


# DOĞAN HOLDING SUSTAINABILITY REPORT 2024



KNOWS  
AND  
CREATES  
VALUE

BETTER IS  
POSSIBLE



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## About the Report

As Doğan Holding Şirketler Grubu Holding A.Ş. (Doğan Holding), we position sustainability, which is part of our long-term value creation target, at the center of our business strategy. In order to be a part of the solution for global problems such as the climate crisis, depletion of natural resources, and inequality of opportunities, we are committed to integrating our approach in the areas of environmental, social, and governance (ESG) into all of our business processes.

As a reflection of this approach, we are sharing our 2024 Sustainability Report, which is composed of the outcomes of sustainability practices we carried out in 2024, with our, our valued stakeholders. Our report aims to present to the public, in a holistic and transparent manner, the activities of Doğan Holding and its subsidiaries aligned with sustainable development targets, their ESG performance data, and their forward-looking commitments.



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### REPORTING SCOPE

All sustainability disclosures in our report include information related to Doğan Şirketler Grubu Holding A.Ş. and its subsidiaries unless otherwise stated. The relevant subsidiaries are listed by sectors below, and only their operations carried out in Türkiye were included in the report. The report covers the financial and non-financial data of 1 January - 31 December 2024. Data on Gümüştaş Maden and Doku Madencilik, which joined the Holding in the 2024 reporting period, are limited to information from 2024; they were not included in the previous terms' data. Additionally, Doğan Dış Ticaret, which was included in the reporting scope in previous periods, is not included in the 2024 reporting scope.

#### Electricity Generation

- Galata Wind Enerji A.Ş. *“Galata Wind”*

#### Automotive Trade and Marketing

- Doğan Trend Otomotiv Ticaret Hizmet ve Teknoloji A.Ş. *“Doğan Trend Otomotiv”*

#### Real Estate Investments

- D Gayrimenkul Yatırımları ve Ticaret A.Ş. *“D Gayrimenkul”*
- Milta Turizm İşletmeleri A.Ş. *“Milta Turizm”*
- Marlin Otelcilik ve Turizm A.Ş. *“Marlin Otelcilik”*

#### Financing and Investment

- D Yatırım Bankası A.Ş. *“D Yatırım Bankası”*
- Doruk Faktoring A.Ş. *“Doruk Faktoring”*
- Hepiyi Sigorta A.Ş. *“Hepiyi Sigorta”*
- Öncü Girişim Sermayesi Yatırım Ortaklığı A.Ş. *“Öncü Girişim”*
- Değer Merkezi Hizmetler ve Yönetim Danışmanlığı A.Ş. *“Değer Merkezi”*

#### Industry and Trade

- Karel Elektronik San. ve Tic. A.Ş. *“Karel”*
- Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş. *“Ditaş Doğan”*
- Sesa Ambalaj ve Plastik Sanayi Ticaret A.Ş. *“Sesa Ambalaj”*
- Doğan Dış Ticaret
- Kelkit Doğan Besi İşletmeleri A.Ş. *“Kelkit Doğan Besi”*

#### Internet and Entertainment

- Glokal Dijital Hizmetler Pazarlama ve Ticaret A.Ş. *“Hepsiemlak”*
- Rapsodi Radyo ve Televizyon Yayıncılık A.Ş. *“Rapsodi Radyo”*
- Doğan Yayınları Yayıncılık ve Yapımcılık Ticaret A.Ş. *“Doğan Yayıncılık”*

#### Mining

- Gümüştaş Madencilik ve Ticaret A.Ş. *“Gümüştaş Maden”*
- Doku Madencilik ve Ticaret A.Ş. *“Doku Madencilik”*

### LIMITED ASSURANCE

We have received independent limited assurance service for selected environmental indicators since 2021 in line with our commitment to transparency and accountability. This year, the indicators specified in the performance indicator tables in the annex of our report were verified by Deloitte - DRT Bağımsız Denetim SMMM A.Ş. in accordance with ISAE 3000 (Revised) and ISAE 3410 standards. You can find the relevant Assurance Statement and the Reporting Principles, which include the preparation principles for selected indicators, in the annexes section of our report.

### GUIDING RESOURCES

We benefit from various nationally and internationally recognized frameworks and standards for our reporting to reach our sustainability targets and meet the expectations of our stakeholders. The report was prepared in line with the main principles of GRI (Global Reporting Initiative) Standards and configured in compliance with the United Nations Global Compact (UNGC), Women's Empowerment Principles (WEPS), Sustainable Development Goals (SDGs), and World Economic Forum-Stakeholder Capitalism Metrics. It also forms the basis for disclosures regarding the Capital Markets Board's (CMB) Sustainability Principles Compliance Framework.

Doğan Holding also published the first TSRS Aligned Sustainability Report in compliance with the Türkiye Sustainability Reporting Standards which is published by the Public Oversight, Accounting and Auditing Standards Authority (KGK).



Doğan Holding 2024 TSRS Aligned Sustainability Report

## Message from the Chairwoman



“We have positioned the sustainability at the center of our corporate identity as a road map which directs our long-term targets and strengthens our corporate resilience.”

Dear Stakeholders,

2024 was a meaningful year for us as we stepped into the second century of our Republic and the 65th anniversary of Doğan Holding. This year, we worked with the effort of strengthening our historical heritage with our strategic vision. In parallel with Türkiye's transforming economy, we have progressed with determination towards our goals of simplification, sustainable growth, and strategic deepening.

Increasing uncertainties, geopolitical tensions, disinformation, and regional conflicts in global politics and the economy have strengthened our collective sense of responsibility for a more just, stable, and livable world. In our country, the economy was at the center of the agenda; the effects of structural issues on the real sector were felt. On the other hand, the increase in exports, infrastructure investments, and improvement in credit ratings showed the positive impact of the policies. Türkiye's release from the Financial Action Task Force (FATF) grey list was a critical milestone in terms of the investment environment.

As Doğan Holding, we have created a focused and resistant structure by simplifying our portfolio in line with our strategic roadmap. While the sales of Doğan Burda and DMC were important steps in this process, our investments in Gümüştaş and Doku Madencilik strengthened our access to strategic natural resources in terms of green transformation. Our current portfolio ensures financial stability and strategic flexibility in the areas of energy, industry and trade, mining, automotive, financial services, digital content, and real estate.

As a group, the values of "appreciating, acting responsibly and transparently, adding innovation, embracing with passion, and succeeding together" form the basis of our decisions.

We have positioned sustainability at the center of our corporate identity as a roadmap that guides our long-term targets and strengthens our corporate resilience; the "Doğan Impact Plan" and the "Responsible Investment Approach" have become integral elements of our strategy. This report that we prepared in line with the Global Reporting Initiative (GRI) principles set forth our environmental sensitivity, social contribution, and transparent governance commitment.

Despite all the uncertainties, we ended the past year successfully thanks to our diversified portfolio, strong human resources, and financial stability.

We always look forward, following the words of our founder Aydın Doğan, "Those who stand will fall," and we continue our path with our belief in our country and the future, and the strength we receive from our stakeholders.

I would like to thank all our stakeholders, especially my colleagues, investors, and business partners. We move toward future with hope, strong values, and common vision.

Sincerely,

**Hanzade DOĞAN**

*Chairwoman of the Board*

## Message from the CEO



“We will continue to be a structure leading the change and adding value with the Republican values and our 65-year heritage.”

### Dear Stakeholders,

2024 was a year in which we, as Doğan Holding moved forward with our strategic determination, optimized our portfolio, and further enhanced our sustainability focus despite challenging global conditions. In this special year, as we step into the second century of our Republic and celebrate our 65th anniversary, we continued our mission of creating value.

In 2024, as global political uncertainties increased and trade policies were reshaped, increasing strategic tensions in US-China relations and trade restrictions in the field of high technology had significant impacts on global supply chains. Geopolitical risks in the Middle East, on the other hand, led to fluctuations in the energy and commodity prices. Agility, resilience, and strategic compliance capacities of companies have become more critical than ever in such an environment.

In terms of Türkiye, recoveries in the investment environment presented promising signals for the future.

Despite these challenging conditions, we, as Doğan Holding, resolutely implemented our strategic roadmap. In 2024, we increased our consolidated revenues by 12% to TRY 84.5 billion, and our net profit for the period was TRY 4.3 billion. And our Net Active Value (NAV) reached USD 2.6 billion. This powerful financial performance is an outcome of our simplification and digitalization-oriented diversified portfolio strategy. We reinforced this achievement through our committed investments in the sectors we operate in and our sustainable growth-oriented approach. In the new period, we continue to strengthen our activities in the electricity generation, industry and trade, mining, automotive, finance and investment, internet and entertainment, and real estate investment sectors. In this context:

- We work within our target to become carbon neutral by 2030.
- Galata Wind paces consistently toward our target of exceeding 1,000 MW, with its installed capacity reaching 297.2 MW and investments abroad in 2024.
- Focusing on customer satisfaction and innovative transformation in the sector, Hepiyi Sigorta continues to make a difference with its sustainable growth performance.
- D Yatırım Bankası continues its innovative product and services in financial services.
- Gümüştaş and Doku Madencilik are establishing a strong producer identity in critical raw materials for green transformation, such as lead, zinc and copper.
- Karel, on the other hand, brings our R&D and domestic technology power to the next level in communication systems, defense industry, corporate projects, automotive technologies, and electronic production.

Our investments create social contribution and environmental responsibility alongside financial return. In 2024, we configure our sustainability strategy with the "Investing in the Planet", "Investing in the Inclusive Society", and "Investing in the Future" headings and integrated these into our business units.

At the same time, we have initiated our preparations for the Turkish Sustainability Reporting Standards (TSRS) process.

In the next period, we will deepen our sustainable growth by strengthening our NAV structure, and we will transform our value chain through digitalization, innovation, and human resource in strategic areas.

We will continue to be a structure leading the change and adding value with the Republican values and our 65-year heritage. I would like to thank all my colleagues and stakeholders.

Sincerely,  
**Çağlar Göğüş**  
Chief Executive Officer

## About Doğan Holding

Founded in 1959 when our Honorary President Aydın Doğan stepped into business, Doğan Holding began to gain its corporate identity with the establishment of the first company in the automotive sector in 1961. Today, Doğan Holding operates in the sectors including electricity generation, industry and trade, mining, automotive, finance and investment, internet and entertainment, real estate investments, and has been adding value to the Turkish economy for more than 65 years.

With a structure resilient to economic fluctuations thanks to its strategically diversified investment portfolio, Doğan Holding operates with an innovative vision, customer-oriented approach, and strong management understanding.

As of 2024, employing 7,498 people directly, the Company contributes to the lives of thousands with its vision of a sustainable future through its impact on the suppliers, business partners, and communities it operates in.

Strengthening its deep-rooted corporate culture in line with its strategic objectives, Doğan Holding demonstrates a leadership approach that is in line with the requirements of the times, with its commitment to ethical values, its ability to adapt, and its openness to innovation. And Group companies focus on quality and customer satisfaction as well as the social benefit and environmental responsibility in their operational processes. This approach enables an inclusive value creation which

unifies economic achievement with the social development and environmental sensitivity.

Doğan Holding continues to lead its journey of building a better future in every geography it operates in today.

You can find detailed information about Doğan Holding's partnership structure, subsidiary and affiliate structure, and organizational structure in the Doğan Holding 2024 Annual Report.



Doğan Holding 2024 Annual Report

## Our Responsible Investment Holding Perspective

As Doğan Holding, we value all our stakeholder especially our planet, the biggest stakeholder, and we aim to add long-term values to them. As a responsible investment holding company that aims to create a positive impact, we prioritize contributing to a more sustainable future in all regions where we operate and shaping our investment strategy accordingly.

Within the framework of our responsible investment approach, we consider not only financial returns but also environmental, social, and governance (ESG) criteria in our investment decisions. We work determinedly to continuously improve our sustainability performance and disseminate responsible investment practices.

With the "**Doğan Impact Plan**" that we implemented in 2023, we closely follow national and international developments and review and update our targets in line with these developments to benefit our future, our planet, and our society.

As part of our Responsible Investment Policy for Doğan Holding and all group companies, we share the standards we consider with regard to investment decisions, the fundamental principles we adhere to, and operating areas we commit not to invest in transparently with the public.

### DOĞAN HOLDING'S RESPONSIBLE INVESTMENT PRINCIPLES

1. Integrating ESG subjects into investment analysis and decision-taking processes.
2. Adopting Responsible Investment subject actively and including ESG subjects into policies and practices.
3. Encouraging institutions invested to report their ESG practices efficiently.
4. Supporting the acceptance and implementation of the responsible investment approach in the sectors in which we operate.
5. Supporting initiatives that aim to develop responsible investment understanding.
6. Reporting steps taken regarding Responsible Investment and the progress transparently and openly to inform internal and external stakeholders.



#### Doğan Holding Responsible Investment Policy

As a concrete step in this approach, we demonstrated our commitment in this area by signing the United Nations Principles for Responsible Investment (UNPRI) in 2023. We have completed our first PRI report for 2024. We embrace these principles and remain committed to integrating them into our investment strategies to manage ESG risks more effectively and create lasting sustainable value.

