	Annually	
	Universities	Digital media channels	Year-round	
		Project collaborations		
		Participation in university events		For eight months
		Annual and interim reports		Quarterly
		Sustainability reports		Annually
		Sustainability reports		Annually
		Sustainability reports		Annually



# INVESTING IN THE FUTURE



# INVESTING IN THE FUTURE

At Doğan Holding, we recognize the importance and value of digitalization and innovation to shape and be a part of the future.

We believe that we can create change in the world with our entrepreneurial mindset, new ideas and our way of doing business that provides an environment where such ideas may flourish. We foster entrepreneurial vision through open innovations, cross-sectoral collaborations and partnerships. We integrate an innovative, long-lasting and flexible management approach into all our companies to generate innovative business ideas and fulfill our global responsibilities at every step.

Accordingly, we commit to moving toward the following targets in line with our expanded strategy:

- To increase the share of sustainability investments across Doğan Group by 2030.
- To align R&D spending in our group companies with the SDGs.
- To increase the ratio of R&D expenditure related to sustainability (e.g. related to SDGs) across the Group.
- To identify sustainable product categories for group companies.
- To increase the revenues from sustainable products for the whole group.

***We appreciate the importance and value of our country, natural resources and cultural heritage, republic and democracy, rule of law and order, social cohesion and peace, a vibrant economy, and production.***



# DIGITALIZATION AND TECHNOLOGY

According to the World Economic Forum's 2022 Global Risks Report, technological risks such as "digital inequality" and "cybersecurity issues" rank among other critical short- to medium-term threats to the world.

Digital transformation points to the importance of protecting data privacy against cyber-threats, while digitalizing the 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 introduced pioneering practices, technology investments constitute a key focus of our sustainable business model.

At Doğan Group, we closely follow the latest advancements in digital technologies closely and seize the efficiency opportunities that digitalization offers to boost our business.

Technology-driven business transformation projects implemented across the Group transform our business models, processes and work environments with more effectiveness, more efficiency and higher value. We also aim to leverage data more effectively to build on our competencies for better business results.

Digitalization and technology rank among the top global trends that bring different risks and opportunities for our activities. Therefore, we focus on technological investments to adapt to this trend and ensure the continuity of our business models.

We adopt a responsible investment approach in our current and new investments.

Sustainability constitutes a key criterion in our decision-making processes, especially for new investments, and we update our current business models with this approach.

## Highlights from Digitalization Projects at Doğan Group

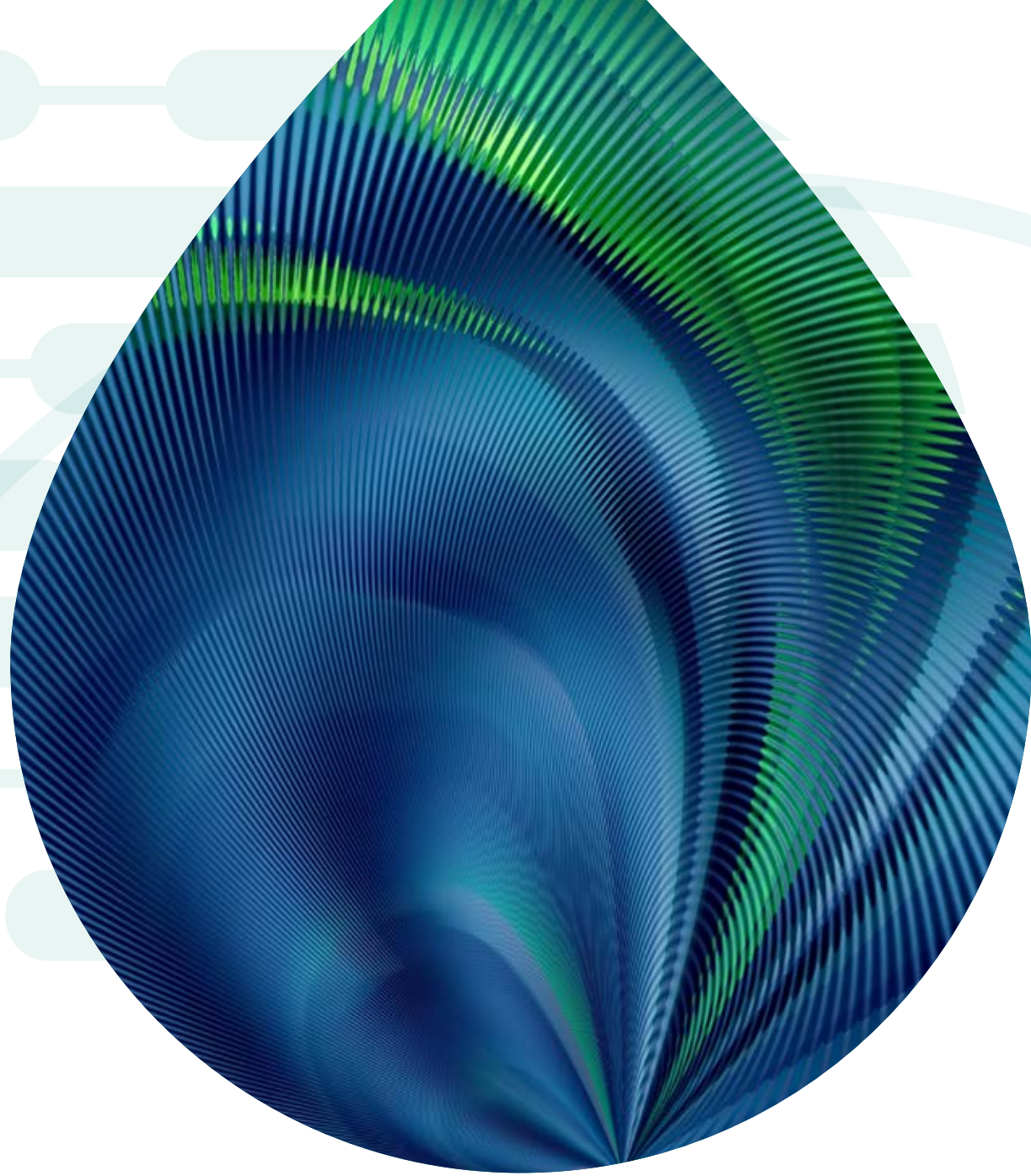
**Doğan Investment Bank:** Drawing from the fact that SMEs' access to traditional banking products and financing is parallel to their capacity to provide collateral, Doğan Investment Bank introduced KobiKrediD, the digital loan platform for SMEs and started to offer short-term working capital solutions to support the development of SMEs by facilitating their access to finance. KobiKrediD, launched in the last quarter of 2022, has received funding from the European Fund for Southeast Europe (EFSE), which supports development and automated loan decision infrastructures.

**Galata Wind:** Continuing its efforts to digitalize all the company processes to the maximum to improve operational efficiency and stay up-to-date, Galata Wind invested nearly TL 1.1 million in these activities in 2022. Galata Wind is driven by the vision of being a pioneer – not a follower – of digital developments to execute its operations with highest effectiveness. Accordingly, Galata Wind participated in the Digital Transformation Center project developed in partnership with TÜRKONFED and İşbank in 2021, and continued the project on its own initiative in 2022.

In 2022, the company continued to procure consultancy services for digitalization projects, and five of the 14 projects determined as development areas went live.

Accounting/expenses, purchasing, documentation and archiving, budget reporting and monitoring of production from a single center were migrated to the digital environment and opened to all Galata Wind employees.

The company's 2023 plans include digitalizing the central reporting, subcontractor management, purchasing and contract management, and some human resources applications and implementing electronic signature.



# INNOVATION

At Doğan Holding, we believe in the power of innovation to add value to the future. And we know we can create change in the world with our entrepreneurial mindset, new ideas and our way of doing business that provides an environment where such ideas may flourish. With this approach, we continue to invest in key areas of the sustainability economy, technology-driven value-added and innovative business models.

Our group companies make a difference by playing leading roles in their respective industries with their innovative visions and continue to add value to the national economy.

## Doğan Group's Major Innovation Projects

- The audit process at Sesa, which started in 2022 with the goal to become an R&D center, is ongoing, while the company has earned the right to join the branding program of Turquality, and government-incentivized activities continue.
- “Polypropylene / Bi-layer Polypropylene Film Barrier Functional Packaging Material” project was completed and the Utility Model Certificate was obtained. The objective of this project is to develop low-cost, recyclable materials with different functionalities. Recyclable PP/PP obtained in the R&D studies has contributed to meeting the needs of the market and the consumers for packaging materials as an ecofriendly and economical solution. The test results have proven that the PP/PP packaging material was 91% recyclable.
- Ditaş has plans to conduct studies on rapidly transforming the automotive industry toward electric and hybrid vehicles.
- In 2022, Ditaş invested Euro 800,000 in improving testing capabilities and digitalization, including the R&D center and information systems expenses.
- At Galata Wind, the individual targets of all head office and power plant management teams, top to bottom, were determined and migrated to the digital system in March 2022. The target actualization and competency assessment processes in the digital environment were completed in December 2022.



# INVESTING IN AN INCLUSIVE SOCIETY



# INVESTING IN AN INCLUSIVE SOCIETY

**At Doğan Holding, we value the importance of building an inclusive society and know that creating an inclusive workplace model is possible.**

We recognize the impact of each individual on society and adopt a common value approach as our business philosophy to elevate both people and society.

As we redefine our principles of value creation, we adopt an equitable and inclusive business model that benefits all stakeholders, from our employees and business partners to the supply chain and our customers. This approach allows us to build an inclusive business model that encompasses women's

empowerment and gender equality, and leveraging our impact on the national economy.

As part of our strategy, redesigned to contribute to an inclusive society, guided by our commitment to gender equality, we aim to increase women's representation on boards of directors across the Group to at least 30% and management levels to at least 40% by 2025 to create a more equitable workplace.



***We appreciate the value of people's right to life, well-being and safety, earning trust, respecting their dignity and choices, and serving humanity.***



**DOĞANDA**

## TALENT MANAGEMENT

Talent management means contributing to the development of the human resource by monitoring their performance in line with the vision of organizations. of in parallel with their vision. At Doğan Holding, we value our human source as our most valuable asset and take great pride in being a preferred employer.

As laid out in our policy, at Doğan Group, we adopt the core principle of treating all candidates equally without discrimination during the selection and recruitment process and seeking job fit as the only criterion in this process. As a group, we believe that a good recruitment strategy is key for the success of the companies and base our hiring decisions on criteria such as education level, experience, competence, career goals and expectations, and the qualifications required by the position.

[Click](#) to access Doğan Group Human Resources Policy.

We understand that sustainable development is only possible with the participation of all employees. Therefore we maintain our growth with our human resource, which consists of employees who employ a strategic mindset, formulate rapid and effective solutions against challenges, and uphold our corporate values.

Doğan Holding's human resources policy is based on the intersection of the organization's and the employees' targets. Therefore, maintaining high employee loyalty and spreading the corporate culture across the entire human resource are of critical importance.

We encourage and motivate our employees to internalize and act in accordance with the code of ethics, which are shared via internal communication channels and training programs.

## EMPLOYER BRAND PROJECT: DOĞANDA

As one of Turkey's largest conglomerates, we strive to keep up with the changing global conditions to retain our existing talent and attract new people who will drive our business to the next level.

To uphold our group values, we have been actively working on the Employer Brand: DOĞANDA project, which defines the behaviors that will deliver leadership and performance development, and managing our human resource with this model since 2021.

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

We built our employer brand universe named "Doğanda" ("At Doğan") on this value proposition and determined the next steps, followed by the formation of action teams.

**We are an appreciative, value adding, principled, transparent, dynamic, consistent, prestigious, sincere, trustworthy, and performance-driven organization.**

We are an appreciative, value adding, principled, transparent, dynamic, consistent, prestigious, sincere, trustworthy, and performance-driven organization.

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

In 2022, we focused on expanding the scope and improving the efficiency of the employer brand and developed several applications and programs.

Some of the projects that Doğan Holding launched in 2022 are summarized below:

### **Discover Doğan Internship Program:**

This program, designed to attract young talent and promote Doğan culture and companies, welcomes juniors and seniors from universities and master's students. The internship program is at least two months.

The interns may be considered for the group companies included in the program. Three interns, who participated in the inaugural internship program in 2022, were hired and had their first work experience in companies such as Galata Wind and Doğan Publishing. Currently, four students are still part of the program, will continue their internships at Netd and Doğan Investment Bank in 2023.



