



# Sustainability Reports Published in 2025



Doğan Holding published its first sustainability report in compliance with the Türkiye Sustainability Reporting Standards (TSRS), covering the financial reporting period from 1 January to 31 December 2024. The report has undergone an independent assurance audit.

## GOVERNANCE

**Board of Directors:**

The highest decision-making body for all sustainability-related matters.

**Sustainability Committee:**

Responsible for strategy development, monitoring implementation, and performance evaluation.

**Corporate Communications and Sustainability Unit:**

Coordinates sustainability activities at the Group level.

## STRATEGY

**Analysis Conducted under TSRS Standards:**

Under the TSRS framework, any impact exceeding 1% of total assets was considered financially material.

**Rationale:**

- Portfolio acquisition and divestment activities experienced by the Holding in recent years
- The increasing tendency of financial statement users to focus on total assets

## RISK MANAGEMENT

Climate risks and opportunities were identified based on RCP 4.5 and RCP 8.5 scenarios.

**Climate risks and opportunities disclosed and to be monitored in the report:**

- Climate-related Physical Risk (Galata Wind): Acute wildfire risk
- Climate-related Physical Risk (Galata Wind): Chronic risk of changes in wind regimes
- Climate-related Physical Risk (Gümüştaş Mining): Chronic water stress
- Opportunity - Market (Galata Wind): Carbon credit revenues (VCS/GS)

## TARGETS

**Targets:**

- Achieve carbon neutrality by 2030
- Increase installed capacity to 1,000 MW
- Source 100% of electricity consumption from renewable energy by 2030
- Manage all water use in a holistic and sustainable manner through investments in reduction, treatment, and recovery programs



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# DOĞAN HOLDİNG

## 2024

### SUSTAINABILITY

### REPORT

Doğan Holding has been publishing sustainability reports in line with GRI (Global Reporting Initiative) Standards since 2020.

The 2024 Sustainability Report covers financial and non-financial data for the period 1 January - 31 December 2024 and has been prepared for operations in Türkiye.

Selected indicators have been verified in accordance with ISAE 3000 (Revised) and ISAE 3410 standards.

# DOĞAN HOLDING SUSTAINABILITY APPROACH

We prioritize issues such as sustainability-focused R&D and innovation, product lifecycle management, digital transformation, and data security.

## Investing in the Future

## Investing in the Society

## DOĞAN IMPACT PLAN

## Investing in the Planet

We set measurable targets in the areas of decarbonization, energy and water management, waste reduction, biodiversity, and responsible resource utilization, and we manage our footprint on the planet effectively.

**Within the scope of the Doğan Impact Plan, we continue to work to monitor sustainability performance across the Group, promote the dissemination of good practices and create long-term impact in all our operations.**

# Material Sustainability Topics

In 2023, a comprehensive stakeholder analysis was conducted in line with **the GRI methodology and the AA1000 Stakeholder Engagement Standard**. Based on stakeholder input as well as risk, opportunity, and trend analyses, material topics were dynamically updated in 2024 to reflect evolving global and local developments and stakeholder expectations. The targets set for the material topics are presented on the following page.

## VERY HIGHLY MATERIAL TOPICS

### Transition to a Low Carbon Economy

*(Climate Action / Product Carbon Footprint material topics were brought together under a single heading, and the name was changed to a more comprehensive heading.)*

### Energy Management

*(Energy Management and Clean Energy Opportunities material topics were gathered under a single heading.)*

### Water Management

*(Water Stress material topic's name was changed and turned into a more comprehensive heading.)*

### Employee Welfare

*(Human Capital, Diversity and Inclusion, Employee Loyalty material topics were gathered under one heading.)*

### Employee Development

*(Attract and Retain Talents material topic's name was updated.)*

### Sustainability-Oriented R&D and Innovation

*(Responsible Product and Service and Sustainability-Oriented R&D and Innovation material topics were gathered under one heading.)*

## HIGHLY MATERIAL TOPICS

### Waste Management

### Risk Management

*(Non-Financial Risk Management material topic was turned into a more comprehensive heading to include financial risk management.)*

### Supply Chain Management

*(Supply Chain Sustainability material topic's name was updated.)*

### Responsible Resource Utilization

*(Responsible Resource Utilization and Circular Production material topics were gathered under one heading.)*

### Digital Transformation

### Business Ethics and Compliance

## MATERIAL TOPICS

### Occupational Health and Safety

### Biodiversity

### Data Security and Privacy

### Corporate Social Responsibility

*(Social Investments and Stakeholder Engagement material topics were gathered under one heading, and the name was changed to make it a more comprehensive heading.)*