## Our Philosophy and Values

Treasuring our people and our country, we work to add value to our society, our world, and our common future. We aim to provide greater benefits with our products and services and to always be innovative and pioneering with our companies and brands. We move forward together with our shareholders, employees, and stakeholders, in light of the values and principles we carry in our minds and hearts.



We **Appreciate** our mutual values that make us who we are, our roots and possessions, the knowledge and labor, our country and people.



We act at the right time with our entrepreneurial spirit, and we catch up on change by always seeking better. We nurture creative ideas with curiosity and learning, and we **Add Innovation** to our business.



We are committed to honesty, ethical rules, and laws under all circumstances. We care about sustainable life and the next generations; we **Act Responsibly and Transparently** to the society and our environment.



We start each new day with courage and energy to make our dreams come true, work with determination to achieve our targets and become leaders and **Embrace Our Work with Passion.**



We **Succeed Together** by seeking solutions, sharing knowledge and experience, always trusting and supporting each other, and united in our differences.



## Highlights of 2024

- Our first **TSRS Aligned Sustainability Report** for 2024 has been published.
- We have been providing sustainability reporting in compliance with the **Global Reporting Initiative (GRI)** annually since 2020.
- We continue to submit regular annual progress reports to the **United Nations Global Compact (UNGC)**, of which we became a member in 2020.
- We have been conducting regular **CDP reporting** every year since 2021.
- We report annually within the scope of the **United Nations Women's Empowerment Principles (WEPs)**, of which we became a member in 2021.
- We have started our notification processes in line with the **United Nations Principles for Responsible Investment (UNPRI)**, which we signed in 2023.
- We have been included in the **BIST Sustainability Index** since 2016.
- Through **SKD Türkiye**, of which we are a member, we actively contribute to our country's sustainable development ecosystem.
- Since 2022, we have been preparing a sustainability report in line with the **WEF Stakeholder Capitalism** indicators.

### Investing in the Planet

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

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

Renewable Energy  
Installed Capacity  
**297 MW**

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

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

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

Water Recycling Rate  
**2.8%**

Total Waste Amount  
**76,088 ton**

Waste Recycling Rate  
**50.6%**

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

### 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**

### 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%**

# Financial Performance

At Doğan Holding, our sustainability approach is not limited to environmental, social, and governance areas; we also consider long-term financial stability and strategic growth to be among the fundamental components of this approach. The financial and operational actions we implemented throughout 2024 supported our vision of creating sustainable value and crowned it with strong performance.

## Strong Financial Results

In 2024, our consolidated revenues increased by 12% to TRY 84.5 billion, while our net profit was realized as TRY 4.3 billion. Compared to the previous period, Net Asset Value increased from USD 2.3 billion to USD 2.6 billion at the end of 2024, and our net cash position at the Holding level was realized at USD 671 million. These results obviously present the contribution of our diversified portfolio structure and effective financial management into sustainability.

## Strategical Focusing with Portfolio Optimization

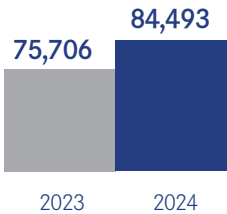
In 2024, we significantly simplified our portfolio structure by selling Doğan Music Company shares for EUR 38.3 million and Doğan Burda shares for USD 4.8 million. With this step, we are able to direct our resources to growth opportunities in strategical sectors.

## Investing in the Future with Renewable Energy Investments

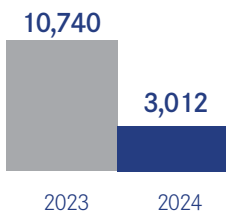
While Galata Wind’s installed capacity has reached 297.2 MW, it continues investing in accordance with its target of exceeding 1,000 MW by 2030.

As Doğan Holding, we are gaining solid ground in the sector with our investments in hydroelectricity, wind, and solar energy. We continue to directly contribute to Türkiye’s energy supply security and the reduction of the current account deficit with our renewable energy generation entirely from domestic and national resources.

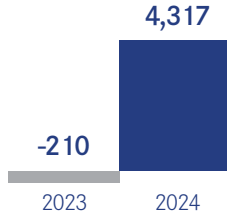
Income  
(TRY Million)



EBITDA\*  
(TRY Million)



Net Profit / Loss  
(TRY Million)



\* Excluding Finance and Investment segments

### Investment in Strategic Resources for Green Transformation

In a strategic move to enter the mining sector, 75% of the shares of Gümüştaş and Doku Madencilik were acquired for a total of USD 136.5 million. With these investments, we are securing access to critical raw materials for the transition to a carbon-free economy, especially zinc and lead, while also reinforcing our sustainable mining approach that prioritizes environmental and social responsibility.

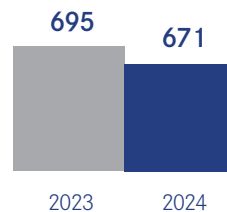
### Sustainable Growth in Financial Services

Hepiyi Sigorta, the first end-to-end digital insurance company in Türkiye, continued its strong position in the sector with a market share of 3.1% in automobile insurance segment and net profit of TRY 1,420 million as of 2024. At the same time, Doğan Investment Bank's financial intermediation and sustainable financing solutions have increased our effectiveness in this area.

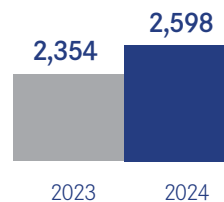
### Investor Trust and Stock Market Performance

In 2024, Doğan Holding shares continued to be included in the BIST Sustainability and BIST Dividend indices, providing a 31% return in line with the Borsa Istanbul 100 Index. This performance is a result of our investor relations management based on our sustainability principles.

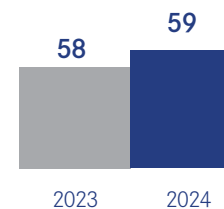
**Solo Net Cash Position**  
(Million USD)



**Net Asset Value**  
(Million USD)



**NAV Discount**  
(%)



## Sustainability Management



KNOWS  
AND  
CREATES  
VALUE

At Doğan Holding, we see sustainability not only as a legacy to be left to future generations, but as a shared value that we must shape together with all our stakeholders, starting today. We aim to make positive contributions to the society and environment in every step within our impact area, developing our business manner with this understanding.

BETTER IS  
POSSIBLE

Sustainability is an integral part of our Holding strategy and is adopted as a fundamental principle in all our production and decision-making processes.

In today's rapidly changing world, achieving sustainability targets is possible not only with internal determination but also with accurate analysis of global risk dynamics. Therefore, we shape our sustainability understanding by relating to the globally featured risk headlines.

According to the World Economic Forum's 2025 Global Risks Report, the most critical risks of the next decade include environmental threats such as combating climate change, extreme weather events, biodiversity loss, and natural resource crises. In addition, social and governance-based risks such as social polarization, geo-economic tensions and livelihood crises also come to the fore.

As Doğan Holding, we pay attention to risks we face and manage our sustainability approach with a systematic understanding. Our target is to transform today's and the future's risks and opportunities into strategies that create long-term value. We continue this process, including all our stakeholders and with a holistic perspective that aims for lasting impact.

We manage our sustainability transformation in line with the global risk at a corporate level and as part of Doğan Impact Plan.

## Doğan Impact Plan

Doğan Impact Plan, which we developed to advance our sustainability efforts on a holistic and measurable basis, is a strategic structure that guides the sustainability transformation and development of the Holding and Group companies. This structure is configured under three key headlines including Investing in the Future, Investing into Society, and Investing in the Planet.

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

We focus on our social impacts such as employee welfare and development, occupational health and safety, customer satisfaction and supply chain management, and aim to build an inclusive and fair business environment.

## 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.**

## OUR SUSTAINABILITY PRINCIPLES

In the context of our sustainability understanding, which is one of the building blocks of our corporate culture, we minimize environmental impacts and aim to create positive impact focused on social benefit and innovation. The **Sustainability Principles** we have created in this direction guide our way of doing business.

### Doğan Holding Sustainability Principles

- We embrace sustainable development-oriented business models with a responsible investment understanding.
- We prioritize innovation, social benefits, and environmental sensitivity in our investments.
- We act with a management understanding committed to human rights and ethical values, based on equality in opportunities.
- We adopt a fair, inclusive, and non-discriminate business model.
- We consider environmental protection as our key responsibility.
- We offer sustainable solutions by developing environmentally friendly products and services.
- We measure environmental impacts and take mitigating actions.
- We establish transparent relationships with stakeholders and carry-on active interaction processes.
- We develop our entrepreneurship vision through open innovation and strategical collaborations.

We act in harmony with internationally recognized sustainability standards and global initiatives while realizing these principles.

## INTERNATIONAL INITIATIVE AND GLOBAL COMMITMENTS

As Doğan Holding, we continuously empower our policies by integrating them into international norms and principles, and we follow global sustainability agenda closely. While we carry out all our activities in line with the **United Nations Sustainable Development Goals (SDGs)**, we deepen our commitments in this area through the international initiatives of which we are signatories and resolutely advance our sustainability journey.



### **UN Global Compact (UNGC):**

By becoming a signatory to the UNGC in 2020, we formalized our commitment to 10 principles in the areas of human rights, environment, labor standards, and the fight against corruption.



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

We have made indicators that enable us to report our corporate sustainability performance in a transparent and comparable manner as a core element of our reporting system.



### **Women's Empowerment Principles (WEPs):**

With the Women's Empowerment Principles (WEPs) that we signed in 2021, we adopted the guiding principles that support gender equality and published our Gender Equality Guide.



### **United Nations Principles for Responsible Investment (UN PRI):**

The United Nations Principles for Responsible Investment (UN PRI), which we signed in 2023, confirm our current responsible investment approach at the international level, taking into account environmental, social and governance (ESG) factors.

**Thanks to these collaborations we make our sustainability impact visible not only nationally but also globally while continuing our commitment to build a stronger future together with all of our stakeholders.**

# Sustainability Governance

Sustainability Committee undertakes a critical role in realizing our sustainability strategy; develops policies in environmental, social, and governance areas, sets targets, and monitors our performance regularly. The Committee prepares strategic roadmap to be implemented across the Holding by evaluating the sustainability- and climate-related risks and submit this to the approval of the Board of Directors.

The Committee, which carries out its work through the co-chairmanship model, regularly reviews the compliance of the activities with the determined targets and develops improvement suggestions for strategies and practices when deemed

necessary. The Sustainability Committee meets at least three times a year and supports the work by forming subgroups focusing on technical issues when needed.

It allies with the Committee of Early Detection of Risk for the analysis and prioritization of climate-change risks.

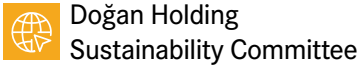
Committee supports the ultimate responsibility of the Board of Directors for sustainability and informs and directs the Board through regular reporting. It holds consultations with the relevant expert stakeholders at Holding; it continues its studies with an up-to-date and multidimensional perspective thanks to

communication with external stakeholders and experts.

The Sustainability Committee is chaired by the Doğan Holding CEO and an independent Board member, and the general managers of our Group companies are also among its members. In this regard, the Committee is the structure that assumes the main responsibility for determining the Holding's sustainability strategy in the field of environmental, social and corporate governance, ensuring coordination among Group companies, and executing, monitoring, and auditing the policies, targets, and practices in the field of sustainability. In this context,

other committees, units, and governance structures contributing to sustainability governance also support the efforts of our committee in line with their duties and responsibilities from different perspectives.

The Corporate Communication and Sustainability Unit coordinates sustainability activities at the Holding and also executes the Sustainability Committee secretariat. The Unit follows developments related to sustainability topics and informs the Sustainability Committee regularly. The Vice President of Corporate Communications and Sustainability also serve as the Committee's secretariat.



# Materiality Analysis

A comprehensive stakeholder analysis was conducted to strengthen the sustainability strategy and identify material topics in 2023. In this process, carried out in accordance with the AA1000 Stakeholder Engagement Standard, we reached out to 1,914 stakeholders and received feedback from 305 of them. We classified our stakeholders into three groups based on their impact on Holding’s business practices: direct economic impact,

indirect economic impact, and new opportunities and pursuits. We asked them about their material areas in environmental, social, and governance matters. Based on the survey results provided by our stakeholders, the topics were rated as "very high materiality," "high materiality," and "material." Economic impacts, risks and opportunities, stakeholder materialities, and trend analyses were also taken into account in the evaluation process.

We review our perspective and strategy every year to keep them current and dynamic, taking into account the impact, importance, and timeliness of the material topics we have identified, which may change over time. With this dynamic approach, we updated our material topic list in 2024 by making predictions in light of macro developments, global and local trends, new frameworks and standards, and changing stakeholder expectations,

and aimed to guide our strategy in this direction.

In this regard, some of the material topics took primacy and we created a simpler and more integrated list by combining certain topics with similar contents. We share the updated material topic list below with the changes made and their motives.