# DOĞAN HOLDING EMPLOYER BRAND PYRAMID

## At Doğan Group

### Core qualities of the Employer

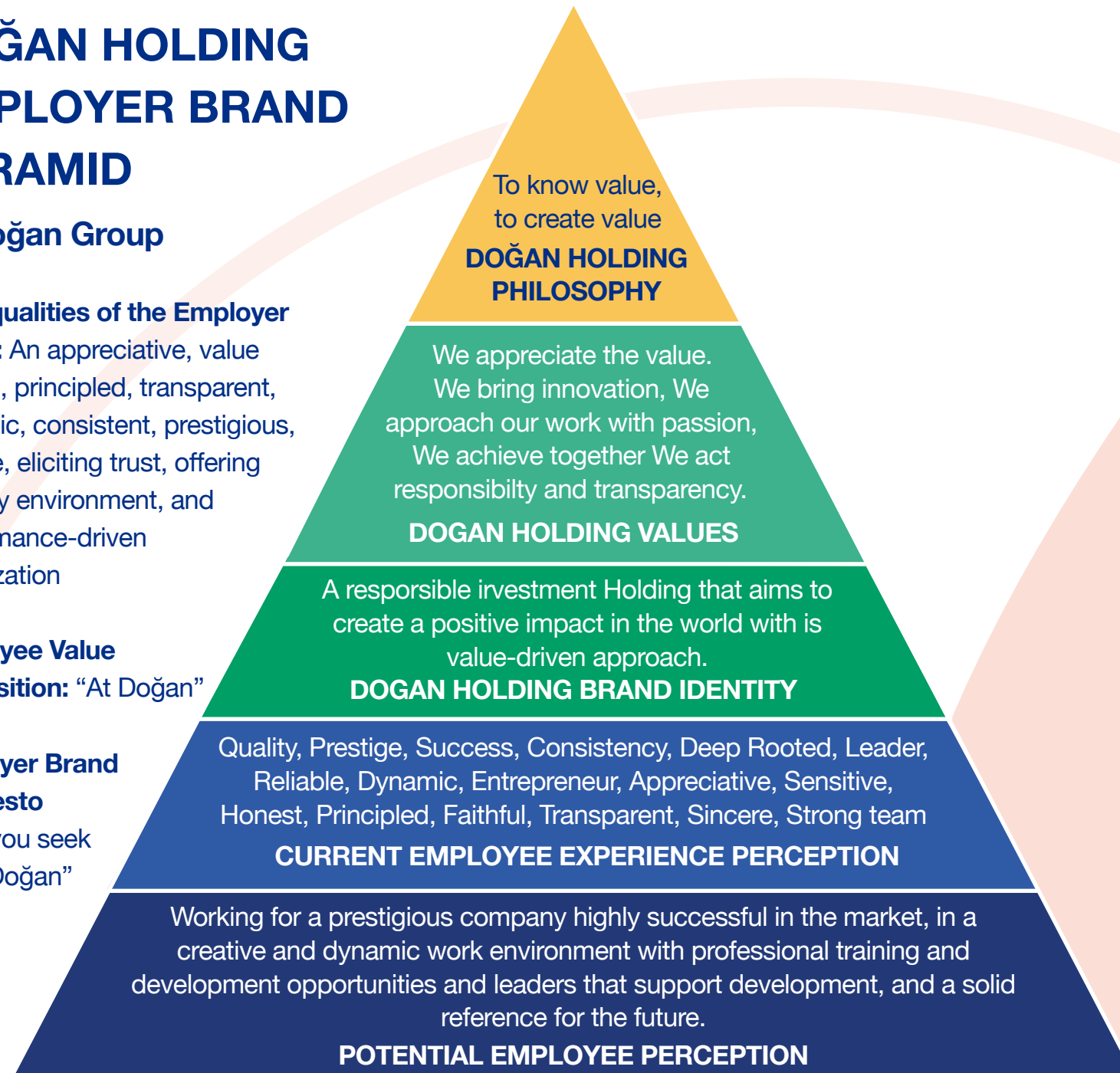
**Brand:** An appreciative, value adding, principled, transparent, dynamic, consistent, prestigious, sincere, eliciting trust, offering a family environment, and performance-driven organization

### Employee Value

**Proposition:** “At Doğan”

### Employer Brand Manifesto

What you seek is “at Doğan”



We carried out a case study for the Strategic Planning and Business Development department and received applications from 50 candidates. Then we selected 20 candidates who met the specified criteria and applied the case, which we determined together with the department. After we presented the case, the candidates worked for 50 minutes on their own while the HR and department managers observed them. Next, they were asked to make 30-minute presentations.

The candidates, who delivered their presentations with the right approaches, were then interviewed one-on-one and by the senior managers of individual departments. As a result, job offers were extended to three candidates.

### University Communications and Campus

**Events:** Digital Career Camp events were organized in a physical setting at Yıldız Technical University, METU, Uludağ University, and online for all other universities. A booth was set up at Yıldız Technical University’s Davutpaşa Campus for two days to introduce Doğan Holding and its subsidiaries to the students.

In a booth set up on the main campus of METU, interview simulations were performed with students from different departments. opening a booth on the main campus. The department also participated in Uludağ University Human Resources Community’s event with a speaker.

Vice President, Human Resources participated in the Digital Career Camp event and spoke about her own career journey. In addition to promoting Doğan Holding and the internship program, the department also hosted a very productive Q&A session during the event.

During the 2022 CEO Summit, our CEO addressed the students, talking about his career story and answering their questions.

### Flexible and Remote Working

**Program:** The Flexible and Remote Working Program, created on the “Hayat Doğanda” (Life at Doğan) platform, continued in 2022. With this program, the employees are offered the option to work remotely one day a week, and flexibly in four different time periods on the days they come to the office.

## Pillars of Employee Value Proposition:

### Taking Responsibility

To us, responsibility

means delivering consistency since the very beginning without compromising principles and creating added value for the country in all areas with a responsible and transparent approach.

“We act responsibly and transparently.”

### Connecting

To us, connecting

means working with all stakeholders by building sincere, trust-based relationships, appreciating and adding value

“We appreciate value.”

### Succeeding Together

To us, success

means sharing knowhow and experience in our respective areas, thriving on diversity, supporting each other, and feeling the same passion as the representatives of a leading group.

“We succeed together”

### Embracing Innovation

To us, innovation

means always striving for the better, motivating all stakeholders with new investments, and fostering open-minded entrepreneurs’ innovative ideas.

“We innovate.”



# EMPLOYEE DEVELOPMENT

At Doğan Holding, we regard creating and seizing opportunities to maximize the potential of our employees and ensuring their continuous development as a key responsibility. We also prioritize training at every stage of employee development on all levels. As a group, we adopt a culture that encourages learning and development to train qualified and professional employees.

Accordingly, the Human Resources department organizes a wide range of personal and professional training programs by identifying the knowledge, skills and competence areas needed to support the continuous development of employees.

Similarly, the training requests of the employees are considered, and personal development content is provided. Our training programs include many topics such as personal development, technical skills, management skills, legal, digital marketing, and social media. Company-specific solutions are also designed, enriching the training program portfolio of our Group.

The employees receive not only technical training but also social training courses to help them cope with the stress-related challenges in today's world. Personal development and work - life balance topics see great interest from our employees.

Such programs, attended by all our employees, support team spirit and contribute to a peaceful work environment.

We aim to train strong, empowered leader candidates to achieve our business goals by creating a learning and development environment that also supports the continuous growth of our current and future leaders. This approach allows us to offer many training opportunities, including orientation to enable our newly hired leaders and/or future leader candidates to adapt to our culture, and leadership training to maximize their current competencies. Furthermore, we provide our employees with the opportunity to both work and also pursue graduate education at private universities with special discounts for our Group.

New recruits go through orientation and onboarding to help them adapt to our corporate culture, while the employees benefit from many training opportunities to improve their current competencies. An orientation buddy is assigned to support our new employees during their first month in the company.

The orientation buddy is selected by the manager of the new employee and the human resources department. From the moment they step into the office, the new employees are supported with the introduction of the physical spaces, team orientation, details of the job, and the processes. The new employees are also advised about the procedures they should follow in case of any need to help them complete the onboarding comfortably.

In 2021, we conducted a survey to seek the opinions of the employees regarding the Performance Management System, which was implemented by all companies in 2020, and revised the system based on the survey results. And in 2022, a 180-degree system, where the employees and managers give and receive active and instant feedback, was implemented.

In 2022, Leadership and Management Schools were formed for the General Managers, one lower level of the Holding's Senior Management, and mid-level managers, based on the outputs of the Talent Management process implemented at Doğan

**With all these practices, we aim for Doğan Holding to be the employer brand that uses technology, develops new business processes and a leader in new markets, because “Development is at Doğan.”**

**Training Hours Per Year**

Total training hours – employees (hours)	Total training hours – subcontractor employees	Training hours per employee
<b>39,259</b>	<b>1,118</b>	<b>14.87</b>
<b>2020</b>		
<b>57,586</b>	<b>2,305</b>	<b>23.13</b>
<b>2021</b>		
<b>253,057</b>	<b>3,595</b>	<b>87.26</b>
<b>2022</b>		

Holding and its Companies. In addition, a mini MBA Program was designed for employees with high potential.

In line with the Development Plans, senior managers were matched with mentors, who trained in the Young Doğan Reverse Mentoring Program, to help them see the perspective of younger generations. 17 reverse mentors provide mentorship to support the development programs of senior executives evaluated in talent management. In 2022, new mentors were trained, and 25 people were matched with mentors.

In addition to receiving training, mid-level managers also worked with internal coaches within the scope of the Doğan Internal Coaching Program, which we launched as an in-house program.

In 2022, new internal coaches, reverse mentors, and mentors were trained and employees were supported to coach and mentor each other. 28 employees selected from Holding and Group companies were trained as internal coaches. Since 2020, coaching services have been provided for employees who want to receive consultancy. Based on the results of talent management, coaching services were included in the development program of mid-level managers and coaches were assigned to 53 people in 2022.

Doğan Holding launched the “Develop with Doğan” e-learning platform in 2020, giving the Holding and Group companies the opportunity to deliver their training programs on this platform. In 2022, the training content was updated and enriched, and all employees were included in the platform, spreading its use wider.

The Human Resources School was formed to support the development of the human resources teams at Doğan Holding and its subsidiaries and to keep them up-to-date about the latest developments. In 2022, 11 training courses were completed in this school. Training programs will continue in 2023. The school uses professional trainers as well as internal trainers, who are trained within the scope of “We Learn from Each Other.”

The main reasons for the increase in 2022 data were the updates in certain data, which could not be obtained properly due to the pandemic in some companies, and the addition of management training data.

In addition, sustainability training programs were offered at Doğan Holding in 2022. More than 250 of employees took the training courses on Basic Sustainability, Gender Equality, and Sustainable Finance.



# CAREER MANAGEMENT

Career management is the sum of all activities, which include integrating human capital into the corporate culture, determining career paths, and evaluating their performance.

We adopt a merit-based rewarding policy to attract qualified talent and increase employee loyalty. We believe that employees who surpass 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 vision and strategies. The objective of the performance management system is to encourage employees at all levels to embrace a high performance culture and to ultimately create value for all stakeholders.

The objectives of the performance management system include actively monitoring employee performance and providing guidance to attain targets, supporting high-performing employees, developing career and merit plans, and rewarding employee performance.

At Doğan Group, we adopt a remuneration policy based on the principle of equal pay for equal work. In determining the salary levels and pay raises, we take into account current market trends and performance evaluations. The annual pay raises are reflected on the salaries upon the approval of the Chief Executive Officer and depending on the periods and rates the employers decide. In addition to salaries, all employees are offered varying benefit packages commensurate with their positions. Senior executives and other managers in executive roles may also receive performance-based bonuses.



## One of Us

The “One of Us” internal job posting platform enables Doğan Holding and Group companies to prioritize existing employees in filling open positions. Jobs are first posted on the internal platform 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.

## Doğan Value Awards

The fourth edition of Doğan Value Awards, celebrated with great excitement every year, were presented to the winners at a live streamed ceremony on December 20, 2022.

The achievements of several employees were crowned with Doğan Value Awards, while “Value of Seniority Awards” were presented to the employees who have loyally served the group for many years. With Şule Zeybek as the MC of the awards ceremony, Doğan Holding Executive Committee Members Bora Yalınay, Eren Sariçoğlu and Vedat Mungan presented the “Value of Seniority Awards” to the employees, celebrating 10, 15, 20, 25, 30, 40, and 45 years in the group.

Among the many excellent applications, the following companies and projects won the 2022 awards: Doğan Trend Automotive, “SUV Market” - Value Adding Project of the Year Award; Sesa Packaging, “Recyclable High Barrier Flat Bottom Bag” - Value Adding Product of the Year Award; hepsiemlak, “Find For Me” application – Value Adding Service of the Year Award; Hepiyi Sigorta, “Quick Agency Opening Application Biometric Signature” - Value Adding Application of the Year Award;

Ditaş, ““Development of Electronic (Smart) Ball Joint Containing Sensor and IoT in Automotive Steering and Suspension Systems” – Value Adding Idea of the Year Award; and Galata Wind, “Positive Energy Ambassadors Volunteering Platform” – Value Adding Social and Environmental Sustainability Award. There were two winners of the Special Value Award of the Year: Doğan Burda with “Uludağ Economy Summit 2022” and Doğan Publishing with “Nutuk (The Speech) Comic Book”. Neslihan Sadıkoğlu, Vice President, Corporate Communications and Sustainability of Doğan Holding, was recognized with the Value Adding Leader of the Year Award for displaying inspiring and exemplary leadership in structuring the sustainability approach of Doğan Group and effectively communicating it to all the internal and external stakeholders. Burak Kuyan, CEO, Galata Wind, accepted the Value Adding Sustainable Company of the Year Award from Çağlar Göğüş. Begüm Doğan Faralyalı presented the Value Adding Sustainable Company of the Year Award to Kağan Dağtekin, the CEO of Doğan Trend Automotive, for delivering many valuable projects in the field of sustainable mobility in recent years.