### Customer Loyalty

# Doğan Holding Sustainability Targets

MATERIAL TOPIC	TARGET
INVESTING IN THE PLANET	Transition to Low-Carbon Economy Becoming carbon neutral by 2030
	Reducing Scope 3 emissions by 40% by 2040
	Energy Management Providing all electricity consumption from renewable sources by 2030
	Increasing installed power capacity to 1,000 MW by 2030
Water Management	Managing our entire water utilization in an integrated and sustainable way through investments in reduction, treatment, and recycling programs
Waste Management	Achieving the group-wide zero waste target by 2035; In line with Türkiye's Zero Waste Movement, adopting a circular economy approach across all group companies to reduce waste generation, implement reuse, recycling and recovery practices.
INVESTING IN SOCIETY	Employee Wellbeing Increasing employee loyalty across Doğan Group
	Keeping entropy score below 13%
	Employee Development Organizing events on 15 campuses every year to promote the Discover Doğan internship program
	Employing 35 interns every year to attract young talents to Doğan Holding.
Supply Chain Management	Increasing the strategic supplier rate subject to supplier audits
Corporate Social Responsibility	Increasing expenditure amount for social investments by Doğan Group
INVESTING IN THE FUTURE	Sustainability-Oriented R&D and Innovation Increasing the resource amount from sustainable finance instruments to 40% by 2030
	Increasing the amount of turnover from sustainable products
	Risk Management Integrating non-tangible risks into current risk understanding together with their financial impacts
Corporate Governance	Increasing the ratio of women on the Board of Directors of the Doğan Group to at least 30% and the ratio of women in senior management to at least 40% by the end of 2025.

# 2024 Performance

## Investing in the Future

Number of Financial Resources from Sustainable Finance Instruments

**TRY 1.05 Billion**

Total Income from Sustainable Products and Services

**TRY 6.32 Billion**

Ratio of Sustainable Product Revenue to Total Turnover  
**7%**

Total R&D and Innovation Investments

**TRY 445 Million**

Rate of Sustainability-Oriented Project Investments  
**66%**

Number of Employees Provided with Information Security Training  
**2,479**

Rate of Female Employee at R&D Center  
**31%**

## Investing in the Planet

I-REC Renewable Energy Supply Amount  
**3,835 MWh**

Renewable Energy Generation Amount  
**811,367 MWh**

Scope 1 and Scope 2 Total Emissions  
**48,917 tCO<sub>2</sub>e**

Total Water Withdrawal Amount  
**725,724 m<sup>3</sup>**

Total Waste Amount  
**76,088 ton**

Hours of Training on Environment Provided to Employees  
**2,083 hours**

Renewable Energy Installed Capacity  
**297 MW**

Scope 3 Total Emissions  
**1,990 tCO<sub>2</sub>e**

Water Recycling Rate  
**2.8%**

Waste Recycling Rate  
**50.6%**

## Investing in Society

Female Employee Rate  
**19.05%**

Group Wide Proportion of Women on the Board of Directors  
**17.48%**

Group Wide Proportion of Women in Senior Management  
**21.96%**

Number of Interns Employed  
**35**

Employee Satisfaction Score  
**72**

Total OHS Training Hours  
**53.06**

Proportion of Women on the Doğan Holding Board of Directors  
**41.67%**

Proportion of Women on the Doğan Holding Senior Management  
**71.43%**

Rate of Full-time Employees  
**99.7%**

Rate of Solutions to Customer Complaints  
**99.9%**

Total Training Hours  
**151,976 hours**

# Sustainable Development Goals Contributed To

THEME	SUPPORTED SDG	Relevant Section in the Report	THEME	SUPPORTED SDG	Relevant Section in the Report
Risk Management	 	Corporate Governance	Responsible Resource Utilization	 	Investing in the Planet
Business Ethics and Compliance	 	Corporate Governance	Biodiversity	 	Investing in the Planet
Sustainability-Oriented R&D and Innovation	 	Investing in the Future	Employee Wellbeing	  	Investing in Society
Digital Transformation		Investing in the Future	Employee Development	 	Investing in Society
Data Security and Privacy	 	Investing in the Future	Occupational Health and Safety	 	Investing in Society
Transition to Low-Carbon Economy	 	Investing in the Planet	Customer Loyalty	   	Investing in Society
Energy Management	   	Investing in the Planet	Supply Chain Management	 	Investing in Society
Water Management	  	Investing in the Planet	Corporate Social Responsibility	  	Sustainability Governance, Investing in Society
Waste Management		Investing in the Planet			

# Standards Applied in the Sustainability Report



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**WOMEN'S  
EMPOWERMENT  
PRINCIPLES**



**THE GLOBAL GOALS**  
For Sustainable Development

**Doğan Holding 2024 Sustainability Report**



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## OTHER REPORTS

In 2025, the reporting processes for CDP, Refinitiv, and UN PRI (UN Principles for Responsible Investment) within the scope of the BIST Sustainability Index were completed.