VERY HIGHLY MATERIAL TOPICS
Transition to a Low Carbon Economy <i>(Climate Action / Product Carbon Footprint material topics were brought together under a single heading, and the name was changed to a more comprehensive heading.)</i>
Energy Management <i>(Energy Management and Clean Energy Opportunities material topics were gathered under a single heading.)</i>
Water Management <i>(Water Stress material topic's name was changed and turned into a more comprehensive heading.)</i>
Employee Welfare <i>(Human Capital, Diversity and Inclusion, Employee Loyalty material topics were gathered under one heading.)</i>
Employee Development <i>(Attract and Retain Talents material topic's name was updated.)</i>
Sustainability-Oriented R&D and Innovation <i>(Responsible Product and Service and Sustainability-Oriented R&amp;D and Innovation material topics were gathered under one heading.)</i>

HIGHLY MATERIAL TOPICS
Waste Management
Risk Management <i>(Non-Financial Risk Management material topic was turned into a more comprehensive heading to include financial risk management.)</i>
Supply Chain Management <i>(Supply Chain Sustainability material topic's name was updated.)</i>
Responsible Resource Utilization <i>(Responsible Resource Utilization and Circular Production material topics were gathered under one heading.)</i>
Digital Transformation
Business Ethics and Compliance

MATERIAL TOPICS
Occupational Health and Safety
Biodiversity
Data Security and Privacy
Corporate Social Responsibility <i>(Social Investments and Stakeholder Engagement material topics were gathered under one heading, and the name was changed to make it a more comprehensive heading.)</i>
Customer Loyalty

Alongside these updates, the topics "Sustainability Leadership" and "Future of the Business" are the keystones of Doğan Holding's sustainability approach and are considered essential to the corporate culture. Therefore, they were not listed as material topics separately as they are already at the center of our strategy. "Doğan Holding's material topics updated in 2024 underlie the focus areas of Investing in the Future, Investing in the Society, and Investing in the Planet -which are included in the Doğan Impact Plan- and support the corporate perspective of the Holding.

## Our Sustainability Targets

	MATERIAL TOPIC	TARGET	METRICS	BASE YEAR	TARGET YEAR	PERFORMANCE IN 2024
INVESTING IN THE PLANET	Transition to Low-Carbon Economy	Becoming carbon neutral by 2030	Scope 1 + Scope 2 (tCO2e)	2024	2030	48,917 tCO <sub>2</sub>
		Reducing Scope 3 emissions by 40% by 2040	Scope 3 (tCO2e) (for Category 6 and Category 7)	2024	2040	1,990 tCO <sub>2</sub>
	Energy Management	Providing all electricity consumption from renewable sources by 2030	Renewable Energy Certificate Purchases (MWh)	2024	2030	3,835 MWh
		Increasing installed power capacity to 1,000 MW by 2030	Total Installed Power Capacity (MW)	2024	2030	297 MW
	Water Management	Managing our entire water utilization in an integrated and sustainable way through investments in reduction, treatment, and recycling programs	Water Recovery Rate (%)	2024	2030	2.8%
	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.	Total waste amount (tonne)	2024	2035	50.64%
INVESTING IN SOCIETY	Employee Wellbeing	Increasing employee loyalty across Doğan Group	Employee satisfaction score	2017	2030	72
		Keeping entropy score below 13%	Entropy Score	2017	2030	*
	Employee Development	Organizing events on 15 campuses every year to promote the Discover Doğan internship program	Number of campuses where events were held (#)	-	Annually	21
		Employing 35 interns every year to attract young talents to Doğan Holding.	Number of interns employed (#)	-	Annually	35
	Supply Chain Management	Increasing the strategic supplier rate subject to supplier audits	Number of suppliers subject to environmental and social audits	-	Annually	211
	Corporate Social Responsibility	Increasing expenditure amount for social investments by Doğan Group	Total charity expenditures (TRY)	-	Annually	TRY ~200 Milyon
INVESTING IN THE FUTURE	Sustainability-Oriented R&D and Innovation	Increasing the resource amount from sustainable finance instruments to 40% by 2030	Amount of financial resources from sustainable finance instruments (TRY)	2021	2030	1,051,857,000 TL
		Increasing the amount of turnover from sustainable products	Ratio of sustainable product revenue to total turnover (%)	2021	2030	7%
	Risk Management	Integrating non-tangible risks into current risk understanding together with their financial impacts	Qualitative target	-	-	Target achieved
	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.	Proportion of women on the Board of Directors (%) Proportion of women in senior management (%)	-	2025	17.48% 21.96%

## Stakeholder Participation

IMPACT	STAKEHOLDER GROUP	IMPORTANCE FOR DOĞAN HOLDING	COMMUNICATION METHOD	COMMUNICATION FREQUENCY
Direct Economic Impact	Employees	Our employees are our greatest strength ensuring the continuity of our activities and underlying our innovative and sustainable solutions. We believe that every investment we made into their competencies, development, and work-life balance support the long-term success and sustainable growth of Doğan Holding, and that a powerful future can only be built together with our employees.	<ul style="list-style-type: none"> <li>• Leader messages</li> <li>• Internal communication studies</li> <li>• Digital media channels</li> <li>• Internal and external reports/meetings</li> <li>• Trainings</li> <li>• Internal digital announcement platforms</li> </ul>	Throughout the year
	Affiliates/ Subsidiaries	Our group companies operating in different sectors are the key actors, making strategic alignment and synergic growth possible. Collaborations shaped by our mutual values and targets enable our sustainability approach to be adopted and effectively implemented across the group.	<ul style="list-style-type: none"> <li>• Annual and interim annual reports</li> <li>• Sustainability report</li> <li>• Surveys</li> <li>• Media communication studies</li> <li>• Digital media channels</li> <li>• Meetings, conferences, and roadshows</li> </ul>	Four times a year Once a year
	Customers	Our customers are our most important stakeholders, shaping the value of our products and services and forming the basis of our sustainable success. The basis of our business model is to meet the changing needs and expectations of our customers, establish trust-based relationships, and offer sustainable solutions.	<ul style="list-style-type: none"> <li>• Annual and interim annual reports</li> <li>• Sustainability report</li> <li>• Media communication studies</li> <li>• Digital media channels</li> </ul>	Throughout the year Four times a year Once a year
	Partnerships and Suppliers	The strong and strategic collaborations we have established with our business partners and suppliers not only expand our access to new markets but also enable us to increase our competitiveness and business volume by effectively utilizing external resources. Our suppliers play a critical role in ensuring the continuity of our production process. These collaborations contributes directly to reducing costs, improving logistic processes, and increasing overall operational efficiency.	<ul style="list-style-type: none"> <li>• Media communication studies</li> <li>• Digital media channels</li> <li>• Supplier meetings</li> <li>• Annual and interim annual reports</li> <li>• Sustainability report</li> </ul>	Throughout the year Four times a year Once a year
	Financial institutions and analysts	Collaborations with financial institutions and analysts is of great importance in terms of maintaining our financial stability and transparency, strengthening our investor relationships, and increasing our interaction with the capital markets. We prioritize ensuring financial safety and creating long-term value by adhering to corporate governance principles.	<ul style="list-style-type: none"> <li>• Media communication studies</li> <li>• Digital media channels</li> <li>• Meetings, conferences, and roadshows</li> <li>• Annual and interim annual reports</li> <li>• Sustainability report</li> </ul>	Throughout the year Four times a year Once a year
	Public institutions and local governments	We go beyond legal compliance and develop effective collaborations with public institutions and local governments. We consider public cooperation in projects that contribute to social welfare as an important tool in the implementation of sustainable development targets locally and nationally.	<ul style="list-style-type: none"> <li>• Media communication studies</li> <li>• Digital media channels</li> <li>• Visits/Meetings</li> <li>• Annual and interim annual reports</li> <li>• Sustainability report</li> </ul>	Throughout the year Four times a year Once a year
	Universities	Universities are among our strategic stakeholders in line with our targets of accessing scientific knowledge, following technological developments, and connecting with young talents. The collaborations we establish with universities in the fields of R&D, innovation, and education support our sustainable transformation journey by strengthening our science-based capacity and social interaction. These collaborations also allow us to support the leaders of the future from this day.	<ul style="list-style-type: none"> <li>• Digital media channels</li> <li>• Project partnerships</li> <li>• Participation to university events</li> <li>• Annual and interim annual reports</li> <li>• Sustainability report</li> </ul>	Throughout the year For eight months Four times a year Once a year
	Non-Governmental Organizations and Associations	We believe that social responsibility is not to be taken on only by business world but also by every segment of society. With the collaborations we made with civil society organizations, we enhance our sensitivity to social needs and deepen our social impact. We strive to build a more inclusive and resilient society in line with the common social targets.	<ul style="list-style-type: none"> <li>• Media communication studies</li> <li>• Digital media channels</li> <li>• Visits/Meetings</li> <li>• Project partnerships</li> <li>• Annual and interim annual reports</li> <li>• Sustainability report</li> </ul>	Throughout the year Four times a year Once a year

## Corporate Governance



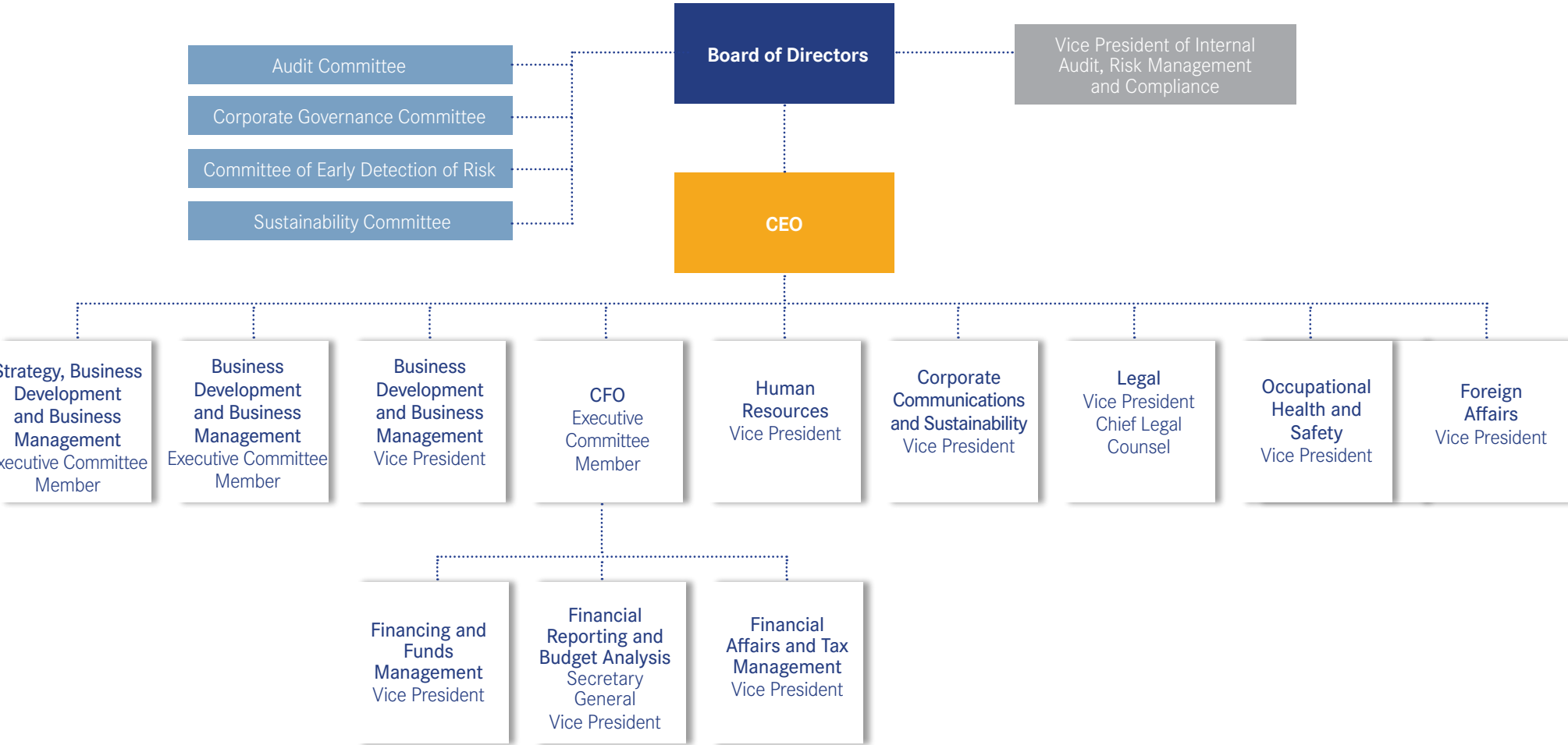
KNOWS  
AND  
CREATES  
VALUE

At Doğan Holding, we embrace a management approach that is fair, responsible, transparent, and accountable, fully aligned with the principles of corporate governance. This philosophy forms one of the key pillars shared across all Group companies under the Doğan Holding umbrella.