# EQUAL OPPORTUNITY AND DIVERSITY



Education, starting with the education of young girls, is one of the focus areas that Aydın Doğan Foundation has supported since its establishment. At Doğan Holding, we will always remain committed to gender equality, education, investing in an inclusive society, tackling polarization, and sustainability as our priorities.

Equal opportunity and diversity constitute an integral part of our Human Resources Policy and Human Rights Policy. Therefore, we strive to offer equal opportunities to all our employees, without any discrimination based on religion, language, race, age, nationality, gender or social background.

Achieving the target of increasing women's representation at the board and senior management levels by 2025 is among the company's goals to promote Gender Equality in society and integrate this topic deeper into the company culture .

As disclosed in our 2021 report, World Economic Forum's (WEF) Global Gender Gap Report ranked Turkey 140th in terms of women's participation in the workforce and equal opportunity, and 133rd in the gender gap index. However, in the 2022 report, the ranking has regressed even further.



According to the 2022 report, women in Turkey do not participate in equality, security or employment. The report indicates that Turkey ranks 124<sup>th</sup> out of 146 countries in terms of gender inequality. Furthermore, Turkey ranks 134<sup>th</sup> in women's economic participation, 101<sup>st</sup> in education, 99th in health and survival, and 112<sup>th</sup> in political participation.

At Doğan Holding, we recognize our responsibility for changing this picture and continue to address this problem. Aydın Doğan Foundation has assumed it as its mission since its establishment to support education, especially the education of young girls , as one of its primary focus areas. In addition to building educational institutions and dorms for young generations, the Foundation also encourages success in all fields, including healthcare, culture and arts, and sports, through national and international competitions.



# EQUAL OPPORTUNITY AND DIVERSITY

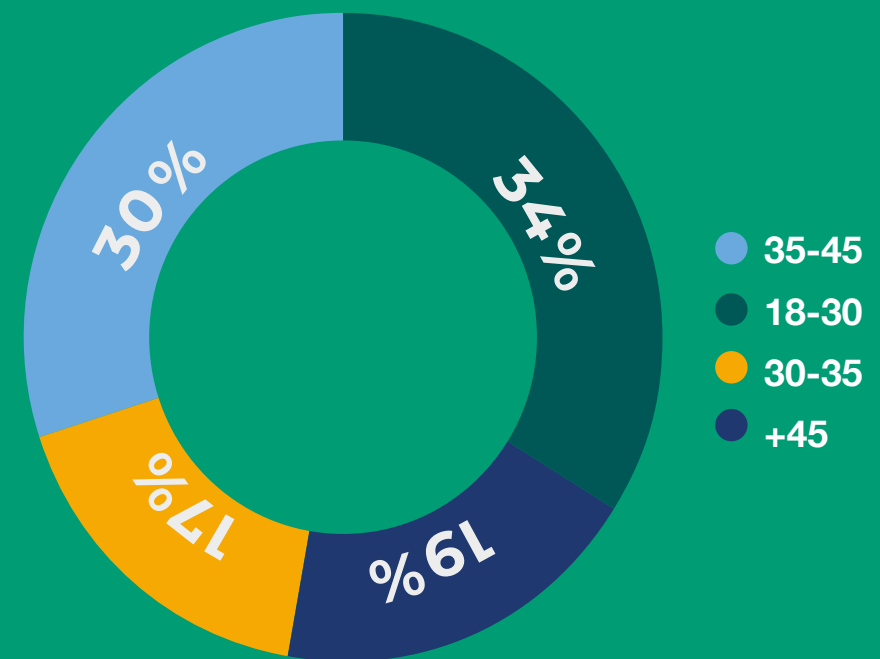
Women's representation on the Board of Doğan Holding:

45%



The qualified human resource with different characteristics and competencies is the driving force of Doğan Group. We implement encouraging practices for women, youth and disabled people to take a more active part in business life. We also respect the unionization rights and freedoms of our employees and uphold this approach through Doğan Group Human Resources Policy.

Doğan Holding and Group Companies Age Ranges of the Employees





# OCCUPATIONAL HEALTH AND SAFETY

At Doğan Group, our occupational health and safety goal is clear: “Zero Workplace Accidents and Occupational Diseases”

At Doğan Group, we our occupational health and safety target is clear: “Zero Workplace Accidents and Occupational Diseases”

Providing a safe and healthy work environment for our employees is one of our top priorities. We create safer working conditions 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.

Occupational health and safety risks are discussed at the Early Detection of Risk Committees of Doğan Group companies and turned into action after committee meetings, and followed through. These activities are also audited for compliance and internal control requirements in line with the annual audit plans.

**In 2022, our employees received 26,107 hours of OHS training.**

Doğan Holding Occupational Health and Safety Unit plays an important role in implementing the organization’s occupational health and safety approach.

The unit regularly reviews the OHS practices within the group to spread the international developments and best practices across Group companies and to ensure regulatory compliance

In addition to the basic occupational health and safety training programs organized to raise awareness among the employees, all necessary training programs (emergency response, employee representatives, equipment safety, occupational diseases, first aid, hygiene, etc.) are regularly delivered.

## Emergency Response and COVID-19 Measures:

Emergency response plans are prepared for all possible emergencies, and the plans are updated according to applicable legal requirements. The teams formed within the scope of emergency response plans (firefighting, search, rescue and evacuation, communication, intervention to energy sources, etc.) are provided training by licensed institutions and individuals in compliance with legislation, and drills are held at least once a year.

As the effects of the coronavirus pandemic gradually decreased 2022, wildfires and flash floods caused severe damage in 2021 and 2022 in Turkey.

Nearly 124 thousand hectares of forested area were destroyed in the wildfires, while flash floods in the Black Sea and eastern provinces paralyzed life in 2022. As one of the largest conglomerates in Turkey, Doğan Holding has diligently fulfilled its duties and responsibilities in all these disasters.

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

# SOCIAL INVESTMENTS

At Doğan Holding, we assume contributing to social development in our country as one of our primary duties and carry out our activities, drawing from the words of our founder and Honorary President Aydın Doğan, “We can only be good when Turkey is good.” Accordingly, we define our corporate social responsibility approach on the principle of continuous value creation.

In addition to supporting Aydın Doğan Foundation, we also engage in effective partnerships and launch long-running social responsibility projects in education, culture and arts, healthcare, and environment. In 2022, our social investment spending exceeded TL 20 million.

At Doğan Group, we focus our social investments in two priority areas. The first is about education and women. We carry out important activities for the education of girls and the empowerment of women.

While we support girls toward equal participation and continuity in education by improving their self-confidence and helping them acquire life skills, we also aim to equip young women with the necessary tools during their university education through scholarships, mentoring, training, summer camps and student projects so that they can participate in all areas of life.

The second is about values and tackling polarization. We contribute to building a better future by including all our stakeholders in our value chain, starting with our employees as our most valuable asset. Accordingly, Doğan Holding launched the Shared Values Initiative in 2016 to tackle the ongoing polarization in society and contribute to a future full of peace and prosperity. With this initiative, we place our common values at the center of life and aim to contribute to being a more peaceful, productive, developed, sustainable and strong society.

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

**As we continue to work toward our mission of providing sustainable benefit on our country’s modernization journey, we shape our corporate social responsibility approach around the principle of continuous value creation.**

## 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 by encouraging individuals to identify their personal values and form communities around the values they share. SVI carries out activities for this purpose, while supporting value-driven projects that promote joint development.

## Anatolian Awards

At Doğan Group, we are firmly committed to the teachings and stories of Anatolia and our age-old values. Doğan Group is the main sponsor of Anatolian Awards, made possible in cooperation with Baksı Culture and Arts Foundation to draw attention to the productions that contribute to the shared identity of Anatolia by undertaking an important mission in passing the rich heritage of Anatolia to future generations. In the third edition of the awards ceremony titled “Suggestions for the Future” in 2022, awards were presented in the visual arts, literature, music and cinema categories.

## Aydın Doğan Foundation

Founded in 1996, Aydın Doğan Foundation has contributed to Turkey’s development and progress with its wide-ranging activities. Representing Doğan Group’s social responsibility approach since its inception, Aydın Doğan Foundation is recognized for its successful activities and the respect earned on local and international platforms.

In particular, the education of young girls has been a top priority for Aydın Doğan Foundation. Accordingly, the Foundation supports education by building teaching facilities and dorms and also encourages success in the fields of healthcare, culture, arts and sports by organizing national and international competitions.



## Aydın Doğan Foundation Educational Activities

Aydın Doğan Foundation continues to launch projects to improve the educational conditions in Turkey and elevate the quality of the education system. Below is a list of educational institutions and facilities built by the foundation and transferred to the Ministry of Education:

- 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 Dorm, Şiran/Gümüşhane
- Aydın Doğan Girls Dorm, Kürtün/Gümüşhane
- Nene Hatun High School Aydın Doğan Girls Dorm, Erzurum
- Erzincan University Aydın Doğan Girls Dorm, Erzincan
- Hacı Hüsrev Doğan Girls Dorm, Kelkit/ Gümüşhane
- Aydın Doğan Family Life Center, Köse/Gümüşhane
- Erzincan High School Aydın Doğan Student Center and Conference Hall/Erzincan

## Design Skills Workshops

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

## Empowered Girls, Empowered Future

We believe that Turkey's advancement lies first and foremost in women becoming active individuals within the family, social life, business life and politics, without any discrimination, and freely achieving their own potential and dreams by their own choices. This is why providing girls with access to quality education from an early age is one of our priorities. In recognition of its efforts toward this purpose, Aydın Doğan Foundation has been granted consultative status to the United Nations Economic and Social Council (ECOSOC).

## Aydın Doğan Family Life Center and Aydın Doğan Community Education Center Gümüşhane

Aydın Doğan Community Education Center caters to the locals with a total of 85 courses. To date, 1,322 people have benefited from the courses on topics ranging from the almost forgotten professions of the past to modern day vocational training. In 2022, books were donated to the center's library. Aydın Doğan Family Life Center aims to build a sustainable training ecosystem by continuing to contribute to the educational activities, socialization areas and the cultural engagements in the region in 2023.

## “Evaluating Reading Skills in the Context of Gender: An Analysis with PISA 2018 Data” Research

The results of the research titled “Evaluating Reading Skills in the Context of Gender: An Analysis with PISA 2018 Data,” conducted in cooperation with Aydın Doğan Foundation and Education Reform Initiative (ERG), were disclosed on April 12, 2022. The report has indicated that despite the ongoing gender inequalities, girls in Turkey generally do not lag behind boys in national and international assessments, and outperform them in specific areas. During the event where key findings of the report were shared, a panel session titled “Breaking the Molds” was also held. Moderator Nilgün Yorgancılar Erekli, Education Manager at Aydın Doğan Foundations along with panelists Professor Ayşe Bilge Selçuk, psychologist and author, Afşin Yurdakul, journalist and presenter, and Emine Yiğci, Project Team Volunteer at Aydın Doğan Foundation, discussed how girls could participate more actively in social life.

## Student Dorms for Girls

In 2022, the Aydın Doğan Foundation continued to support student dorms for girls, built and duly transferred to the Ministry of Education within the scope of the highly popular “Dad Please Send Me to School” campaign. The dorms built by the Foundation include Nene Hatun High School Aydın Doğan Girls Dorm (Erzurum), Aydın Doğan Girls Dorm (Erzincan), Hacı Hüsrev Doğan Girls Dorm (Kelkit), Aydın Doğan Girls Dorm (Kürtün), Aydın Doğan Girls Dorm (Köse) and Aydın Doğan Girls Dorm (Şiran).

**In recognition of its efforts, Aydın Doğan Foundation has been granted consultative status to the United Nations Economic and Social Council (ECOSOC).**



## Book Sets to Prepare for University Entrance Exams

Aydın Doğan Foundation supports the girls residing in the student dorms with test books to help them prepare for university exams. In 2022, book sets were distributed to 395 students. Additionally, personalized membership packages were created, consisting of online platforms that offer educational sources and course content that the students may access in any study environment, allowing them to benefit from online education opportunities.