BETTER IS  
POSSIBLE

The Board of Directors, as the highest governing body of Doğan Holding, provides strategic guidance to the Group companies, drawing on its collective expertise and deeply embedded corporate values. By steering the Group’s strategic direction, the Board contributes significantly to the sustainability of the business model. Its strategic leadership is reinforced through robust risk management and internal audit mechanisms, while a strong culture of ethics and compliance is sustained through systematic governance structures. In this context, our governance processes go beyond mere regulatory compliance and are executed through a holistic approach focused on long-term value creation.

ORGANIZATIONAL STRUCTURE



## BOARD OF DIRECTORS

The Board of Directors of Doğan Holding is the top-level body responsible for defining the Company's strategic direction, overseeing decision-making processes, and ensuring the implementation of the highest governance standards. In addition to being responsible for achieving the Company's financial and operational targets, the Board also reviews the effectiveness of internal control and risk management systems at least once a year to ensure the continued corporate resilience of the organization.

The Board consults independent expert opinions during the decision-making process and regularly evaluates the performance of both its members and senior executives. Based on these evaluations, necessary performance-based recognition mechanisms or role reassignment decisions are implemented, thereby ensuring managerial accountability and the principles of meritocracy.

The separation of duties between the Chairperson of the Board and the Chief Executive Officer exemplifies the principle of segregation of responsibilities. As of the end of 2024, the Board consists of 12 members, four of whom are independent directors. The diverse expertise of Board members strengthens the culture of collective wisdom and multidimensional evaluation. Five members of the Board are women.



**Hanzade  
DOĞAN**  
Chairwoman



**Doğan Holding  
Board of Directors**



**Vuslat  
DOĞAN SABANCI**  
Vice Chairwoman



**Arzuhan  
DOĞAN YALÇINDAĞ**  
Board Member



**Y. Begümhan  
DOĞAN FARALYALI**  
Board Member



**Ahmet  
TOKSOY**  
Board Member



**Çağlar  
GÖĞÜŞ**  
Executive Director



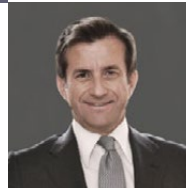
**Mehmet Murat  
EMİRDAĞ**  
Board Member



**Tolga  
BABALI**  
Board Member



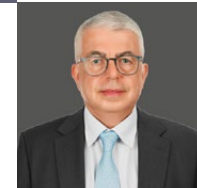
**Ali Aydın  
PANDIR**  
Independent Board  
Member



**Ali Fuat  
ERBİL**  
Independent Board  
Member



**Ayşegül  
İLDENİZ**  
Independent Board  
Member



**Murat  
TALAYHAN**  
Independent Board  
Member

## EXECUTIVE BOARD



**Çağlar GÖĞÜŞ**  
Executive Director,  
CEO



**Bora YALINAY**  
Member of Executive  
Committee,  
CFO



**Vedat Mungan**  
Member of  
Executive Committee,  
Strategic Planning and  
Business Management

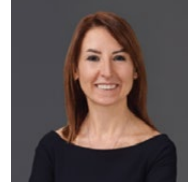


**Eren SARIÇOĞLU**  
Member of Executive  
Committee,  
Business Development  
and Business  
Management



**A. Doğan YALÇINDAĞ**  
Member of  
Executive Committee

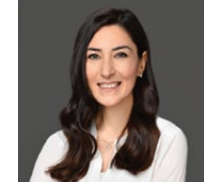
## SENIOR MANAGEMENT



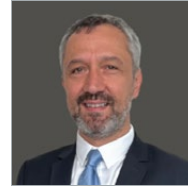
**Şebnem BEZMEN**  
Vice President,  
Human Resources



**Tahir ERSOY**  
Vice President,  
Financial Affairs and Tax  
Management



**Ebru GÜL**  
Vice President,  
Financial Reporting  
and Budget Analysis &  
Corporate Secretary



**Cengiz MUSAOĞLU**  
Vice President,  
Internal Audit, Risk  
Management and Compliance



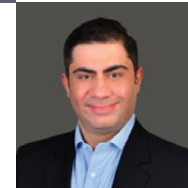
**Neslihan SADIKOĞLU**  
Vice President,  
Corporate  
Communications and  
Sustainability



**Baran SEVİŞOĞLU**  
Vice President,  
Foreign Affairs



**Gündüz TEZMEN**  
Vice President,  
Occupational  
Health & Safety



**İrtak URAZ**  
Vice President,  
Business Development  
and Business  
Management



**Mehmet YÖRÜK**  
Vice President,  
Finance and Portfolio  
Management

## Risk Management

At Doğan Holding and its subsidiaries, the **Corporate Risk Management (CRM) Policy** ensures a holistic approach to identifying, assessing, and managing risks. This policy aims to ensure the effective management of strategic, operational, financial, compliance, and sustainability risks to which the Holding may be exposed in the sectors in which it operates. The CRM framework has been developed in accordance with the COSO Enterprise Risk Management and ISO 31000 Risk Management standards. Roles and responsibilities are clearly defined across the organization to ensure effective implementation.

The Board of Directors holds ultimate responsibility for the establishment, maintenance, and continuous improvement of the CRM system. The Board ensures that senior management effectively executes risk management processes; regularly reviews the Company's overall risk profile; oversees the work of related committees and units; and allocates resources when necessary to strengthen the Group's risk management capacity.

At Doğan Holding, risk management is not merely a safeguard against potential risks but is also regarded as an integral component of strategic decision-making processes. The Corporate Risk Management (CRM) Policy adopts a

holistic approach encompassing financial, operational, strategic, IT, occupational health and safety, compliance, and sustainability risks. A key target of this framework is to integrate intangible risks along with their financial impacts into our overall risk understanding.

The system ensures that risks are addressed in alignment with corporate strategies and prioritized according to their financial impacts and risk scores. Consequently, critical risks are clearly identified, and corresponding action plans are integrated into the business plans of Doğan Holding and its subsidiaries.

Risk management activities across the Group companies are carried out collaboratively with each company's management. Identified risks, existing controls, and action plans are reviewed by the Executive Board and shared with Senior Management. Risk-related data is communicated transparently to relevant stakeholders, and the effectiveness of mitigation measures is monitored regularly.

### INTERNAL AUDIT AND CONTROL

At Doğan Holding, internal audit activities form one of the essential pillars of corporate governance, ensuring a strong audit and control environment that supports the long-term sustainability of the Holding and its subsidiaries.

The Internal Audit Department is responsible for independently and objectively evaluating the effectiveness of the corporate risk management structures and processes, providing assurance, and offering improvement recommendations.

Both the Holding's Internal Audit Department and the audit units within subsidiaries operate in line with international internal audit standards and corporate procedures.



Within this framework, the adequacy and effectiveness of CRM practices are regularly reviewed, and any weaknesses, control gaps, or areas for improvement in risk management processes are identified and reported to the Board of Directors.

Internal audit activities extend beyond traditional risk evaluation, encompassing a holistic perspective that integrates sustainability considerations. Under the risk-based annual audit plan prepared by the Internal Audit and Risk Management Group Presidency, economic, environmental, and social risk and opportunity analyses are conducted. Based on these analyses, necessary actions are defined, and the effectiveness of their implementation is monitored accordingly. Additionally, audits provide assurance over information security, occupational health and safety, internal control effectiveness, and asset protection.

This structure, which ensures the integration of the internal audit system with corporate decision-making mechanisms, not only provides legal compliance and operational assurance but also aims to support the management of climate-related risks, embed a risk-based approach into strategic decision-making processes, and foster long-term value creation.

## Business Ethics and Compliance

Since its establishment, Doğan Holding has been committed not only to full legal compliance but also to upholding the highest ethical standards, creating value for our society, our planet, and future generations. With this understanding, we have built a dynamic, trust-based corporate culture rooted in ethical values, encompassing all our employees, managers, and Group companies.

Our Code of Ethics defines the fundamental principles and behavioral standards that all employees must observe while performing their duties. These principles also serve to prevent potential conflicts of interest and disputes that may arise among our stakeholders, including business partners and customers. Our core ethical principles are as follows:

- Acting in line with our values,
- Upholding honesty and integrity in all behavior,
- Respecting human rights and adhering to the Universal Declaration of Human Rights,
- Fully complying with national and international legislation,
- Avoiding conflicts of interest,
- Combating bribery and corruption in line with the principles of the United Nations Global Compact, of which we are a signatory,
- Supporting fair and open competition,
- Acting responsibly and transparently toward the environment,
- Providing a healthy and safe working environment,
- Using resources efficiently and responsibly,
- Avoiding all forms of business that may involve money laundering,
- Protecting the personal data of our employees and customers,
- Carrying out donations, sponsorships, and social responsibility projects to contribute to society.

The Ethics Committee, responsible for maintaining our ethical culture, establishing and updating implementation standards, resolving identified non-compliances, and overseeing the entire process, consists of three members: the Chairperson of the Board of Directors, the Chief Legal Counsel, and the Vice President of Human Resources, as well as the Vice President of Internal Audit, Risk Management, and Compliance.

Since 2021, our Ethics Hotline has been actively in use, providing a secure and confidential channel for reporting any conduct that may be contrary to ethical principles or for raising suspicions of potential violations. Access to the hotline is restricted exclusively to Ethics Committee members, and all reports are evaluated under strict confidentiality.

In 2024, no reports were received through the Ethics Hotline across Doğan Holding and our Group companies.

We place great emphasis on ensuring that all our employees fully understand the rules related to their roles. To this end, we regularly deliver ethics training to promote the practical application of ethical principles in daily business processes. In 2024, a total of 637 hours of ethics training was provided to 731 employees.

### ANTI-BRIBERY AND ANTI-CORRUPTION

At Doğan Holding, one of the strongest reflections of our commitment to ethical principles and corporate values is our firm stance against bribery and corruption. As a signatory to the United Nations Global Compact, we remain steadfast in taking all necessary measures to prevent such practices. Our Anti-Bribery and Anti-Corruption Policy applies to all executives and employees across the Group. We also expect our business partners and suppliers to demonstrate the same level of diligence and comply with this policy, as part of our broader commitment to transparency and accountability. We provide various training programs for all our executives and employees to enhance awareness on anti-bribery and anti-corruption practices. In 2024, we provided a total of 190 hours of anti-bribery and anti-corruption training – including 28 hours to 14 executives and 162 hours to 71 employees across Doğan Holding and Group companies. As a result of these efforts, no incidents of bribery or corruption were identified within any of Doğan Group companies in 2024.



Doğan Holding Code of Ethics and Business Conduct

## Investing in the Future



KNOWS  
AND  
CREATES  
VALUE



IOT  
INTERNET OF THINGS

BETTER IS  
POSSIBLE

In line with our vision for a sustainable future, Doğan Holding positions innovation, R&D, and advanced technology investments—particularly those focused on sustainable product design—among its strategic material topics.

The sustainability-oriented projects we implement across the Group not only enhance environmental and social benefits but also strengthen the resilience and flexibility of our business model. Our investments, supported by sustainable finance instruments, enable the development of innovative solutions while integrating circular economy principles into our products and services.

Efforts in energy efficiency, natural resource optimization, sustainable packaging innovation, and advanced engineering solutions for electric and hybrid vehicles further reinforce our target of minimizing our environmental footprint across industries. At the same time, we continue to focus on increasing the turnover generated from sustainable products and services and aligning our R&D processes with the United Nations Sustainable Development Goals. Through cross-sector collaborations and next-generation technology investments, we remain committed to making a strong contribution to sustainable development targets.

### **Sustainability-Oriented R&D and Innovation**

At Doğan Holding, we assess the life cycle of our products and services

through a holistic lens that encompasses environmental, social, and economic impacts. Guided by sustainability principles, we are transforming our product portfolio through innovative and responsible production models that meet both customer expectations and broader societal needs. This approach embodies our “Investing in the Future” philosophy, placing criteria such as resource efficiency, recycling, environmental impact reduction, and long-lasting design at the core of our product strategy.

As of 2024, the total revenue generated from sustainable products and services offered by our Industrial, Trade, and Automotive companies reached TRY 6.32 billion, with 13 sustainable products in our portfolio. This transformation highlights the growing scope and economic contribution of our sustainability-driven product portfolio while advancing our target of increasing the share of the turnover derived from such products.

In 2024, the share of sustainable product revenue in our total turnover stood at 7%. Looking ahead, we aim to further integrate circular economy principles into our products and services and increase the share of resources derived

from sustainable finance instruments by 30% by 2030. In 2024, the total financial resources obtained through sustainable finance instruments amounted to TRY 1,051,857,000.

### **SUSTAINABILITY APPROACH IN R&D AND INNOVATION**

As of 2024, the total R&D and innovation investment of our Group companies has reached TRY 445 million. Approximately 66% of this amount has been allocated directly to sustainability-focused projects, particularly directed toward strategic areas by our companies operating in the Industry and Trade sectors to support sustainable growth.

Our R&D processes have been comprehensively restructured to cover not only new product development but also sustainability targets such as digitalization, energy efficiency, and waste reduction. The 31% share of women employees in our R&D centers demonstrates the successful integration of the social dimension of sustainability into these processes.

## İYİ UYGULAMALAR VE YENİLİKÇİ PROJELER

Doğan Holding companies stand out in their respective industries through innovative practices centered on sustainability, generating both environmental and economic value.

**Ditaş**, under TÜBİTAK (Scientific and Technological Research Council of Türkiye) 1505 “University-Industry Collaboration” support program, is developing a thermoplastic composite component to replace metal tie rods, achieving 65% weight reduction, increased vehicle range, and significant CO<sub>2</sub> emission reductions. Additionally, the number of production steps has been reduced by 50%, and labor time by 60%. Another project—the raw material saving initiative in link arm housing has led to approximately 10% reduction in hot forging material use, along with notable decreases in processing time and costs.



**Gümüştaş Maden**, is simultaneously implementing two pioneering projects focused on sustainability in mining. Through the DMS Plant Project, pre-concentration is carried out at the mining site, reducing the amount of ore transported while increasing the grade. This approach enhances efficiency in both energy and chemical consumption. Under the Tailings Pond Rehabilitation Project, decommissioned ponds have been transformed into a 5 MW solar power plant, targeting annual production of 7 million kWh of energy and an estimated 3,000 tonnes of CO<sub>2</sub> reduction.



**Karel**, through its Loqsoft FMEA project, is digitalizing quality management systems, implementing error-prevention mechanisms and aligning risk management with international quality standards. Conducting processes in a digital environment enhances both efficiency and consistency while fostering cross-functional team collaboration.



**Sesa Ambalaj**, is taking significant steps in sustainable packaging production through new product development and patent initiatives, developing solutions focused on recyclability and environmental performance. In parallel with these efforts, the Company has achieved a significant increase in its revenue from sustainable products.



## Initiatives for Tracking Emerging Technologies

Our Group companies actively engage in various national and international networks, platforms, and collaborations to closely monitor new technologies and sectoral advancements.

**Galata Wind**, in addition to memberships in leading sectoral organizations and associations, plans to join sustainability focused initiatives such as SKD Türkiye (Business Council for Sustainable Development Türkiye), YEYKAD (Women in Green Collar Association), and the Endeavor Program—a global platform for pioneering entrepreneurs—by 2025.

**Hepiyi Sigorta** continuously monitors global technology trends and emerging tech startups, implementing innovative tools such as Archmir chatbot, video-based preliminary damage reporting, AI-powered smart tariff module, and call center voice and emotion analytics to enhance sales performance.

**Doğan Yatırım Bankası** actively contributes to sectoral developments through its memberships in organizations such as the Foreign Economic Relations Board of Türkiye (DEİK), the Institute of International Finance (IIF), the Banks Association of Türkiye (TBB), the Financial Institutions Association of Türkiye (FKB), and the International Chamber of Commerce (ICC). Moreover, as a signatory of the United Nations Global Compact and a member of the relevant associations, it fulfills its sustainability commitments. Reports published by the BRSA and industry leaders are monitored, a “Green Asset Report” is prepared within the scope of environmental sustainability, and industry developments are tracked through Bloomberg membership.

**Karel** maintains partnerships with prestigious technology networks such as CELTIC-NEXT, ITEA, Horizon Europe, and ETSI, and develops direct project collaborations through HTK and similar clusters.

**Hepsi Emlak** leverages platforms such as Medium, Udemy, and O'Reilly, monitors sectoral bulletins, and systematically integrates AI tools into its operations.

**Doruk Faktoring** follows developments through academic research and global technology applications,

while **Ditaş** contributes to industry progress as a member of TAYSAD (Association of Automotive Parts & Components Manufacturers) and the Uludağ Exporters' Association.

**Gümüştaş Maden**, in cooperation with Middle East Technical University (METU), benefits from academic expertise in selective mining and process efficiency.

**All these initiatives represent key outcomes of Doğan Holding's knowledge-driven digital transformation vision.**

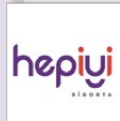
## Digital Transformation

At Doğan Holding, we view digital transformation not merely as a technological advancement but as a strategic enabler of sustainable value creation and long-term competitiveness. We are steadfastly advancing this transformation journey across all our companies to make our business processes more agile, data-driven, and efficient. While our companies operating in different sectors develop digital solutions tailored to their specific dynamics, the Group-wide transformation vision we have adopted is founded on accelerating processes, strengthening information security, enhancing data-driven decision-making capabilities, optimizing resource utilization, improving employee experience, and achieving operational excellence.

In line with this approach, we continue to design and implement tailored digital transformation initiatives across our Group companies, generating tangible and measurable value.

### BEST PRACTICES AND INNOVATIVE PROJECTS

Thanks to its investments in technology infrastructure, **Hepiyi Sigorta** has digitized its business processes, enabling the execution of the insurance sector's inherently document-intensive operations through digital channels. In 2024, the ongoing "Paperless Insurance" initiatives allowed numerous documents—from quotes and policy processes to agency operations, claims documents, and commission notifications—to be processed digitally, resulting in a significant reduction in paper consumption. As a result, 532 million sheets of paper were saved, enhancing operational efficiency while contributing to the preservation of environmental resources.



**Ditaş**, manages digital transformation initiatives in its production processes to enhance efficiency and adopt a more agile and competitive way of working. Thanks to initiatives structured in line with Industry 4.0 principles, sensors integrated into production equipment enable real-time data monitoring, allowing end-to-end visibility of the manufacturing process. Additionally, tangible improvements have been achieved in critical areas such as predictive maintenance, quality control, and efficiency management.



**Galata Wind**, implemented six digital transformation projects in 2024, including CCTV system upgrades, disaster recovery infrastructure enhancement (Disaster Site Project), secure file sharing platform, remote access systems, IT and OT penetration tests, and the successful completion of the Audit of the Presidency of Turkish Republic Digital Transformation Office. These initiatives enhanced operational speed, information security, and cost efficiency.



**Doruk Faktoring**, has automated its financial processes through robotic process automation (RPA) and large language model (LLM)-based analytical systems, improving speed and business continuity. Additionally, by integrating the latest software and artificial intelligence applications into its processes, it is taking a leading role in driving digital transformation in the factoring sector. It brings together technology and human focus by prioritizing employee participation in all process improvement initiatives.



**Gümüştaş Maden** has initiated the installation of a SCADA system to enable real-time monitoring of process parameters and aims to strengthen its data analysis and visualization capabilities through Power BI infrastructure.



**Hepsiemlak**, drives the Group's technology-oriented transformation through its digital product roadmap and in-house software development initiatives.



**Karel**, continues to improve institutional efficiency and user experience through ongoing developments in ERP, CRM, and internal interface software systems.



## Data Security and Privacy

Data security and customer privacy are integral parts of our business processes and core components of our responsible management approach. We view our responsibility in this area not merely as a legal obligation, but as the foundation of trust we build with our stakeholders.

All Group companies have clearly defined policies regarding the processing and storage of personal data, ensuring full compliance with national and international regulations, primarily the Law on the Protection of Personal Data (KVKK). Information security risks are regularly assessed, while access controls, data classification systems, and 24/7 monitoring infrastructures ensure robust protection. Incident response plans and business continuity scenarios are in place to address potential breaches. Additionally, the principle of confidentiality is operationally ensured by restricting access to customer and employee data exclusively to authorized personnel.

In our collaborations with business partners and suppliers, we emphasize

data confidentiality commitments, while regular awareness training, audits, and continuous improvement mechanisms reinforce a strong and sustainable corporate information security culture. Our Information Security Policy aims to protect the confidentiality, integrity, and availability of information assets across all operations. Within this framework, we identify, assess, and manage all potential risks that could threaten information security through preventive controls. The scope of our policy encompasses all information assets in both physical and digital environments, as well as our employees, business partners, customers, and all stakeholders. For critical systems, access authorizations, encryption methods, regular backup procedures, and network security measures are implemented, while incident response processes are effectively managed to address any information security breaches.

Periodic training programs are conducted for all employees to enhance information security awareness. Within this scope, a total of 2,479 employees received information security training in 2024.



### PERSONAL DATA PROTECTION

All our personal data protection practices are designed in line with human rights principles and the requirements of the digital era. We ensure full compliance with the Constitution of the Republic of Türkiye, international human rights conventions, and all relevant legislation, particularly the Law No. 6698 on the Protection of Personal Data (KVKK).

The processing, storage, and transfer of personal data we obtain during our operations are conducted in accordance

with the Doğan Holding Personal Data Protection and Processing Policy, ensuring that data subjects can exercise their rights effectively. Our approach is grounded in the principles of privacy, communication security, freedom of expression and belief, and respect for individuals' legal rights. Accordingly, all data processing activities are carried out with transparency and integrity, supported by up-to-date technical and administrative safeguards appropriate to the type and scope of data processed.



**Doğan Holding Personal Data  
Protection and Processing Policy**

## Investing in the Planet





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AND  
CREATES  
VALUE


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As Doğan Group, we consider the protection of life in our planet as a strategical material topics and place environmental sustainability in the center of all our activities. In addition to regularly measuring our environmental impact to mitigate the effects of climate change, we are taking concrete steps to reduce our carbon footprint. We are integrating innovative technologies into our business processes and embracing responsible sourcing and circular economic principles in line with our target of becoming carbon neutral by 2030. Through the focus area called "Investing in the Planet" in our Doğan Impact Plan which brings our sustainability studies together, we manage environmental risks with a holistic perspective and aim to create a positive impact on the natural ecosystems.

In this journey, we base our Sustainability Policy on creating environmental benefits in all our activities and establishing value-oriented relationships with our stakeholders. As part of our Environment Policy, we develop innovative and responsible approaches in the subjects such as energy efficiency, emission management, waste management, and water utilization. In addition, we prioritize sustainability criteria in new investments and transform our current business models within the framework of this vision in line with our Responsible Investment Policy.

 Our Sustainability Policy

 Our Environment Policy

 Our Responsible Investment Policy

Our group companies operating within the scope of our policies have various national and international documents and certifications in areas such as environmental management systems, energy efficiency, and waste management. We secure our operations with certificates including ISO 14001 Environment Management System, ISO 50001 Energy Management System, and ISO 9001 Quality Management System.

Galata Wind is a pioneer in this regard by completing all relevant certifications for all power plant sites. In order to improve our Waste Management policy, we have obtained Zero Waste Certificates in many of our locations, especially in our industrial companies such as Sesa Ambalaj and Ditaş. In addition to

certificates and documents, our Milta Bodrum Marina company represents our achievements in the field of sustainability internationally with its Blue Flag and TYHA Gold Anchor accreditations.

As Doğan Holding, we have been among the companies publishing the CDP report since 2021. We also prepared our CDP report this year to meet the increasing information demands of our stakeholders and to enhance our institutional capacity regarding climate-related risks and opportunities. In this context, we continue making efforts to monitor, manage, and report our environmental impact; improving our environmental strategies continuously with the feedback we receive.



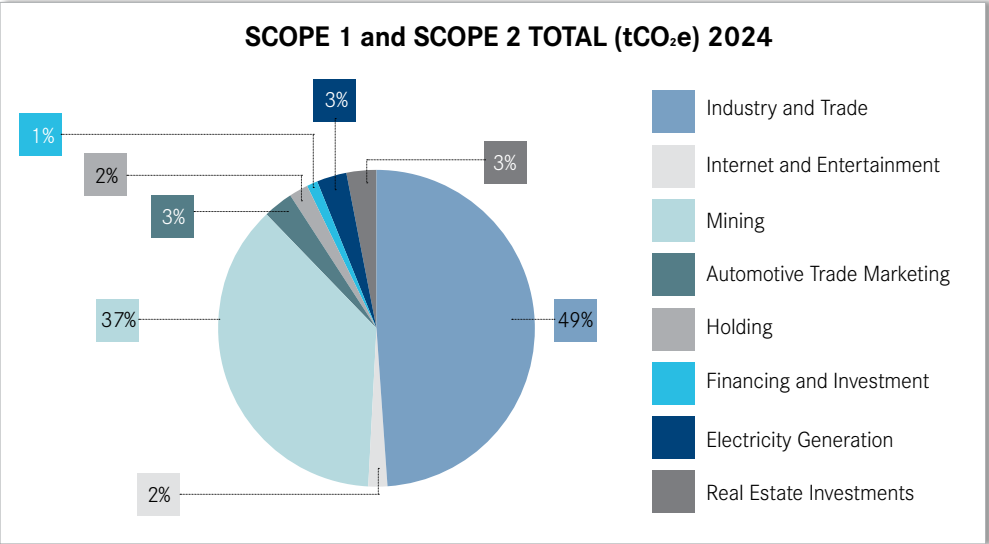
# Transition to Low-Carbon Economy

There is a global consensus on reducing greenhouse gas emissions to limit global warming, one of the greatest threats of our time, to 1.5°C in line with the Paris Agreement targets. Although there are still important challenges faced in the transition to a low-carbon economy, the 2025 Global Risks Report of the World Economic Forum emphasizes the increasing climate risks. In the Report, the impacts of climate change, such as extreme weather events, biodiversity loss, and natural resource crises, are ranked among the biggest threats. Developing effective solutions to these issues requires a wide-ranging transformation from economic and commercial activities to social norms and lifestyles. It is of vital importance that the public and private sectors collaborate to address climate

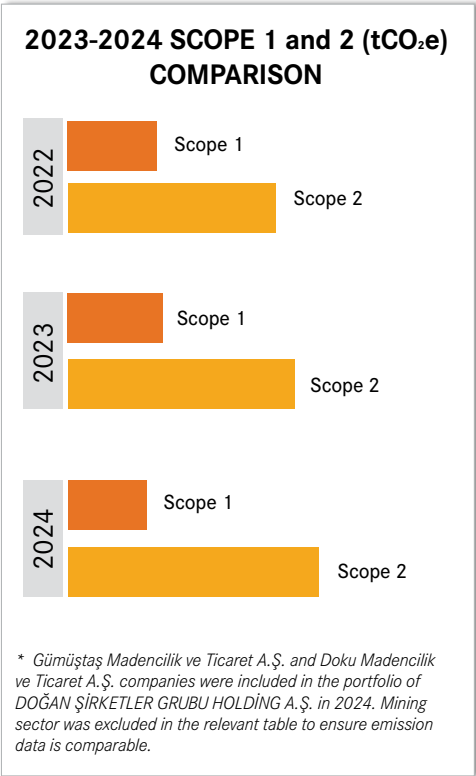
risks, take necessary measures, and increase resilience.