## Success Takes us to Istanbul

36 successful female students residing in the dorms built as part of the “Dad Please Send Me to School” campaign participated in the “Success Takes Us to Istanbul” event as the guests of the Foundation. During the trip that coincided with the May 19 Commemoration of Atatürk, Youth and Sports Day celebrations, the girls visited the historical landmarks and touristic attractions of Istanbul. They also attended the introduction event at Istanbul Technical University and later met with the dean of Istanbul University Law School to find out more about the school and law education. Doğan Holding also hosted an awards ceremony for the successful students at the head office building

## Scholarships for University students and Young Leaders Summer Camp

Since the 2015-16 academic year, Aydın Doğan Foundation has granted scholarships to successful female university students with limited financial means. Under this scholarship program, the “High Honors Scholarship” is awarded to female students attending Engineering, Medicine, and Law schools.

Aydın Doğan Foundation also grants scholarships to female students who have resided in the dorms built within the scope of the “Dad Please Send Me to School” campaign during their secondary education and have been admitted to a four-year undergraduate degree program. With the donations received from Doğan Group companies, the Foundation extends scholarships to a growing number of students every year through the “60th year Education Fund”.

In addition to supporting the university students with scholarships, several activities were carried out in 2022 to contribute to their personal and cognitive development. These activities, which include a Mentoring Program, “Women Uplifting Women” training in



partnership with the Federation of Women’s Associations of Turkey, Young Leaders Summer Camp, Student Projects, and Sailing Training, are all high quality programs with rich content.

## Mentoring Program

The Mentoring Program, designed for university students to contribute to their personal development, was implemented with the support of Doğan Group executives. University students were matched with mentors, who are successful professionals, based on their career goals, to receive guidance regarding their future prospects. The people who participated in the program were provided training on being a mentor and mentee.

## Young Leaders Summer Camp

Aydın Doğan Foundation not only supports female students in many provinces across Turkey with scholarships, but also organizes activities for their personal development. The annual “Young Leaders Summer Camp,” an activity that the Foundation hosts for this purpose, was held in Kemer, Antalya on August 7-13 this year with 24 young scholars. The camp program included a number of workshops, including “Leadership,” “with the participants discussing the methods of coping with problems by discovering their strengths and weaknesses,” “Project Development” on gender equality in Turkey, and “Personal Development,” designed by considering the needs of young people. In addition to these workshops, a training on UN Sustainable Development Goals was delivered in cooperation with UN Women.

## Student Projects

The students develop projects based on their interests to create social benefit and implement their projects after the “Young Leaders Summer Camp,” hosted by Aydın Doğan Foundation, ends. The first of these projects, titled “You Can Do It, Too!”, was implemented in 2017 by university students.

Following the training, workshops and activities carried out in the 2022 summer camp, the project team named “Young Women’s Guild” started to work on guiding high school students about making the right career choices and women’s employment. Another project, “We for Equality,” is working to raise awareness about gender equality among university students. As a result, the number of projects carried out by the students reached nine.



## Bodrum Sailing Training

Aiming to promote that girls should be involved and supported in every field and to raise awareness about the sea and the environment through sports, 12 scholarship students took sailing training from the “Sea Passion on the Cruise” team of women sailors and learned about life at sea for five days on July 18-22, 2022 and September 5-9, 2022. The training activities were sponsored by Milta Bodrum Marina



## International Day of the Girl Child Conference

Organized in collaboration with UNICEF, UNFPA, UN Women and Aydın Doğan Foundation, The 8th International Day of the Girl Child Conference brought the stories of outstanding women who have achieved national and international success, social influencers and activists, and young girls and women who challenge the status quo despite all the difficulties to the platform. Communicating the message “Girls Change the World,” the conference emphasized that investing in the empowerment of girls will open the doors to a better future.

International Day of the Girl Child Conference, which aims to eliminate the challenges imposed by society on girls and to create awareness about a future where they can freely form their own opinions and make their own choices and decisions, was again supported by many international organizations in 2022, as in previous years.

The eighth edition of the conference issued a call to the whole world: “Let’s work with young girls and women to build their own futures!” The communication activities carried out to contribute to social awareness throughout the conference created 7 million engagements.

## Malatya Girls Football Team Sponsorship

Aydın Doğan Foundation, taking up on the recommendation UN Women, supports young female footballers who are passionate for football but face other challenges. Malatya Girls Football Team participated in the International Day of the Girl Child Conference, which was first held on October 8, 2015, and addressed the participants, telling them sport is one of the best ways to overcome the obstacles facing education. Aydın Doğan Foundation continued to support Malatya Girls Football Team in 2022.

## Football School for Girls in Kelkit

Aydın Doğan Foundation also supports sports activities as part of the “Empowered Girls, Empowered Future” activities carried out to ensure that girls are involved and supported in every field. Accordingly, the Foundation supports the girls’ football team of the football school in Kelkit, Gümüşhane with training and exercise equipment. The girls’ football team aims to instill a love of the sport in girls and young women in the region and inspire them to play.

## Turkish Journalists Association Aydın Doğan Young Communicators Competition

The award ceremony of the 32nd Turkish Journalists Association Aydın Doğan Young Communicators Competition, organized to contribute to the training of contemporary and qualified journalists in Turkey and one of the longest-running competitions in this field, took place on Thursday, April 7, 2022 in an online setting. The selection committees reviewed the projects in the printed, visual, audio, and internet media categories and named 46 projects of 61 students from 16 universities as winners.

The deep-rooted competition, which has seen the likes of Cüneyt Özdemir, Çağan Irmak, Güven İslamoğlu, Haluk Sarıtaş, Ömer Öztürk, Yağız Şenkal, and many other renowned figures from the media and art world of today apply in their university years, has received more than 17 thousand applications from some 20 thousand students so far.

## “Radio Broadcasting” Webinar

Before starting the next phase for the 33rd Turkish Journalists Association Aydın

Doğan Young Communicators Competition, a Radio Broadcasting webinar was hosted on Thursday, May 26 to advise and engage with the students at journalism schools. Sibel Güneş, Secretary General, Turkish Journalists Association, moderated the webinar with Haluk Sarıtaş, editor-in-chief at Slow and jury member for the audio category, Geveze, a.k.a. Jozi Salma, host at Power Fm, Şafak Karaman, Şafak Karaman Productions, Ümit Aslanbay, Cumhuriyet daily newspaper’s book editor, and academic Murat Erdin. In addition to sharing information with young journalism and media students, the guests of the Radio Broadcasting webinar also discussed topics such as content, length, narration techniques, originality, credibility, questioning techniques, Gen Z effect, and digitalization in radio shows.

## Aydın Doğan International Cartoon Competition

This year, 564 artists from 63 countries participated with 1,531 cartoons in the free-themed 38th Aydın Doğan International Cartoon Competition, which is recognized as one of the top international cartoon competitions that brings together some of the best in the world of cartoons. Due to the ongoing effects of the COVID-19 pandemic, submissions were accepted via a digital platform in 2022. In the competition, Turkish cartoonist Engin Selçuk won first prize, followed by Iranian Mahmood Nazari in the second place and Italian Marco De Angelis in the third place, while the “Empowered Girls, Empowered Future” Special Award went to Fethi Gürcan Mermertaş. The selection committee also named Nikola Listes from Croatia and Halit Kurtulmuş Aytoslu and Şevket Yalaz from Turkey as the winners of the Achievement Award.



## Anatolian Scholars

Doğan Holding and group companies again supported the Anatolian Scholars Program this year to create equal opportunity in education for Turkish youth. Anadolu Scholars Program, launched in 2011, aims to provide equal opportunity in accessing quality education by granting scholarships to successful students with insufficient financial means to study at Koç University.

The program, which received more than 6,000 applications from all provinces in Turkey in 2022, has touched the lives of many students in 81 provinces to date, and 300 of these have graduated. The number of students benefiting from the Anatolian Scholars Program has reached 1,243.

# GROUP COMPANIES' ACTIVITIES

## Aytemiz

### Fuel Support for Bodrum Sea Ambulance

Aytemiz provided fuel support for an ambulance named Yaşam, the only fully equipped sea ambulance in Turkey and owned by Bodrum Marine Rescue Association, for its operations in Bodrum and the surrounding region throughout 2022. Put into service under the leadership of Milta Bodrum Marina and offering the greatest assurance for sailors in case of accidents, injuries or possible health issues that occur at sea, Yaşam sea ambulance has intervened in several emergency operations with the support of Aytemiz for two years.

## Ditaş

### World Environment Day Activities

As part of the activities organized every year on June 8 World Environment Day, Bodrum Municipality, Bodrum Chamber of Shipping, local NGOs and employees participated in a coastal cleanup event in Kumbağı.

### Supporting Women Entrepreneurs on International Women's Day

Ditaş celebrated International Women's Day with a meaningful act by purchasing handcrafted products from the Leap Women's Initiative Production and Business Cooperative, founded by women entrepreneurs.

## Sesa Packaging

### Blood Drive for Turkish Red Crescent

In a blood drive organized in partnership with the Bornova branch of Turkish Red Crescent, Sesa Packaging employees donated 80 units of blood.

### Cooperation with Kemalpaşa Municipality for Children's Events

Sesa Packaging made a monetary donation to the Kemalpaşa Municipality, Izmir to support the events organized in September to encourage children's engagement with nature. The company sponsored activities that aimed to instill the love of nature and trees in children while having fun.

### Internal Coaching Program

The company implemented the Group's Internal Coaching Program to better support to its employees. During the year three employees completed the training courses within the scope of the program.





## Doğan Trend Automotive-Suzuki

### Vitara Observation Tower

Suzuki launched an important project in 2022 with the slogan “Suzuki Takes You to Nature” to highlight the ALLGRIP 4X4 Driving System and Intelligent Hybrid Technology, two features embedded in the DNA of its vehicles and to promote it to potential customers. Suzuki partnered with photographer and nature explorer Emin Yoğurtçuoğlu, recognized among the world’s 20 most famous bird watchers, for a project that aims to increase the number of bird species observed and recorded in Turkey to 500. Suzuki Vitara, positioned as a partner that would serve as a mobile “observation tower” in order not to scare away the birds with its silent engine thanks to its hybrid technology, hit the roads with Emin Yoğurtçuoğlu for a four-part documentary series named “Vitara Observation Tower.” One of the most important outcomes of the project was that Milleyha, home to a bird sanctuary and a magnificent ecosystem with the Asi (Orontes) River running through it in Samandağ, Hatay, was declared a natural protected area.

## Galata Wind

### Sponsorship of Korubaşı Sports Team

Supporting youth and sports, Galata Wind sponsored Korubaşı Sports Team in the Bozağaç Inter-Village Football Tournament organized by the young people in Korubaşı, where Taşpınar Power Plant is located. One of the volunteer ambassadors also supported the tournament by playing in the team.

### Supporting the Animals at the Power Plants

The companion animals living on the grounds of Erzurum and Taşpınar Wind Power Plants are continuously cared for and fed throughout the year. In addition, dog and cat houses were built for them to spend the winter of 2023 in more comfortable conditions.

### Tree Sapling Donation

Galata Wind partnered with Environmental Protection Magazine and donated 500 stone pine tree saplings to the planting areas in Manyas, Balıkesir and İlimtepe, Körfez, Kocaeli.

## D Real Estate

### GoFunGo

GoFunGo, the new uniquely designed entertainment floor of Trump Shopping Mall, offers various options such as next-generation toys equipped with the latest technology, social areas, and bowling alleys.

### Pet Bottle Reduction Project

D Real Estate presented a thermos to each employee to help reduce the use of pet bottles in the company.

### Doğan Burda

Doğan Burda continues to carry out social responsibility activities with its publications. In addition to developing new projects throughout the year to raise awareness about the importance of social responsibility in the fields culture, arts, history, nature, environment and health, the company also supports various other initiatives.

On March 8 International Women’s Day, HELLO! magazine teamed up with the social startup Givin and Turkish Educational Foundation to support the education fund for young women and organized a fund raising event where the personal belongings and products donated by

prominent Turkish figures and brands known for their commitment to this cause were sold.

At the end of the two-day event titled “From Empowered Women to Young Girls’ Education on March 8,” funds were raised to support the education of 392 girls.

Popular Science magazine was among the communication sponsors of the First Robotics Competition, a global competition organized by the Fikret Yüksel Foundation in Turkey and held in 8 countries, where high school students develop robots through science, technology, engineering, mathematics and arts. The competition contributed to increased interest in robotics, a key field of the future.

ELLE Green, an event led by ELLE Turkey, was organized to promote the importance of thinking green, producing green and consuming green in different areas of life, especially in fashion, and to inspire and offer solutions to each other with innovative and constructive ideas. The event was attended by prominent figures, who serve as role models with their experiences and represent this cause.



## Doğan Publishing

### Duygu Asena Novel Award

Duygu Asena Novel Award has been presented since 2007 in memory of Duygu Asena, who introduced Turkey to many firsts in women's rights, freedom and equality, to recognize the achievements in the world of literature. The award is a tribute to the author, who played a key role in developing sensitivity toward women's issues. The award, drawing from the author's seminal book, "Women Have No Name," aims to raise awareness by highlighting that women still face significant challenges in our country.

### You Are The Superhero Who Will Save The World

Publishing books that will serve the Sustainable Development Goals, Doğan Publishing 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. In response to UN's universal call for action to eradicate poverty, protect our planet and ensure that all people live in peace and prosperity, as specified in the 17 Sustainable Development Goals, the company reaches all readers, including adults and children, with more than 30 books published in this field.

### Doğan Children's Books in Classrooms

Featuring a broad portfolio of authors and books for children, Doğan Publishing held school events and author meet-ups online during the pandemic. Visiting 3,000 schools and hosting 1,200 online school meetings with dedicated special sales team, Doğan Publishing engaged with students and teachers at 700 online events. As a result of these visits and events, the company's books were included in the lists of many schools.



# INVESTING IN THE PLANET



# INVESTING IN THE PLANET

At Doğan Holding, we create long-lasting value for the future of the planet and humanity. We an inclusive business model and a management approach focused on social benefit, while we implement restorative business models for a sustainable planet.

In 2022, World Economic Forum’s Global Risks Report – as in 2021 – continued to indicate societal risks such as erosion of social cohesion and livelihood crises as the world’s most urgent risks, while climate change remained the most serious threat to humanity in the next ten years.

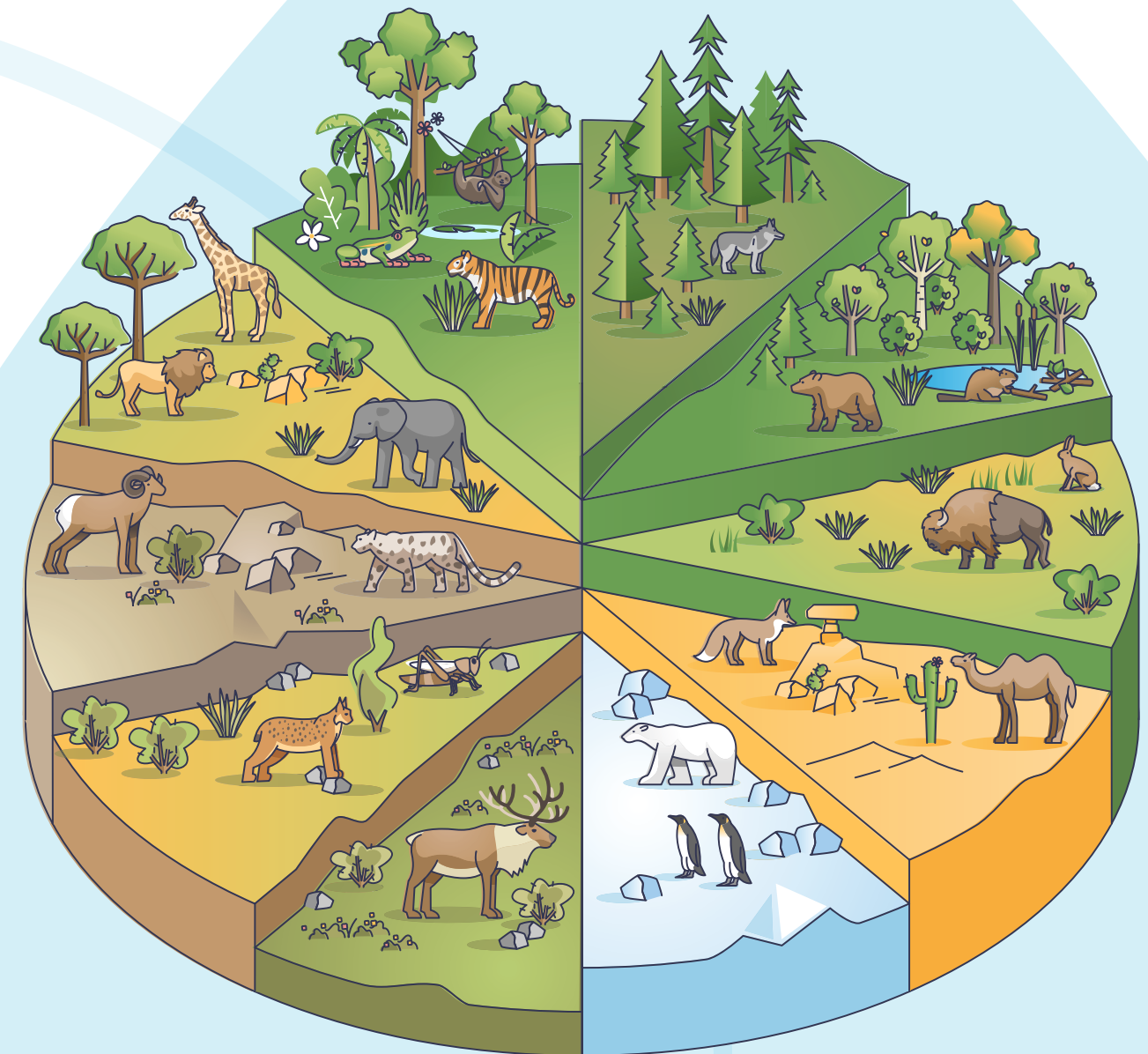
At Doğan Group, we operate in several critical sectors that consume natural resources intensely, including industry and energy, and other industries with varying environmental impacts. Accordingly, we apply a wide-scale strategic management approach to our environmental impact. We define the industry-specific environmental risks for all our companies to manage our impact and always focus on improvement by determining the environmental impact of individual industries.

We focus particularly on climate change and energy, natural resources and waste management, water management and biodiversity, which are among our material sustainability topics, in terms of environmental impact. To achieve carbon neutral target by 2030, we will introduce many energy efficiency practices such as investing in renewable energy and sourcing green electricity.

Additionally, we aim to reintroduce all the water we use to nature by 2030. For this purpose, we adopt the global best practices for water recovery in our operations where water is used intensively and invest in transformation projects for our buildings and office spaces to minimize our environmental impact.

According to the results of the measurements this year, intensity is observed to decrease in density despite organizational changes. In 2022, Çelik Halat, which has intense energy consumption, was sold, while the new acquisitions made by Ditaş and Sesa played an effective role in energy intensity.

Click [here](#) to view our Better is Possible sustainability video.



Greenhouse Emissions by Scope (ton CO <sub>2</sub> e)		2020	2021	2022
Total	Scope 1	11,320.08	11,956.39	13,979.57
	Scope 2	14,573.93	15,933.01	18,275.48
	Scope 3	806.62	945.40	1,347.45
	<b>TOTAL</b>	<b>26,700.63</b>	<b>28,833.81</b>	<b>33,602.50</b>

Our actions focused on investing in the planet have resulted in reducing our operational emissions and energy intensity compared to 2020. Taking into account that there may be a currency-related effects on the increase in our group’s revenues from 2021 to 2022, we based our intensity calculations in USD. In 2022, emission intensity decreased by nearly 15.0% year on year, dropping to 14.3 tons CO<sub>2</sub>e/USD million, while the energy intensity decreased by nearly 16.8% year on year to 136.2 GJ/USD million USD.



# CLIMATE CHANGE AND ENERGY

At Doğan Holding, we are conscious of the impact our operations have on climate change, and we are also positioned as a key part of the solution. Energy derived from fossil fuels for heating and electrical power is currently considered the largest source of carbon emissions (more than 75% of global greenhouse gas emissions and about 90% percent of all CO2 emissions).

Furthermore, the changes in climate conditions lead to seasonal changes in natural resources such as solar energy and wind energy. Therefore, meeting energy generation targets may be at risk due to climate change. With climate crisis ranking among the most serious global risks, we prioritize energy and carbon emission management in all the industries in which we operate.

Group companies focus on carbon emission reduction and energy efficiency. In addition to energy generation from renewable resources in the energy sector, which plays a key role in tackling climate crisis, we also prioritize transitioning to low-carbon production in our industrial sectors.

We leverage our financial strength for responsible investments and invest in green energy. In 2022, Doğan Investment Bank, a group company, made significant investments in our country and also became a signatory of UN Global Compact and a voluntary leader on the platform.

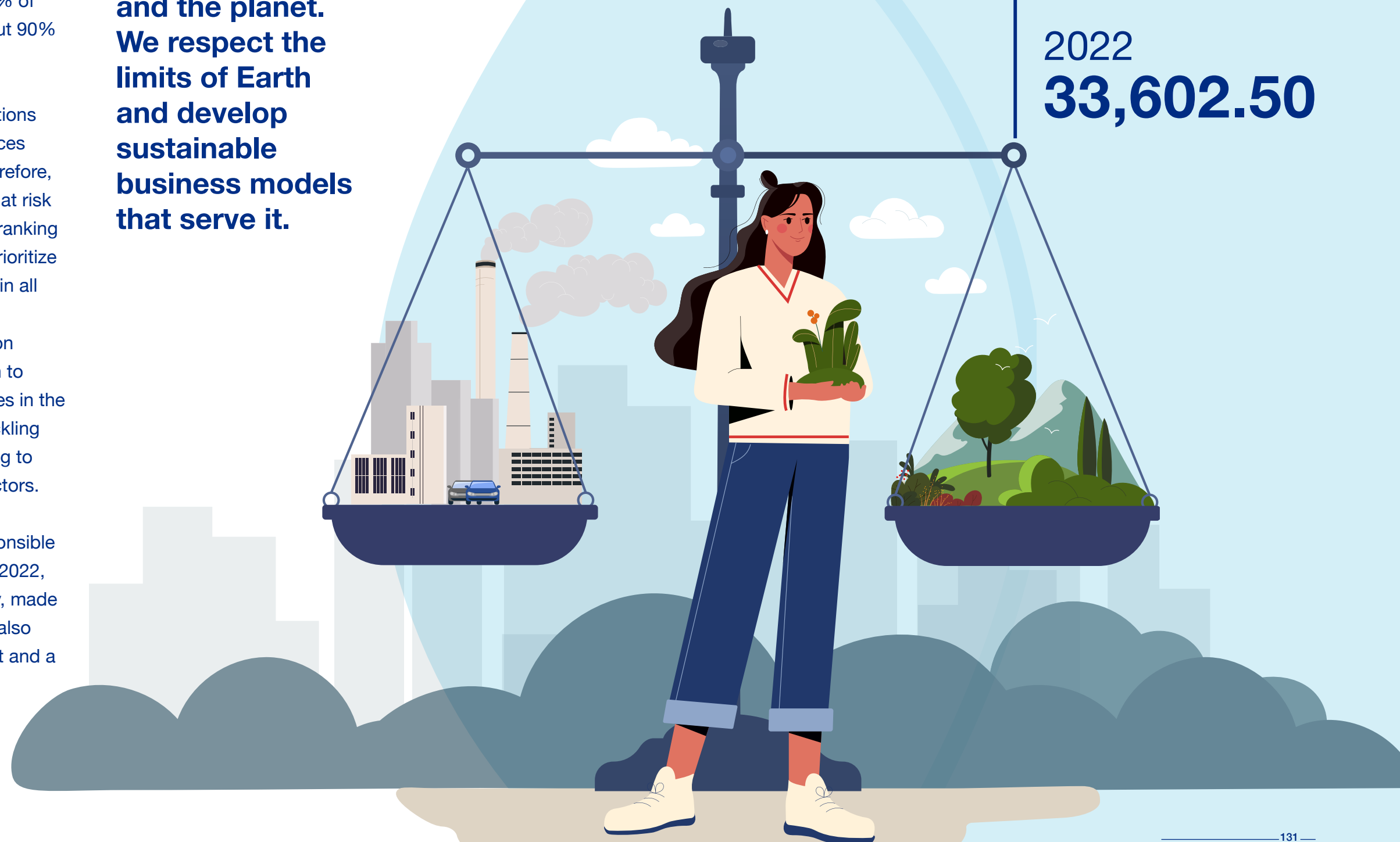
**We recognize the value of humanity, the world, the environment, and the planet. We respect the limits of Earth and develop sustainable business models that serve it.**

Total GHG Emissions (Ton CO<sub>2</sub>e)

2020  
**26,700.63**

2021  
**28,833.81**

2022  
**33,602.50**



## Exemplary Projects for Tackling Climate Change and Improving Energy Efficiency

# DOĞAN HOLDİNG

To create environmental sustainability conditions in our administrative buildings, we closely follow the latest technological developments and regulations and rapidly implement the necessary practices.

We obtain clean electricity from the solar energy system of approximately 100 kWp, installed on an area of 720 square meters on the roof of our head office building. The new administrative building of the Holding since 2011 features new generation HVAC systems in EU environmental norms that use environment-friendly gases. The Holding building is equipped with state-of-the-art, environment-friendly fire extinguishing systems with lighter fire extinguishers. These systems, which contain suitable gases, are also more compatible with the environment and human health, and compliant with EU standards.

**As an organization, we aim to become carbon neutral by 2030 by upgrading and improving our energy resources and industrial processes.**



### Galata Wind

Galata Wind strives to ensure that all its power plants operate in accordance with the legislation and adopts an environment-friendly approach and compliance with international certification processes.

Galata Wind generates electricity solely from renewable sources (solar and wind) at its ISO 14001- and ISO 50001-certified power plants. Since all the internal facilities consume renewable electricity generated at the power plants, they do not create Scope 2 emissions. Additionally, carbon reduction credits/certificates in Gold Standard for Global Goals (GS4GG), Verified Carbon Standard (VCSVERRA), and IREC certification are obtained due to the generation of renewable electricity.