As Doğan Holding, we consider combat against climate change, which is one of the key factors of environmental sustainability, as one of our material responsibilities. We prioritize the transition to a low-carbon economy in all our activities; in addition to managing the risks that climate change may create in our business processes, we are taking strategic steps for a future in harmony with nature.

We carry out comprehensive studies to reduce our carbon footprint and address our environmental impact systematically and holistically with a responsible investment approach.



In 2024, our total greenhouse gas emissions from Scope 1 and Scope 2 across the Group were 48,917 tCO<sub>2</sub>e. In the sectoral distribution of our emissions, the Industry and Trade sector has the highest share at 49.13%, while the Mining sector accounts for 36.97% of our total emissions. Additionally, our emissions intensity value was calculated as 18.98 tCO<sub>2</sub>e/mUSD, showing a limited increase compared to the previous year's performance.



Excluding the mining sector, our Scope 1 and Scope 2 emissions in 2024 were 30,832 tCO<sub>2</sub>e. This value represents a low increase of 3.1% compared to the previous year's emission value of 29,872 tCO<sub>2</sub>e, due to higher electricity consumption resulting from production increases.

Our Scope 3 emissions reached 1,990.3 tCO<sub>2</sub>e in 2024. These emissions primarily come from business travel (Category 6) and employee commuting (Category 7). The largest portion of Scope 3 emissions comes from the Industry and Trade sector with 63.2%, followed by the Automotive sector with 9.6%.

Our targets:

**Becoming carbon neutral by 2030**

**Reducing Scope 3 emissions by 40% by 2040**

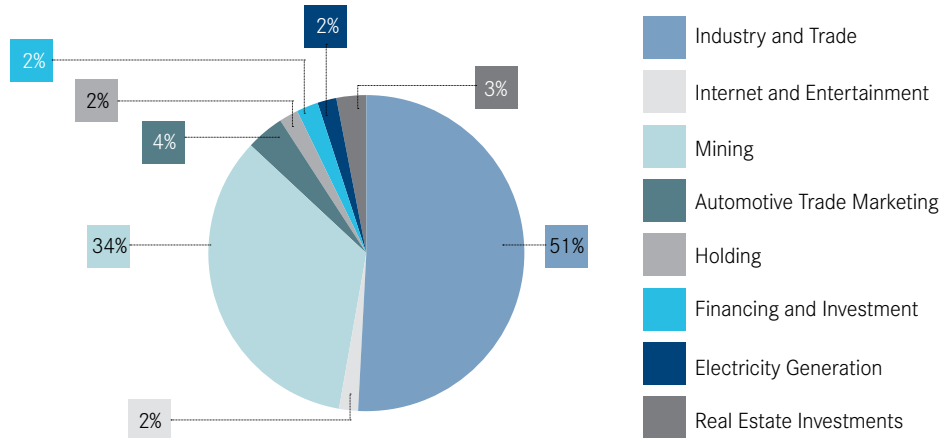
As Doğan Holding, we shape our process of transition to a low-carbon economy with data-based analyses; we care that this transformation will provide long-term benefits to all our stakeholders.

## Energy Management

As Doğan Holding, we follow a systematic approach in all our operations to make our energy consumption efficient, accelerate the transition to renewable resources, and contribute to the low-carbon economy. In this regard, we conduct improvement studies continuously and develop sustainable solutions with our stakeholders. We strengthen our infrastructure and focus on sustainable equipment, renewable energy systems, and

energy-efficient technologies to reduce our environmental footprint. In 2024, total energy consumption of the Group was 127,353 MWh. A significant portion of this consumption originates from the Industry and Trade sector (50.7%) and the Mining sector (34.4%), which is newly included in our portfolio. Our energy intensity indicator was measured as 49.4 tCO<sub>2</sub>e/mUSD in 2024, showing a limited increase compared to the previous year due to the inclusion of the mining sector.

**2024 TOTAL ENERGY CONSUMPTION (MWh)**



Excluding the Mining sector, our energy consumption amounted to a total of 83,506 MWh in 2024. Compared to the 2023 consumption amount of 79,745 MWh, there has been a limited increase

in our energy consumption. We aim to take this approach to the next level with our renewable energy investments and efficiency projects in the next period.

## RENEWABLE ENERGY

Galata Wind, our Group's leading renewable energy company, generates electricity entirely from renewable energy sources and has undertaken significant investments in this area. In 2024, the Company generated 811,367 MWh of electricity, making a significant contribution to the group-wide low-carbon transformation. Galata Wind is moving forward with an investment plan that aims to increase its current installed capacity from 297 MW to 1000 MW by 2030. Galata Wind's renewable energy production also supports the reduction of carbon emissions and sustainable economic growth across the Group.

Along with these developments in the area of renewable energy, solid steps are also taken to increase Group-wide energy efficiency. While process improvements and efficiency projects are being implemented, especially in the Industry and Trade sector, the energy performance of new facilities in mining activities is meticulously monitored. In addition, it is aimed to increase renewable energy consumption rate across the Group through efforts for green energy supply. In this context, we aim to provide all of our electricity consumption from renewable sources by 2030.

The entirety of these investments and projects contributes to Doğan Holding achieving its carbon-neutral targets and creating a more resilient energy ecosystem.

## GOOD PRACTICES AND INNOVATIVE PROJECTS IN ENERGY AND EMISSION MANAGEMENT

We take concrete steps in our operational processes and develop projects that support environmental sustainability to mitigate the effects of the climate crisis across the Group. Our Group companies set an example in their sectors with leading projects in the subjects of energy efficiency, emission reduction, and management of environmental impact.

### TRANSITION TO AN ELECTRIC VEHICLE FLEET AND RENEWABLE ENERGY LEADERSHIP

**Galata Wind**, Galata Wind, one of Türkiye's leading renewable energy companies, has converted its entire company fleet to electric vehicles in line with its target of sustainable transportation in 2024. With this project, realized with an investment of TRY 23 million, an annual reduction of approximately 457,590 tonnes CO<sub>2</sub>e was aimed. Transition to electric vehicle fleet has not only reduced carbon footprint but also contributed to the expansion of the innovative energy vision of the group in transportation. Galata Wind's 100% renewable energy production through wind and solar power plants constitutes a strategic anchor point for Doğan Holding in the transition to a low-carbon economy.



### CORPORATE CARBON FOOTPRINT MANAGEMENT

As part of the fight against climate change, **Sesa Ambalaj** calculated the carbon footprint of all its operations in accordance with the ISO 14064-1:2018 standard and integrated this data into its emission reduction strategies. This study, with a budget of TRY 380,000, strengthened the Company's compliance capacity to climate policies by detecting direct and indirect emission sources.



### ENERGY EFFICIENCY - LIGHTING PROJECT

**D Gayrimenkul**, has launched a project to increase energy efficiency by converting fluorescent and halogen lighting to LED systems in offices and common areas. Implemented with an investment of TRY 250,000, the project aims to save 3-3.5% in energy consumption and decrease cooling costs thanks to lower heat production.



### ENERGY SAVINGS WITH AIR LEAK DETECTION

**Ditaş**, aimed to minimize energy losses by detecting air leaks with the innovative project it started in 2024. 31 of the 44 leaks detected through regular measurements throughout the factory were eliminated, resulting in a 48.66 tonnes CO<sub>2</sub>e emission reduction and energy savings of €9,110.



### ELECTRICITY SAVING AND INFRASTRUCTURE IMPROVEMENTS

**Milta Bodrum Marina**, contributed to environmental sustainability targets by reducing energy consumption through maintenance and renovation works carried out in environmental lighting, electrical panels, and air conditioning system in 2024.



## Water Management

As Doğan Holding, we attach importance to the management of water resources, knowing that our country is one of the regions under water stress. Although our water footprint varies due to our presence in different sectors, we adopt it as a principle to use water efficiently, which is a vital natural capital for our business continuity. In our operations where water is used intensively, we aim to use water cyclically and minimize discharge into the environment by applying the principles of efficiency and recovery with closed systems and advanced recovery technologies. In line with this approach, we continue our studies to increase our water recovery rate systematically. Our water recovery rate was 2.8% as of 2024. We aim to manage our entire water utilization holistically and sustainably

through investment in reduction, treatment, and recovery programs, aiming to increase this rate by 2023, compared to 2024, which was determined as the base year.

In 2024, a great increase was observed in the total amount of water withdrawal throughout the Group. The reason for this increase is that the operations of Gümüştaş and Doku Madencilik, our mining sector companies that have joined our portfolio, are water intensive. Total water withdrawal amount is far above the previous periods since the water used in operational activities is intense. Our studies to increase efficiency and reduce water use, in line with our targets, will continue across all our companies, including those in our portfolio.

TOTAL WATER WITHDRAWAL (m <sup>3</sup> )		
2022	2023	2024*
187,770	185,874	725,724

\*Gümüştaş Maden and Doku Madencilik values are included.

Excluding Gümüştaş and Doku Madencilik companies, we have made progress towards our water efficiency targets. In this regard, total water withdrawal in 2024 decreased compared to the previous year

thanks to the improvement studies we carry out in our current operations. In this context, we develop studies on using water more efficiently in our operations.

TOTAL WATER WITHDRAWAL (m <sup>3</sup> )**		
2022	2023	2024*
187,770	185,874	184,374

\*\*Gümüştaş Maden and Doku Madencilik values are not included.

**D Gayrimenkul**, started using water-saving faucet heads in 2024 in order to reduce water consumption and minimize environmental impact in the commercial real estate areas where it operates. With this application, implemented with its own resources, it was aimed to get 20-25% saving in water use.



## Waste Management

In all sectors we operate, we pursue a holistic waste management approach to decrease our environmental impacts. This approach is not limited to the disposal or recycling of waste; it is also based on a circular approach that aims to reduce waste at its source, including the use of recyclable materials in product and process design.

In line with our target to achieve zero waste across the Group by 2035 and implement a waste-free operation target across the Group in line with the Republic of Türkiye Zero Waste Movement, we are committed to implementing a circular economy approach based on minimizing waste generation (reduce), extending the life of resources by reusing them (reuse), restoring the recyclable materials

into the cycle (recycle), and recovering non-recyclable wastes through energy or other means (recover). Strengthening our recovery infrastructure, investing in technologies that prevent waste generation, and expanding circular business models across the Group are among our material areas in order to reach this target.

In addition to addressing how to manage the waste generated in our group companies, we also strategically address how to reduce this waste before it occurs. In this context, material selection, process design and circular economy practices in production processes are being expanded across all sectors. This approach is also concretely reflected in the environmental performance of our operations.

In 2024, our total waste amount was 76,088 tonnes. Of this amount, 20,428 tonnes (26.9%) were recorded as hazardous waste and 55,660 tonnes (73.1%) as non-hazardous waste.

A significant portion of total waste originates from the high production volume in the mining sector. In 2024, mining activities included in our portfolio generated 13,789 tonnes of waste, representing approximately 18.1% of the Group's total waste.

It is known that waste generation is high in mining sector by nature, but we aim to minimize environmental impacts with the advanced waste management strategies we implement. Our recovery rate was 50.64% as of 2024. We aim to increase

this rate by 60% by 2035 in line with the national targets set by the Ministry of Environment, Urbanization and Climate Change.

In line with this target, we resolutely continue our studies to redesign production processes, creating sectoral targets, and increasing recycling capacity at all of our business segments.

### GOOD PRACTICES AND INNOVATIVE PROJECTS IN WASTE MANAGEMENT

**Ditaş** selects approximately 99% of the materials it uses in its production processes from recyclable content and contributes to the circular economy by recycling 100% of its plastic packaging.