The activities of Galata Wind power plants in 2022 are summarized in the following page.



### Şah WPP

Galata Wind achieved a total CO<sub>2</sub> emission reduction of 901,915 tons at Şah WPP in the first validation period between May 2011 and May 2018, and 490,427 tons until the beginning of 2021 within the second validation period from 2018 to 2026. The CO<sub>2</sub> emission reduction values are projected as 180,301 tons and 186,576 tons for 2021 and 2022, respectively.

### Mersin WPP

Galata Wind achieved a total CO<sub>2</sub> emission reduction of 530,587 tons at Mersin WPP in the first validation period between August 2010 and August 2018, and 249,217 tons until the beginning of 2021 within the second validation period from 2018 to 2026. The CO<sub>2</sub> emission reduction values are projected as 124,163 tons and 125,928 tons for 2021 and 2022, respectively. The third validation period for Şah WPP and Mersin WPP will cover 2026 to 2033. The two power plants are projected to achieve a total annual CO<sub>2</sub> emission reduction of 280,000 tons on average every year until 2034.

### Taşpınar WPP

Taşpınar RES, Gold Standard-certified since 2021, will utilize its validation rights until 2036. The CO<sub>2</sub> emission reduction values at Taşpınar RES are projected as 85,379 tons and 1106,762 tons for 2021 and 2022, respectively. Taşpınar RES is projected to achieve a total annual CO<sub>2</sub> emission reduction of 100,000 tons on average every year until 2036.

### Çorum WPP

Çorum SPP, Gold Standard-certified since 2018, achieved a total CO<sub>2</sub> emission reduction of 31,034 tons until the beginning of 2022 within the first validation period between 2018 and 2022. The CO<sub>2</sub> emission reduction values were 7,491 tons and 7,221 tons for 2021 and 2022, respectively.

### Erzurum SPP

Erzurum SPP Aziziye Plant is Gold Standard-certified, and Hınıs Plant VCS-VERRA-certified. The processes at both plants were completed in 2019. Aziziye Plant achieved a total CO<sub>2</sub> emission reduction of 38,499 tons until the beginning of 2022 within the first validation period between 2019 and 2023. The CO<sub>2</sub> emission reduction values of this plant are projected as 13,062 tons and 12,665 tons for 2021 and 2022, respectively. Hınıs Plant achieved a total CO<sub>2</sub> emission reduction of 23,626 tons until the beginning of 2022 within the first validation period between 2019 and 2029. The CO<sub>2</sub> emission reduction values of this plant were 8,125 tons and 7,727 tons for 2021 and 2022, respectively.



### Ditaş

The energy loss points were identified in 2021 after comprehensive energy studies. In addition, ISO 50001 management system was established and the relevant certification was obtained.

In line with the Efficiency Improvement Project of the Turkish Ministry of Energy and Natural Resources, 90% efficiency was captured by replacing the compressor, and the activities for this purpose continued in 2022.

### Sesa Ambalaj

The enhancements in the two lamination machines in 2022 and energy derived from the hot oil boiler delivered lower electricity consumption and reduction in CO<sub>2</sub> emissions. As a result, electricity consumption dropped by 180,000 kw per month, natural gas increased by 3,000 m<sup>3</sup>, and Euro 9,000 was saved per month.

### Aytemiz

Aytemiz started to install the first electric vehicle charging units in its gas stations in Turkey, and has maintained its pioneering position in the sector with seamless service since then. In 2022, electric vehicles charged their batteries at Aytemiz stations for nearly 500 thousand minutes, contributing to 85% reduction in CO<sub>2</sub> emissions compared to normal electricity.

# NATURAL RESOURCES AND WASTE MANAGEMENT

Growing population and urbanization are putting significant pressure on resources. Furthermore, the resulting waste continues to pollute lands and oceans. As plastics mix into the oceans and threaten marine life, they also pose a risk to human health through the food chain. We define waste as one of our major environmental impacts and take responsibility for tackling this problem. We manage our waste according to a waste hierarchy system, which consists of prevention, reduction, reuse, recycling, energy recovery, and disposal in order of priority.

We adopt circular systems to minimize natural resource consumption and waste generation and take steps to develop alternative raw materials and practices to reduce resource consumption and waste generation.

		2020	2021	2022
Waste (tons)	Hazardous waste	697	385	625
	Non-hazardous waste	4,362	5,768	9,318



## Sesa Packaging

Sesa offers innovative packaging solutions and engages in various activities to reduce its environmental footprint by using alternative compounds. The company's monthly target is to reach 60 tons of recycled scrap plastics by using the crushing machine to turn plastic scrap into granules. According to the 2022 data, the average monthly amount of recycled scrap was 58 tons. In 2022, the company also ran a Waste Battery Campaign and collected 50 kg of waste batteries. Furthermore, the company began to track the amount of colored and non-colored paper output on a monthly basis to reduce paper consumption.

## Galata Wind

Galata Wind, generating renewable energy with the latest technologies since 2012, manages its waste in line with this technological infrastructure. The company's goals regarding life cycle and circular economy strategies and action plans will be determined and disclosed in 2023.

## D Real Estate

In 2022, Trump Tower launched a project to separate all waste using a dual waste system and transition to zero waste management at the property. The objective of this project is to recycle the waste of the entire property once the zero waste system is implemented. The plan for 2023 is to start separating the leftovers from the food consumed in the shopping mall's food court and donating them to stray animal shelters instead of sending them to landfills.



# WATER MANAGEMENT

At Doğan Group, water management is among our material topics to ensure the continuity of our business and environmental sustainability.

As a Group with activities in diverse industries, our water impact changes depending on the industry. We prioritize efficient use of water, which is a vital natural asset that our business depends on. Efficiency and recovery are the two main pillars of our water management approach.



**We aim to recover all the water we consume and reintroduce it to nature by 2030.**

## Total Water Consumption (m<sup>3</sup>)

2020  
**370,635**

2021  
**188,255**

2022  
**220,655**

# BIODIVERSITY



Biodiversity is the entirety of the organisms, genes, species, ecosystems and ecological events in a region.

Biodiversity refers to the diversity of living organisms in all sources, including terrestrial, marine and other aquatic ecosystems and the ecological structures that are part of these ecosystems.

Biological richness or biodiversity means to the diversity and variability of living things, their interactions with each other and their environment, and the complex ecological structures in which they exist.

Loss of biodiversity, which plays a key role in the continuity of life on Earth, is increasing at a higher rate.

World Economic Forum's 2022 Global Risks Report 2022 lists loss of biodiversity among the top 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 points to the importance of taking precautions against this risk.

We recognize that biodiversity must be protected to ensure the continuity of our business. The industries in which we operate, starting with the energy sector, all have significant impact on biodiversity. Therefore, we develop projects and applications to examine, control, monitor and conserve biodiversity by identifying and addressing the impact of our operations on the environment and nature.



**ANNEXES**



# CORPORATE MEMBERSHIPS

- Foreign Economic Relations Board of Turkey (DEİK)
- Global Compact Turkey (UNGC)
- Business Council for Sustainable Development (BCSD)
- 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	2020		2021		2022	
	Female	Male	Female	Male	Female	Male
Doğan Holding	49	104	49	109	50	110
Doğan Dış Ticaret	12	24	14	23	14	29
Doğan Yayıncılık	55	46	53	41	54	30
D Gayrimenkul	23	40	21	40	20	39
Doğan Burda	112	70	109	61	114	59
Doğan Trend Otomotiv	17	62	40	105	64	178
Galata Wind	8	31	12	38	12	39
Aytemiz	108	1131	93	830	108	784
Ditaş	24	313	26	318	75	533
Sesa	37	351	52	410	82	450
Doğan Yatırım Bankası	12	11	23	23	27	29
<b>TOPLAM</b>	<b>457</b>	<b>2,183</b>	<b>492</b>	<b>1,998</b>	<b>647</b>	<b>2,253</b>
	<b>2,640</b>		<b>2,490</b>		<b>2,900</b>	

“Doğan Holding is the total of Doğan Şirketler Grubu Holding A.Ş. and Değer Merkezi Hizmetler ve Yönetim Danışmanlığı A.Ş. Including the affiliates under joint management, (including the employees of all group companies not covered in the report), the group has 8,335 employees.”



Employees by Companies by Type of Employment	2020		2021		2022	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
Doğan Holding	153	0	158	0	160	0
Doğan Dış Ticaret	36	0	37	0	42	1
Doğan Yayıncılık	101	0	94	0	84	0
D Gayrimenkul	63	0	61	0	59	0
Doğan Burda	182	0	170	0	173	0
Doğan Trend Otomotiv	79	0	145	0	242	0
Galata Wind	39	0	50	0	51	0
Aytemiz	1,205	34	900	23	869	23
Ditaş	337	0	344	0	605	0
Sesa	388	0	461	1	531	1
Doğan Yatırım Bankası	23	0	40	6	50	6
<b>TOTAL</b>	<b>2,606</b>	<b>34</b>	<b>2,460</b>	<b>30</b>	<b>2,866</b>	<b>34</b>

Employees by Companies by Age Groups		2020		2021		2022	
		Women	Men	Women	Men	Women	Men
Doğan Holding	<30 years	6	5	9	8	8	7
	30-50 years	37	78	32	76	29	75
	>50 years	6	21	8	25	13	28
Doğan Dış Ticaret	<30 years	3	2	6	2	4	3
	30-50 years	8	18	7	18	9	20
	>50 years	1	4	1	4	1	6
Doğan Yayıncılık	<30 years	12	3	9	3	9	2
	30-50 years	38	39	36	32	39	24
	>50 years	5	4	8	6	6	4
D Gayrimenkul	<30 years	9	7	9	5	6	9
	30-50 years	12	27	10	29	12	25
	>50 years	2	6	2	6	1	6
Doğan Burda	<30 years	10	5	13	3	11	1
	30-50 years	93	56	85	48	90	45
	>50 years	9	9	11	10	13	13
Doğan Trend Otomotiv	<30 years	3	3	11	19	20	39
	30-50 years	14	44	28	71	41	115
	>50 years	0	15	1	15	3	24
Galata Wind	<30 years	1	2	5	3	4	4
	30-50 years	7	25	7	35	8	27
	>50 years	0	4	0	5	0	8
Aytemiz	<30 years	37	344	29	180	39	179
	30-50 years	70	648	62	526	66	474
	>50 years	1	139	2	124	3	131
Ditaş	<30 years	12	41	11	45	19	85
	30-50 years	13	263	12	250	21	400
	>50 years	1	9	3	23	4	47
Sesa	<30 years	27	149	30	129	37	163
	30-50 years	12	191	21	252	44	261
	>50 years	2	20	1	29	1	26
Doğan Yatırım Bankası	<30 years	1	0	4	6	5	11
	30-50 years	9	9	15	16	16	18
	>50 years	2	2	4	1	5	1
<b>TOTAL</b>	<30 years	94	412	106	274	162	507
	30-50 years	313	1,398	315	1,346	405	1,479
	>50 years	29	233	39	250	51	296

Subcontractor Employees by Gender by Companies	2020		2021		2022	
	Female	Male	Female	Male	Female	Male
Doğan Holding	15	25	13	25	0	0
Doğan Dış Ticaret	0	0	0	0	0	0
Doğan Yayıncılık	5	31	19	45	20	44
D Gayrimenkul	18	77	46	104	20	39
Doğan Burda	1	14	1	13	1	13
Doğan Trend Otomotiv	4	16	3	18	9	40
Galata Wind	18	77	0	35	0	33
Aytemiz	10	34	10	40	10	41
Ditaş	5	32	4	26	6	48
Sesa	3	11	13	6	11	12
Doğan Yatırım Bankası	-	-	1	1	27	29
<b>TOTAL</b>	<b>79</b>	<b>317</b>	<b>110</b>	<b>313</b>	<b>104</b>	<b>299</b>

Employees Taking Parental Leave	2020		2021		2022	
	Women	Men	Women	Men	Women	Men
Employees taking parental leave	60	95	11	60	12	55
Employees returning to work after parental leave	54	92	6	60	11	54

Occupational Health and Safety (OSHA) Indicators (Employees)*	2020	2021	2022
Number of accidents	34	44	46
Number of occupational diseases	0	0	0
Accident frequency rate*	1.29	1.77	1.59
Lost work day rate**	12.01	21.49	12.76
OHS training hours	17,393	25,992	26,107

\*Accident frequency rate= (number of reported accidents x 200,000) / total hours worked

\*\*Lost workday rate (LWR) = (number of workdays lost x 200,000) / total hours worked

Total hours worked are calculated as average based on employee days and employee numbers.

Training Hours by Years	2020	2021	2022
Total training hours	39,250	57,586	253,957
Training hours per employee	14.87	23.13	87.23
Total training hours of sub-contractor employees	1,310	2,849	3,595

## Environmental Performance Indicators

Water Consumption by Companies (m <sup>3</sup> )	2020	2021	2022
Doğan Holding	1,639	2,030	1,912
Doğan Dış Ticaret	275	325	329
Doğan Yayıncılık	2,554	2,579	3,096
D Gayrimenkul	292	376	421
Doğan Burda	680	521	303
Doğan Otomotiv	5,400	5,599	14,902
Galata Wind	1,018	1,844	832
Aytemiz	290,714	76,943	100,758
Ditaş	58,405	84,608	86,585
Sesa	9,600	13,136	11,160
Doğan Yatırım Bankası	58	294	357
<b>TOTAL</b>	<b>370,635</b>	<b>188,255</b>	<b>220,655</b>

✓

Recovered Water and Wastewater (m <sup>3</sup> )	2020	2021	2022
Recovered water	0	0	0
Wastewater	60,066	15,672	18,817

Waste (tons)		2020	2021	2022
	Hazardous waste	697	385	625
Non-hazardous waste	4,362	5,768	9,318	✓



## Greenhouse Gas Emissions by Companies (tons CO<sub>2</sub>e)

		2020	2021	2022
Doğan Holding	Scope 1	447.1	508.8	602.70
	Scope 2	414.3	342.1	410
	Scope 3	103.9	94.9	111.15
Doğan Dış Ticaret	Scope 1	38.5	53.0	62.96
	Scope 2	28.1	-	31.31
	Scope 3	1.9	1.2	2.69
Doğan Yayıncılık	Scope 1	356.7	247.6	284.14
	Scope 2	123.6	135.9	147.57
	Scope 3	32.7	33.8	27.00
D Gayrimenkul	Scope 1	1,093.0	1,103.8	1,105.42
	Scope 2	22.9	21.7	23.56
	Scope 3	-	-	-
Doğan Burda	Scope 1	25.9	48.4	35.05
	Scope 2	51.3	35.1	48.40
	Scope 3	169.8	99.4	99.38
Doğan Trend Otomotiv	Scope 1	241.8	461.7	2,056.10
	Scope 2	304.7	378.4	478.3
	Scope 3	-	64.4	4.52
Galata Wind	Scope 1	73.8	82.9	69.83
	Scope 2	108.8	172.0	233.71
	Scope 3	62.3	76.3	104.29
Aytemiz	Scope 1	6,545.5	6,467.3	6,243.94
	Scope 2	2,889.1	2,700.6	2,819.33
	Scope 3	228.7	248.1	261.56
Ditaş	Scope 1	1,431.7	1,571.9	1,807.93
	Scope 2	4,255.3	5,395.7	6,282.15
	Scope 3	207.3	121.8	411.46
Sesa	Scope 1	1,066.1	1,406.6	1,624.97
	Scope 2	6,375.6	6,733.4	7,737.57
	Scope 3	-	223.8	325.40
Doğan Yatırım Bankası	Scope 1	-	3.4	86.54
	Scope 2	-	16.4	62.19
	Scope 3	-	-	-
<b>Total</b>	Scope 1	11,320.08	11,956.39	13,979.57
	Scope 2	14,573.93	15,933.01	18,275.48
	Scope 3	806.62	945.40	1,347.45
<b>TOTAL</b>		<b>26,700.63</b>	<b>28,833.81</b>	<b>33,602.50</b>

## Energy consumption by companies (MWh)

	2020	2021	2022
Doğan Holding	2,641.90	2,744.36	2,830.00
Doğan Dış Ticaret	202.47	199.74	312.09
Doğan Yayıncılık	1,148.48	1,243.29	1,148.48
D Gayrimenkul	91.72	117.64	106.85
Doğan Burda	203.92	261.59	237.28
Doğan Otomotiv	1,606.38	2,322.58	10,121.06
Galata Wind	502.99	684.78	752.14
Aytemiz	29,429.01	29,862.71	29,011.51
Ditaş	15,790.12	19,357.93	20,277.32
Sesa	18,305.91	21,327.21	23,621.47
Doğan Yatırım Bankası	-	49.08	466.59
<b>Total</b>	<b>69,922.92</b>	<b>78,170.92</b>	<b>89,154.88</b>

## UN Global Compact Reference Table

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

## Reporting Guidance and Limited Assurance Report

### Doğan Holding 2022 Sustainability Report-Reporting Guidance

These reporting guidance (“guidance”) provide information on the preparation, calculation, and reporting methodologies applied to the data of the indicators within the scope of limited assurance, disclosed in Doğan Holding 2022 Sustainability Report (“2022 Sustainability Report”) of Doğan Şirketler Grubu Holding A.Ş. (“Doğan Holding” or “Group”). These indicators refer solely to the environmental indicators. The Group management is responsible for ensuring that the suitable procedures are in place to prepare these indicators - explained in the following table - in all material respects in line with the Guidelines.

The information provided in these guidelines covers the 2022 reporting year ended on December 31, 2022 (January 1 - December 31, 2022) and the relevant operations of Doğan Holding and its subsidiaries listed below (“Companies”) in Turkey, as detailed in the “Key Definitions and Reporting Scope” section, and does not include information about subcontractors.

- Aytemiz Akaryakıt Dağıtım A.Ş.
- D Gayrimenkul Yatırımları ve Ticaret A.Ş.
- D Yatırım Bankası A.Ş.
- Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş.
- Doğan Burda Dergi Yayıncılık ve Pazarlama A.Ş.
- Doğan Dış Ticaret ve Mümessillik A.Ş.
- Doğan Holding A.Ş.
- Doğan Trend Otomotiv Ticaret Hizmet ve Teknoloji A.Ş.
- Doğan Yayınları Yayıncılık ve Yapımcılık Ticaret A.Ş.
- Galata Wind Enerji A.Ş.
- Sesa Ambalaj ve Plastik Sanayi Ticaret 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 by Companies (MWh)	This indicator refers to the total energy consumption of the group companies included in this report during the reporting period. The scope of assurance consists of gasoline, diesel, natural gas, electricity and LPG consumptions.	
	Water Use by Companies (m <sup>3</sup> )	This indicator refers to the total water consumption of the group companies included in this report during the reporting period, and monitored monthly via the service providers' invoices.	
	Hazardous Waste (tons)	This indicator refers to the quantity of hazardous waste generated by the group companies included in the report during the reporting period, and tracked via MOTAT (Mobile Waste Tracking System) on the Ministry of Environment portal (Integrated Environmental Information System).	
	Non-hazardous Waste (tons)	This indicator refers to the quantity of non-hazardous waste generated by the group companies included in the report during the reporting period, and tracked via the Ministry of Environment portal (Integrated Environmental Information System) and the invoices of the licensed waste processing facilities.	
	<b>GHG Emissions by Companies</b>		
	Total Scope 1 (tCO <sub>2</sub> e)	This indicator refers to the greenhouse gas emissions caused by the use of natural gas, diesel, gasoline, LPG, refrigerant gases, and fire extinguishing devices by the group companies included in the report during the reporting period. The scope of assurance covers all greenhouse gas emissions from natural gas and diesel consumption. The Group calculates its greenhouse gas emissions according to the standard “TS EN ISO 14064-1:2018 Greenhouse gases — Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals.”	
	Total Scope 2 (tCO <sub>2</sub> e)	This indicator refers to the indirect greenhouse gas emissions resulting from electricity consumption by the group companies included in the report during the reporting period. The Group calculates its greenhouse gas emissions according to the standard “TS EN ISO 14064-1:2018 Greenhouse gases — Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals.”	
	Total Scope 3 (tCO <sub>2</sub> e)	This indicator refers to the indirect greenhouse gas emissions from employee commuting, specified as Category 7 in the Greenhouse Gas Protocol, and monitored via the shuttle providers' mileage-based invoices, of the group companies included in the report during the reporting period. The Group calculates its greenhouse gas emissions according to the standard “TS EN ISO 14064-1:2018 Greenhouse gases — Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals.”	



## Preparation of Data

### Energy use per company

Energy consumption data has been verified for primary fuel sources, including diesel, natural gas, electricity, and LPG.

Diesel, gasoline, natural gas, electricity and LPG consumptions are monitored monthly via the service providers' invoices. Diesel consumption consists of diesel used in group vehicles and off-road vehicles.

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

- Since the electricity consumption is billed in kWh, a conversion factor of 1 kWh=0.001 MWh is used in conversion to MWh.
- Since natural gas is billed in m3, a conversion factor of  $1\text{m}^3 \times \text{kcal} (8,250) \times \text{joules} (4.184) / 3.6 / 105$  is used in conversion to MWh.
- Since diesel is billed in liters, a conversion factor of  $1 \text{ lt} = \text{kg/lt} (0.830) \times \text{kcal/kg} (10,200) \times \text{joules} (4.184) / 3.6 / 105$  is used in conversion to MWh.
- Since gasoline is billed in liters, a conversion factor of  $1 \text{ lt} = \text{kg/lt} (0.735) \times \text{kcal/kg} (10,400) \times \text{joules} (4.184) / 3.6 / 105$  is used in conversion to MWh.
- Since LPG is billed in kilograms, a conversion factor of  $1 \text{ kg} = \text{kcal/kg} (10,900) \times \text{joules} (4.184) / 3.6 / 105$  is used in conversion to MWh.
- "Regulation on Increasing Efficiency in the Use of Energy Resources and Energy (Official Gazette: 27 October 2011/28097: amended 03/09/2014-29108), ANNEX -2: Lower Heating Values of Energy Resources and Conversion Coefficients to Petroleum Equivalents" table is taken as reference for the intensity and conversion coefficient values.

### Water use per company

The Group's total water consumption is monitored monthly via the meter readings and billing information of the service providers.

### Hazardous and non-hazardous waste

Hazardous and non-hazardous waste is monitored by the relevant departments of the group companies and reported with waste declaration forms.

Total Scope 1, Total Scope 2 and Total Scope 3

Scope 1, Scope 2, Scope 3 emissions have been calculated in accordance with ISO 14064-1, within the framework of the "Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard," based on the principle of operational control.

CO<sub>2</sub> equivalent factors consisting of CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O equivalent emission factors were used in the calculations. The emission factors used are detailed in the table below. The Global Warming Potential (GWP) coefficients are taken from the 5<sup>th</sup> Evaluation Report of the Intergovernmental Panel on Climate Change (IPCC) and the Greenhouse Gas Protocol (<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022>). The obtained tons CO<sub>2</sub>-e value is calculated by multiplying the corresponding coefficients. Grid emission factor is calculated using the relevant annual data provided by Türkiye Elektrik İletim A.Ş. (TEİAŞ).

Emission Factor – Scope 1	Emission Factor (kg CO <sub>2</sub> -e)
Natural gas (m <sup>3</sup> )	1,942
Diesel (group vehicles) (lt)	2,665
Diesel (power generators) (lt)	2,640
Diesel (off-road vehicles) (l)	2,897
Gasoline (group vehicles) (l)	2,268
LPG (kg)	2,880
Emission Factor – Scope 2	kg CO <sub>2</sub> -e
Electricity (grid)	0.484
Emission Factor – Scope 3	kgCO <sub>2</sub> -e
Employee shuttles	0.484

### Reconsideration

Measuring and reporting the assured data inevitably involves some degree of estimation. If an essential change or correction of more than 5% occurs at the group level, a restatement of information may be considered.

## Limited Assurance Opinion



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

Doğan Şirketler Grubu Holding A.Ş. (“Doğan Holding” or “Group”) engaged us to obtain limited assurance on the specified environmental sustainability data (together the “Selected Information”) as defined below and listed in the Doğan Holding Sustainability Report 2022 (“Sustainability Report 2022”) for the year ended December 31, 2022.

#### Selected Information

The specified environmental sustainability data subject to our limited assurance work and marked with the symbol “✓” on pages 150 through 153 in the Sustainability Report 2022 for the year ended December 31, 2022 are listed below.

#### Environmental indicators

- Energy Use by Companies (MWh)
- Water Use by Companies (m3)
- Hazardous Waste (tons)
- Non-hazardous Waste (tons)
- Total Scope 1 (tCO<sub>2</sub>e)
- Total Scope 2 (tCO<sub>2</sub>e)
- Total Scope 3 (tCO<sub>2</sub>e)

Our independent assurance report has been issued solely on the basis of the Subject Matter Information marked with the symbol “✓” in the Sustainability Report 2022. No assurance has been performed on other information related to the previous periods or the Subject Matter Information marked with the symbol “✓” in the Sustainability Report 2022 and therefore no conclusion has been reached regarding such information.

#### Criteria

In preparing the Subject Matter Information, the Group has followed the principles specified in Doğan Holding Sustainability Report 2022 – Reporting Guidelines (“Reporting Guidelines”) provided on pages 156 through 159 in the Sustainability Report 2022.



#### Group’s Responsibilities

The Group is responsible for the content of the Sustainability Report 2022 and the preparation of Subject Matter Information in accordance with the Reporting Guidelines. The Group is also responsible for designing, executing, and implementing internal controls to ensure that the information used in the preparation of Subject Matter Information does not contain any material misrepresentations due to fraud or error.