**Sesa Ambalaj** granulates plastic scraps for recycling and uses an average of 63 tonnes plastic monthly in production in 2024.



## Responsible Resource Utilization

As Doğan Holding, we carry out comprehensive studies across the Group to increase the use of recyclable materials, adopt circularity principles in raw material consumption, reduce waste generation at its source, and support the efficient use of natural resources.

### BEST PRACTICES AND INNOVATIVE PROJECTS IN RESPONSIBLE RESOURCE USE

**Ditaş** prioritizes recyclable materials used in production operations and recycled resources in the raw material procurement.



**Doğan Yatırım Bankası** takes mitigating measures for the use of high-consumption materials plastic, glass, battery, and paper, at the offices, and focuses on minimizing the consumption.



**Sesa Ambalaj** increases the recyclable and compostable raw material rate in the products it manufactures, increases the recyclable scrap amount, and optimizes recovery rates through distillation machines.



In this sector, where resource use can have direct environmental impacts, our mining companies focus on improving environmental performance and ensuring traceability through digital infrastructure.



**Gümüştaş and Doku Madencilik** carry out studies to manage resources more effectively through practices such as the installation of SCADA systems that support process control and resource efficiency and the development of data-based analysis infrastructures. Although current data is limited, we are enhancing our mining sector practices in line with sustainable mining principles and further strengthening our focus on responsible resource use.



## Biodiversity

Global biodiversity loss features as one of the most critical environmental risks that the business world faces, alongside the climate crisis.

Factors such as habitat destruction, soil degradation, depletion of water resources, and loss of biodiversity create direct and tangible impacts, particularly in the mining, energy, and infrastructure sectors.

This necessitates a more powerful, integrated, and proactive environmental management approach for the companies operating in the mentioned sectors.

As Doğan Holding, we know that there is a strong connection between the sustainability of our operations and the health of the ecosystems in which we operate. With this insight, we address biodiversity as one of our material headings across the Group. We aim to develop a common governance mentality across the organization and take solid steps in this area by profoundly analyzing our loyalty to nature and the impacts our operations cause.



### GOOD PRACTICES AND INNOVATIVE PROJECTS IN BIODIVERSITY

Located on the Aegean and Mediterranean coasts and in direct interaction with natural life, **Milta Bodrum Marina** monitors the habitats of marine mammals such as the Mediterranean monk seal and carries out expert-supported initiatives to help protect these areas. Additionally, it implements technical solutions exclusively to mitigating the impact wastewater and refilling activities on nature.



**Gümüştaş Maden** is one of our subsidiaries with a potential direct impact on habitat and soil integrity. The Company conducts its environmental monitoring activities through TS EN ISO/IEC 17025 accredited laboratories and monitors impacts with regular analyses on dust, water, and waste management. In addition, it aims to reduce the pressure on nature with its rehabilitation and energy efficiency practices.



**Galata Wind** carries out projects on protecting birds and bat nests to support natural life at wind power plants. With the Environmental Impact Assessment (EIA) processes conducted before investments, potential impacts on habitat are analyzed and protection measures are taken accordingly.



As our company operating in interaction with natural areas in Central Anatolia, **Ditaş** assesses biodiversity risks with the matrix method. In this regard, it protects habitat value through afforestation and natural landscaping works at the field.



## Investing in Society



KNOWS  
AND  
CREATES  
VALUE

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POSSIBLE

At Doğan Holding, we regard not only economic success but also social development and people-centered growth as key priorities. Across all Group operations, employee welfare and development, occupational health and safety, fair and transparent customer relations, responsible supply chain practices, and community-focused initiatives remain at the forefront of our business approach. Our overarching target is to create a positive social impact throughout the entire value chain. This approach is shaped by the principles of equal opportunity, women's empowerment, inclusion, and rights-based responsibility, and is designed to foster a shared corporate culture across all Group companies. In this context, we align our corporate policies with universal human rights principles, while continuously enhancing the employee experience through innovative practices—reinforcing our commitment to generating long-term social value. Supported by strong human resources policies, this framework creates a wide-ranging impact—from inclusive recruitment and employee development programs to a zero-tolerance approach in occupational health and safety management, and a deep-rooted culture of

customer satisfaction. Furthermore, through our sustainable supply chain practices and social responsibility projects, we extend this positive impact to broader segments of society. By redefining our strategy around the vision of building an inclusive society and emphasizing gender equality as a cornerstone of fair and equitable work life, we continue to set comprehensive targets and make steady progress toward achieving them.



## Employee Welfare

At Doğan Holding, one of the core pillars shaping our corporate culture is our commitment to equal opportunity and diversity. We view employee welfare not merely as a right, but as a fundamental cornerstone of engagement, productivity, and corporate belonging. We are committed to offering all our employee's equal opportunities, regardless of age, gender, ethnicity, disability, belief, or any other personal characteristic. Our target is to create an inclusive and supportive work environment where every individual can realize their full potential. Accordingly, we prioritize maintaining a people-centered corporate culture that continuously supports employee development.

From recruitment to promotion, and from employee development to recognition, all our human resources processes are managed based on the principles of meritocracy, competence, equal opportunity, and transparency. Supporting female leadership, promoting organizational diversity through inclusive language and practices, and ensuring equal development opportunities for all are among the cornerstones of this policy.

Our policy has been developed in line with international standards such as the Universal Declaration of Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the United Nations Global Compact (UNGC), the UN Guiding Principles on Business and Human Rights (UNGPs), and the Women's Empowerment Principles (WEPs), and is applicable across all Group companies.

We have formalized our commitment to providing a safe, fair, inclusive, and development-oriented workplace through the comprehensive Doğan Group Human Rights Policy. This policy, prepared in alignment with the key principles of the Universal Declaration of Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the United Nations Global Compact (UNGC), the UN Guiding Principles on Business and Human Rights (UNGPs), and the Women's Empowerment Principles (WEPs), is implemented across all Group companies.



Doğan Group Human Rights Policy

Within the scope of this policy, we have adopted the following principles:

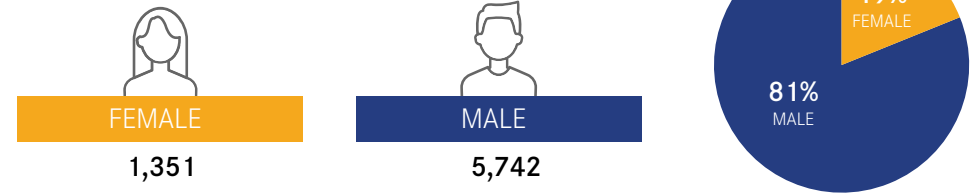
- We do not tolerate discrimination based on race, ethnic origin, social background, religion, gender, age, color, disability, or political opinion.
- We are committed to equal opportunity, and base recruitment, remuneration, development, and promotion decisions on employees' performance, potential, and experience.
- We value diversity within our workforce and aim to benefit from a variety of backgrounds and experiences.
- We prohibit the employment of individuals under the age of 18 in hazardous or heavy work.
- We do not tolerate forced or child labor and expect the same sensitivity from all our business partners.
- We are committed to providing a safe working environment free from violence, harassment, and intimidation.
- We respect our employees' right to join or not join a union without fear of retaliation or intimidation.
- We work to ensure and maintain a healthy and safe workplace environment.
- We value work-life balance and encourage the use of legal leave entitlements.

At Doğan Holding, we not only create an inclusive and supportive work environment for our own employees but also encourage our business partners and stakeholders to adopt the same sensitivity and participation. As of 2024, Doğan Holding employ 7,093 people in the scope of this report, of whom 19% are women and 81% are men. We continue to implement policies aimed at increasing the proportion of female employees across all Doğan Group companies.

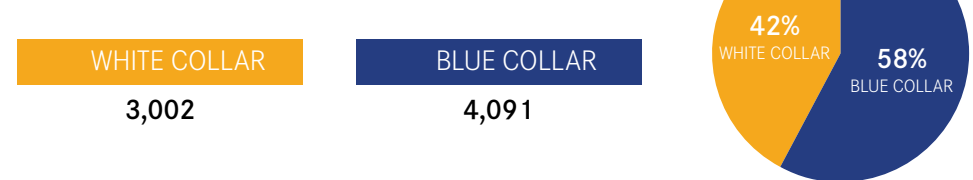
In terms of age distribution, 35% of employees are under 35, 58% are between 35 and 50, and 7% are over 50. This multi-generational structure reflects our inclusive human resources approach that combines experience with dynamism.

Additionally, 42% of our employees are white-collar and 58% are blue-collar.

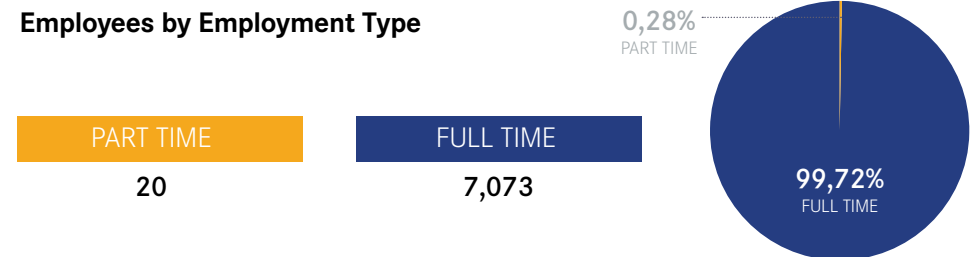
#### Employees by Gender



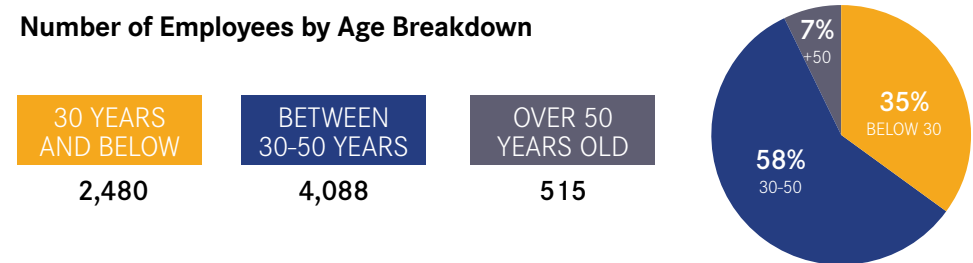
#### Employees by Category



#### Employees by Employment Type



#### Number of Employees by Age Breakdown



We set concrete targets to increase female employment and enhance women's representation, particularly at senior management levels, and we actively implement initiatives to achieve these targets. In line with our target to raise the proportion of women on our Board of Directors to 40% by 2025, we continue to take determined and systematic steps toward achieving this target.

Within the framework of our Human Rights Policy, which is adopted across all Group companies, we manage all human resources and business processes through a diversity and inclusion perspective. To build an inclusive workplace culture, we implement practices that promote the employment of people with disabilities, encourage intergenerational knowledge sharing, and

support cultural diversity. In recruitment and promotion processes, we apply competency-based, bias-free assessment systems, maintaining a strong stance against discrimination. As a result of our monitoring and evaluation activities under the Human Rights Policy, no cases of discrimination or harassment were identified in Doğan Holding or Group companies in 2024.

As part of our Doğan Keşfet Internship Program, we set targets to organize activities at a minimum of 15 campuses and employ 35 interns within Doğan Holding. In line with these targets, in 2024, we held events at 21 campuses and successfully employed 35 interns. These targets are defined annually as part of our HR department's regular target-setting cycle and are updated on a yearly basis.

One of the most notable examples of initiatives aimed at strengthening our diversity, equity, and inclusion (DEI) culture was implemented by **Galata Wind**. This project represented one of the first employee surveys in Türkiye, focusing specifically on DEI, designed to raise awareness and foster the adoption of an inclusive culture across the organization. Conducted entirely on the initiative of Galata Wind's volunteer employees and senior management-without the allocation of a dedicated budget-the survey achieved an impressive 92% participation rate and a 95% satisfaction score. These results demonstrate employees' strong confidence in and commitment to diversity, fairness, and inclusion. The survey is planned to be repeated every two years. Galata Wind's pioneering approach stands as a tangible reflection of our collective commitment at Doğan Holding to building an inclusive workplace culture.



## BENEFITS AND SUPPORTIVE PRACTICES

In line with our Human Resources Policy, we continuously enhance our benefits system to prioritize employee wellbeing. Covering health, social life, financial support, and flexible work arrangements, this system aims to strengthen our employees' work-life balance and improve their overall quality of life.

All employees are provided with private health insurance, life insurance, and annual medical check-ups. In addition to preventive health services such as HPV vaccination support, our Group companies also offer gym memberships to promote both physical and mental wellbeing.

We actively support flexibility in work models. Through hybrid and remote

working options as well as flexible working hours, we aim to accommodate different lifestyles and personal needs. Some of our Group companies also implement special practices that reflect employee priorities, such as granting a day off on birthdays.

Our social assistance practices vary in line with the needs of both white- and blue-collar employees. All employees receive meal and transportation allowances, holiday bonuses, and gifts for special occasions, as well as financial support for events such as marriage or childbirth. Additionally, blue-collar employees benefit from supplementary social protection programs, including heating allowance, child education support, and financial assistance in cases of military service or bereavement.