#### Inherent limitations

Non-financial data is subject to more inherent limitations than financial data, given both the nature and the methods used for the determining, calculating, sampling or estimating such data. 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, evaluation and measurement techniques that can affect comparability between entities over time. The precision of different measurement techniques may also vary. Therefore, it is important to read and review Subject Matter Information within the framework of the Reporting Guidelines.

Among other issues, particularly the calculations of conversion factors to MWh and carbon emissions in the consumption of energy source fuels depend on the information and factors obtained within the Group and/or on information and factors provided by independent third parties, as specified in the Reporting Guidelines. These different factors and information provided by third parties are not included in our assurance work.

#### Independence and Quality Management

We comply with the International Code of Ethics for Professional Accountants, published by the International Ethics Standards Board for Accountants (“IESBA”), which lays out independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

We implement International Standard 1 on Quality Management and accordingly maintain a quality management system that includes documented policies and processes in accordance with relevant ethical and professional standards and legal or regulatory requirements.



### Independent Auditor's Responsibilities

Our responsibility is to report a conclusion, based on the limited assurance work we conduct, about whether anything has come to our attention to indicate that the Subject Matter Information has not been prepared, in all material respects, in accordance with the Reporting Guidelines. Our limited assurance work is conducted in accordance with the International Standard on Assurance Engagements 3000- "Assurance Engagements other than Audits and Reviews of Historical Financial Information" ("ISAE 3000" Revised) and International Standard on Assurance Engagements 3410- "Assurance Engagements on Greenhouse Gas Statements" ("ISAE 3410"), published by International Ethics Standards Board for Accountants.

We conducted our work in accordance with ISAE 3000 (Revised) and ISAE 3410 standards in limited scope, which is significantly narrower than the scope of a reasonable assurance. The nature, timing, and scope of procedures in a limited assurance engagement to gather sufficient suitable audit evidence are much narrower than in reasonable assurance engagements.

The procedures we conduct are based on our professional judgment and include inquiries, observing the processes performed, examining documents, undertaking analytical procedures, assessing the methodologies applied and reporting policies, and agreeing on the underlying records.

The limited assurance procedures we conducted included:

- Inquiries made with group management and individuals responsible for relevant Subject Matter Information.
- The process for collecting and reporting Subject Matter Information is understood. This procedure included assessing key processes and controls for managing and reporting Subject Matter Information.
- The source data used to prepare the Subject Matter Information was assessed and certain selected computational examples were reconstructed.
- Limited sampling tests were conducted to compile and prepare Subject Matter Information prepared by the Group.
- Analytical procedures were applied to the reported data.



### Limited Assurance Conclusion

Based on our procedures and the evidence we have obtained, nothing has come to our attention to indicate that the Subject Matter Information disclosed in the Group's Sustainability Report 2022 for the year ended December 31, 2022, has not been prepared, in all material respects, in accordance with the Reporting Guidelines

### Restriction on use

This report, including our conclusions, has been prepared solely for the Group's Board of Directors to assist in the Directors in reporting the Group's sustainability performance and activities. We permit this report to be disclosed in the Sustainability Report 2022 for the year ended December 31, 2022 to assist the Group's Board of Directors in responding to their governance responsibilities by obtaining a limited independent assurance report on Subject Matter Information. To the fullest extent permitted by law, we do not accept or assume any responsibility to anyone other than Doğan Şirketler Grubu Holding A.Ş. Board of Directors and Doğan Şirketler Grubu Holding A.Ş. for our work or report except where terms are expressly agreed between us in writing.

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



Salim Alyanak  
CPA, Auditor

Istanbul, May 17, 2023



# GRI Content Index

<b>Statement of use</b>	Doğan Holding has reported in accordance with the GRI Standards for the period 1.1.2022—31.12.2022.
<b>GRI 1</b>	GRI 1: Foundation 2021
<b>Applicable GRI sector standards</b>	Not currently available

GRI Standard	Disclosure	Relevant Sections	Notes
<b>General Disclosures</b>			
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	About the Report Corporate Governance	
	2-2 Entities included in the organization's sustainability reporting	About the Report	
	2-3 Reporting period, frequency and contact point	About the Report	
	2-4 Restatements of information	Social KPIs Environmental KPIs	The shares representing 69.83% of Çelik Halat's capital held by Doğan Holding were acquired by Artaş İnşaat Sanayi ve Ticaret A.Ş. and Betatrans Lojistik İnşaat Sanayi ve Ticaret A.Ş. Therefore, Social and Environmental Performance Indicators have been prepared retrospectively.
	2-5 External assurance	About the Report Independent Assurance Statement	Limited assurance has been conducted by the independent audit firm, PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. (PwC Turkey), for the subject matter environmental indicators included in this report.
	2-6 Activities, value chain, and other business relationships	About the Report Overview of the Group and Industries	
	2-7 Employees	Social KPIs	
	2-8 Workers who are not employees	Social KPIs	
	2-9 Governance structure and composition	Corporate Governance	
	2-10 Nomination and selection of the highest governance body	Corporate Governance	
	2-11 Chair of the highest governance body	Corporate Governance	
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance	
	2-13 Delegation of responsibility for managing impacts	Corporate Governance	
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance	
	2-15 Conflicts of interest	Code of Ethics	
	2-16 Communication of critical concerns	Code of Ethics	
	2-17 Collective knowledge of the highest governance body	Corporate Governance	
	2-22 Statement on sustainable development strategy	Sustainability Approach	
	2-23 Policy commitments	Sustainability Report 2022	Policy links are provided in the relevant sections of the report. More information on the policies can be found on Doğan Holding's corporate website: <a href="https://www.doganholding.com.tr/kurumsal-yonetim/politikalar/">https://www.doganholding.com.tr/kurumsal-yonetim/politikalar/</a>

<b>GRI 2: General Disclosures 2021</b>	2-24 Embedding policy commitments	Sustainability Report 2022	Policy links are provided in the relevant sections of the report. More information on the policies can be found on Doğan Holding's corporate website: <a href="https://www.doganholding.com.tr/kurumsal-yonetim/politikalar/">https://www.doganholding.com.tr/kurumsal-yonetim/politikalar/</a>
	2-25 Processes to remediate negative impacts	Risk Management	
	2-26 Mechanisms for seeking advice and raising concerns	Code of Ethics	
	2-28 Membership associations	Corporate Memberships	
	2-29 Approach to stakeholder engagement	Stakeholder Dialog	
	2-30 Collective bargaining agreements	Equal Opportunity and Diversity	
<b>Material Sustainability Topics</b>			
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Material Sustainability Topics	
	3-2 List of material topics	Material Sustainability Topics	
<b>Digitalization and Technology/Innovation</b>			
<b>Economic Performance</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Material Sustainability Topics	
	<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Economic Performance
<b>Anti-corruption</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Material Sustainability Topics	
	<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	Anti-bribery and Anti-corruption
205-2 Communication and training about anti-corruption policies and procedures		Anti-bribery and Anti-corruption	
205-3 Confirmed incidents of corruption and actions taken		Anti-bribery and Anti-corruption	
<b>Water Management</b>			
<b>Water and Effluents</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Material Sustainability Topics	
	<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	Water Management
303-2 Management of water discharge related impacts		Water Management	
303-3 Water withdrawal		Environmental KPIs	
303-4 Water discharge		Environmental KPIs	
303-5 Water consumption		Environmental KPIs	
<b>Biodiversity</b>			
<b>Biodiversity</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Material Sustainability Topics	
	<b>GRI 304: Biodiversity 2016</b>	304-3 Habitats protected or restored	Biodiversity
<b>Climate Change and Energy</b>			
<b>Emissions</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Material Sustainability Topics	
	<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Environmental KPIs
		305-2 Energy indirect (Scope 2) GHG emissions	Environmental KPIs
		305-3 Other indirect (Scope 3) GHG emissions	Environmental KPIs
		305-4 GHG emissions intensity	Environmental KPIs
305-5 Reduction of GHG emissions		Environmental KPIs	

Natural Resources and Waste Management			
<b>Waste</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Material Sustainability Topics	
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Natural Resources and Waste Management	
	306-2 Management of significant waste related impacts	Natural Resources and Waste Management	
	306-3 Waste generated	Environmental KPIs	
	306-4 Waste diverted from disposal	Environmental KPIs	
	306-5 Waste directed to disposal	Environmental KPIs	
<b>Talent Management</b>			
<b>Employment</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Material Sustainability Topics	
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Social KPIs	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social KPIs	
<b>Labor/Management Relations</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Material Sustainability Topics	
<b>GRI 402: Labor/Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	Legally required notice periods are followed.	
<b>Occupational Health and Safety</b>			
<b>Occupational Health and Safety</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Material Sustainability Topics	
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Occupational Health and Safety	
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	
	403-3 Occupational health services	Occupational Health and Safety	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	
	403-5 Worker training on occupational health and safety	Social KPIs	
	403-9 Work-related injuries	Social KPIs	
	403-10 Work-related ill health	Social KPIs	
<b>Training and Education</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Doğan Holding Material Sustainability Topics	
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Social KPIs	
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management	
	404-3 Percentage of employees receiving regular performance and career development reviews	Talent Management	
<b>Equal Opportunity and Diversity</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Doğan Holding Material Sustainability Topics	
<b>GRI 405: Equal Opportunity and Diversity 2016</b>	405-1 Diversity of governance bodies and employees	Equal Opportunity and Diversity	
<b>GRI 405: Equal Opportunity and Diversity 2016</b>	405-2 Ratio of basic salary and remuneration of women to men	Equal Opportunity and Diversity	

Employee Development			
<b>Employment</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Doğan Holding Material Sustainability Topics	
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Social KPIs	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Equal Opportunity and Diversity	
<b>Equal Opportunity and Diversity</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Doğan Holding Material Sustainability Topics	
<b>GRI 405: Equal Opportunity and Diversity 2016</b>	405-1 Diversity of governance bodies and employees	Equal Opportunity and Diversity	
<b>Social Investments</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Doğan Holding Material Sustainability Topics	
<b>GRI 405: Equal Opportunity and Diversity 2016</b>	405-1 Diversity of governance bodies and employees	Equal Opportunity and Diversity	

## WEF Stakeholder Capitalism Metrics

Doğan Holding 2022 Sustainability Report has been prepared in accordance with the Stakeholder Capitalism Metrics recommended by World Economic forum (WEF) and International Business Council (IBS) for the first time.

Principles of Governance		
Theme	Metric	Relevant Section/ Explanation
Governing purpose	Setting purpose	Sustainability Approach
Quality of governing body	Governance body composition	Corporate Governance
Stakeholder engagement	Material issues impacting stakeholders	Material Sustainability Topics Stakeholder Dialog
Ethical behavior	Anti-corruption	Code of Ethics Anti-bribery and Anti-corruption
	Protected ethics advice and reporting mechanisms	Code of Ethics
Risk and opportunity oversight	Integrating risk and opportunity into business process	Risk Management
Planet		
Theme	Metric	Relevant Section/ Explanation
Climate change	Greenhouse Gas (GHG) Emissions	Climate Change and Energy Environmental Performance Indicators
	TCFD (Task Force on Climate-related Financial Disclosures) Implementation	Plans are made to expand the strategy for tackling climate crisis within the scope of TCFD.
Nature loss	Land use and ecological sensitivity	Biodiversity
Freshwater availability	Water consumption and withdrawal in water-stressed areas	Water Management
People		
Theme	Metric	Relevant Section/ Explanation
Dignity and Equality	Diversity and inclusion	Equal Opportunity and Diversity Social Performance Indicators Doğan Group Human Rights Policy
	Pay equality	Equal Opportunity and Diversity Doğan Group Human Rights Policy
	Wage level	Equal Opportunity and Diversity Doğan Group Human Rights Policy
	Risk for incidents of child, forced or compulsory labor	Equal Opportunity and Diversity Doğan Group Human Rights Policy
Health and well-being	Health and safety	Occupational Health and Safety Social Performance Indicators Doğan Group Occupational Health and Safety Policy
Skills for the future	Training provided	Talent Management Social Performance Indicators
Prosperity		
Theme	Metric	Relevant Section/ Explanation
Employment and wealth generation	Absolute number and rate of employment	Social Performance Indicators
Employment and wealth generation	Economic contribution	Doğan Holding Annual Report 2022
Innovation of better products and services	Financial investment contribution	Doğan Holding Annual Report 2022
Innovation of better products and services	Total R&D expenses	Doğan Holding Annual Report 2022
Community and social vitality	Total tax paid	Doğan Holding Annual Report 2022

## LEGAL DISCLAIMER

The content and analyses in the sustainability report of Doğan Holding are solely for informative purposes, and created using sources and information believed to be accurate and reliable at the time the report was prepared, and should not form the basis for any investment decision. The company, its managers, employees, and all other individuals and organizations that contributed to the creation of the report will not be held liable for any damages that may arise from the use of the information contained herein. All rights of the report are reserved by Doğan Holding.

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