## EMPLOYEE SATISFACTION AND ENGAGEMENT

At Doğan Holding, we regularly measure employee experience and take improvement actions based on the insights gathered. Our long-term, value-driven cultural transformation project, **“We Grow with Our Values”**, launched in 2017, continues successfully with the active participation and commitment of our employees. The initiative is based on the Barrett Values Centre’s “Values-Driven Cultural Transformation” model and aims to build a shared values culture across the Group.

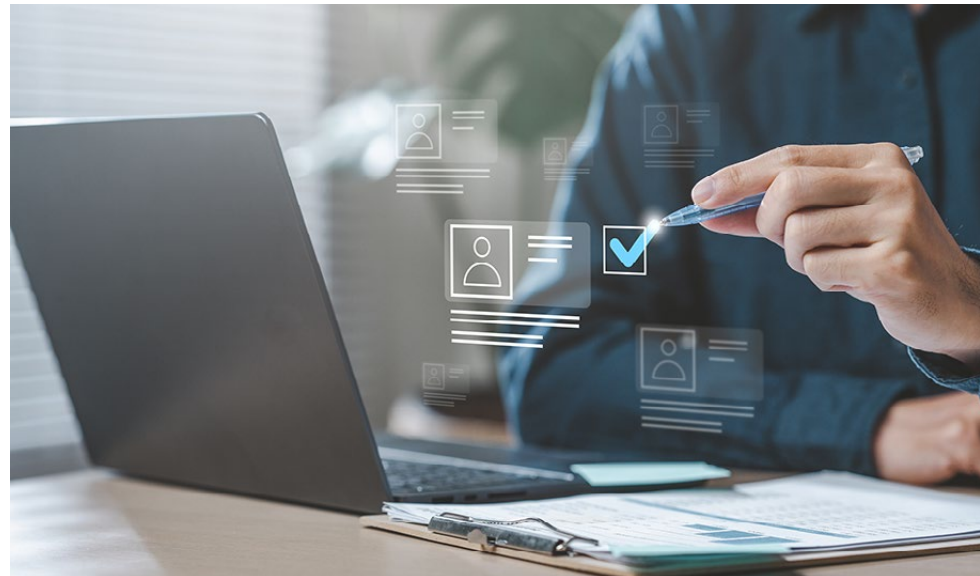
Measurements conducted using the Barrett methodology demonstrate significant improvements in our corporate culture scores compared to the 2017 baseline year, showing consistent progress over time.

The data-driven entropy score, which measures value alignment, leadership effectiveness, and employee engagement, is calculated every three years, with the next assessment planned for 2025. The results will be shared publicly in our next report. In 2024, employee surveys across Doğan Group companies recorded a high participation rate and our overall employee engagement score reached 72.

Employee engagement scores have consistently remained above sector averages, both on a consolidated and comparative basis.

Based on these findings, action plans are developed annually at both Holding and Group company levels, and their implementation and follow-up are rigorously monitored. This process forms the foundation of our continuous improvement approach to enhance employee engagement and well-being.

At Doğan Holding, we value employee feedback and use it to identify areas for improvement, ensuring the implementation of sustainable and impactful initiatives.



## Employee Development

In line with our Human Resources Policy, we are committed to eliminating discrimination in recruitment and promotion processes, ensuring equal opportunities for all candidates, and basing our decisions solely on job-related suitability. At Doğan Holding, providing our employees with fair opportunities and retaining their talents are among our foremost responsibilities. Our talent management approach aims to unlock, develop, and effectively leverage our employees’ potential, enabling them to progress in alignment with our corporate targets. Through performance tracking, development-oriented feedback, individualized career planning, and continuous learning opportunities, we

support employee growth and foster an inclusive and inspiring workplace where they can fully realize their potential. This dynamic structure enables both individual and organizational success.

We recognize that employee development at every level is achievable only through education. Across the Group, we implement a variety of training programs designed to build a qualified, sustainable, and professional workforce. These programs aim to enhance employees’ skills, unlock their potential, and support their career growth systematically.

Our training portfolio spans a wide range of subjects, including personal development, technical knowledge, management skills, law, digital marketing, social media, and foreign languages. Customized training programs developed for our Group companies further enrich our learning offerings and provide more targeted and effective learning opportunities.

Additionally, we offer socially themed training programs designed to help employees navigate workplace challenges. Particularly, our personal development and work-life balance-focused programs are highly appreciated, contributing to a more harmonious and balanced working environment.

### Onboarding Process

We provide dedicated onboarding programs for new employees joining our Group. Each newcomer is assigned a “buddy” during their first month to support their adaptation process. The onboarding buddy is selected jointly by the new recruit's manager and the Human Resources team, and provides support from the moment the employee first enters the office – assisting with the introduction to physical workspaces, team orientation, job-related details, as well as the systems and processes used within the organization. New recruits are guided on the steps they need to follow whenever they have any requirements, while also being supported to complete their adaptation process as smoothly and comfortably as possible.

### Leadership Programs

Within the talent management framework applied across Doğan Holding and its Group companies, we offer a range of development programs in collaboration with leading universities, including the Leadership School, Business Management Institute (BMI) Management School, Mini MBA Program, and Women's Leadership Development Program. The Leadership School Program provides customized training designed specifically for senior executives. Within the scope of the BMI Management Program, training is provided to manager-level employees tailored to their development needs in team management, business operations, project management, and personal awareness. The Mini MBA Program is a comprehensive training initiative designed to prepare our young talents for managerial roles and professional life, helping them broaden their perspectives and enhance their strategic vision. The Women's Leadership Development Program supports mid-level female managers in their career journeys and leadership capability building.

### Internal Reverse Mentoring Program

Through our Internal Reverse Mentoring Program, we train young talents as mentors to support the development of senior executives. In 2024, new mentors were added to the program, providing mentorship support to senior leaders identified through our talent management framework.

Since 2020, we have also been implementing the **"Internal Coaching Program"**, through which our certified internal coaches provide one-on-one coaching to employees. In 2024, additional internal coaches, mentors, and reverse mentors were included, further promoting peer coaching and mentorship across the organization.

Thanks to these initiatives, employees have the opportunity to enhance their skills in areas such as Excel, finance, presentation techniques, and feedback exchange. These programs help reinforce our culture of knowledge sharing and continuous learning within the organization.

Through our **"Gelişimle Doğan"** e-learning platform—accessible to all employees and covering multiple training categories—we publish an updated learning catalog every four months. We make these catalogs available to our employees and encourage self-directed learning. Given the diverse sectors in which Doğan Group operates, sector-specific training programs for each company have also been developed. Completion of these programs is mandatory to ensure systematic competence development and to strengthen sectoral expertise.

As of 2024, the total annual training hours and average training hours per employee across Doğan Holding and Group companies are as follows:

COMPANY	TOTAL TRAINING HOURS	AVERAGE ANNUAL TRAINING HOURS PER EMPLOYEE
D Gayrimenkul	675	12
Ditaş	11,344	22.33
Doğan Holding	1,272	8
Doğan Trend Otomotiv	2,456	6.53
Doğan Yatırım Bankası	194.5	2.66
Doğan Yayıncılık	720	8.28
Doku Maden	1,760	16
Doruk Faktoring	750	11.54
Galata Wind	5,765	84.78
Gümüştaş Maden	9,368	25.05
Hepiyi Sigorta	1,133	5.25
Hepsiemlak	1,024	4.61
Karel	112,337	27.78
Kelkit Doğan Besi	0	0
Milta Bodrum Marina	385	5.07
Sesa Ambalaj	2,793	4.48
<b>Total</b>	<b>151,976</b>	<b>21.40</b>



## PERFORMANCE EVALUATION AND CAREER PLANNING

Across the Group, we define talent management-based targets for our general managers at the company level and for our managers in relation to their teams, ensuring more effective management of our areas of responsibility.

Using the 9-Box Matrix methodology, we classify employees based on their performance and potential levels to identify critical talent groups. In particular, high-potential mid- and senior-level managers are encouraged to participate in leadership and development programs organized by the Holding, with close monitoring of their progress.

Retention of employees within our Young Talent Program and overall talent pool remains a key priority, while undesired turnover is carefully monitored. In the event of talent attrition, our focus is on replenishing the pipeline with new young talents each year. Additionally, leadership performance is regularly tracked through indicators such as competency development, gender balance, and the expansion of coaching and mentoring practices.

In the process of setting and monitoring employee targets, we approach performance management as a structured system integrated with organizational development.

**Our Performance and Development Program** ensures that individual contributions are aligned with strategic targets, while enabling continuous monitoring, evaluation, and holistic support of employee growth.

This structure not only aligns individual performance with corporate targets but also secures the sustainability of employee development.

The program encompasses key processes such as:

- Setting targets,
- Providing feedback,
- Evaluating target achievement,
- Planning development areas.

All these steps are designed and implemented in alignment with company-wide strategic material topics.

Through this system, we aim to foster a shared performance culture across the organization and ensure that employee performance contributes directly to our corporate targets. We manage

performance with a development-focused and continuous improvement mindset rather than a purely measurement-based approach. Data derived from performance evaluation processes is actively used to plan employees' long-term career development. Career planning is executed through four integrated pillars: grading structure, talent management, performance outcomes, and development planning.

Throughout the year, we set business targets and development plans for all employees, monitor progress regularly, and use the insights obtained to inform our development and talent management processes. Under our comprehensive Talent Management System, which encompasses all Group companies, we systematically assess employee performance and potential. Based on these evaluations, we identify talent and critical roles using the 9-Box Matrix methodology and develop succession plans accordingly. This enables us to maintain a strategically aligned talent pool that is closely monitored by senior management across Doğan Group, ensuring strong leadership continuity for the future. Critical roles have been identified, and succession maps have been established throughout the Group. We actively manage promotion,

assignment, and inter-company transfer processes, providing new career opportunities for our employees. This approach supports both individual growth and the sustainability of our leadership structure.

Through our **"İçimizden Doğan"** internal mobility platform, we always prioritize internal candidates for open positions. This practice not only strengthens corporate engagement but also supports the development of internal talent.

Career planning processes are implemented in alignment with our remuneration policy through a clearly defined grading structure. Technical competencies, tenure, and promotion criteria for each role are established by the Human Resources department. For manager-level and above positions, objective and multidimensional promotion assessments are conducted through independent evaluation centers. Our Promotion Committee adopts a holistic decision-making approach, considering technical competence, performance, and behavioral criteria.

Through this system, we aim to ensure sustainable employee development and provide long-term career opportunities across the organization.

## Feedback System

**The Performance Management System** actively implemented across Doğan Holding and its Group companies is built upon a constructive feedback culture that supports the development of both employees and managers.

As part of the system, the 180-degree performance evaluation model enables employees to exchange timely and constructive feedback with their managers and team members. For senior executives, a 360-degree feedback system is applied across the Group, incorporating input from multiple functions to identify development areas more comprehensively.

The feedback gathered is directly utilized in developing individual growth plans. Additionally, the effectiveness of the system is evaluated annually through employee surveys, and necessary updates are made based on the results.



## Occupational Health and Safety

We regard the health and safety of our employees in all areas we operate as our material responsibility. Within the framework of our Occupational Health and Safety Policy, we adopt a systematic and preventive approach in managing occupational health and safety (OHS) with a zero-accident target, aiming to create a safe and healthy working environment.

We manage our OHS processes in line with our Occupational Health and Safety Policy. Our OHS teams, consisting of workplace safety specialists, occupational physicians, and other health personnel across our group companies, closely monitor national legislation, relevant standards, and international best practices, implementing necessary improvements promptly. We consider our approach to protect the health and safety of our employees not just an obligation but also an essential part of our sustainable business conduct. Guided by the "People First" principle, we continuously develop all our OHS practices based on the principle of continuous improvement.

As Doğan Group, our production facilities, which especially have critical importance in terms of occupational health and safety, have ISO 45001 Occupational Health and Safety Management System certificate. Our OHS committees meet regularly to assess developments in practices, risks, and necessary measures. In 2024, we implemented the improvement decisions

taken during the quarterly OHS committee meetings held at our Holding's Head Office. To ensure employee safety, we adopt a proactive approach through "near-miss" reports and face-to-face feedback. Notifications from employees are collected on a regular basis, risks are mapped, and the necessary actions are taken rapidly. Our OHS practices covers not only our Group employees but also our subcontractor workforce.

In 2024, a total of 141 work-related accidents occurred across the Group, resulting in an accident frequency rate of 13.12. There were 22 workplace accidents among subcontractors, and the accident frequency rate was calculated as 10.33. There were no fatal workplace accidents among Group companies or subcontractor employees in 2024.

We regularly provide OHS training in line with legal requirements and aim to minimize risks by raising employee awareness. In 2024, employees across the Group received 53,060.5 hours of training, while 1,307 subcontracted

employees received 118,883 hours of training. Training ensures both compliance with legal requirements and the development of safe working habits.

We do not limit our OHS performance solely to legal obligations but strengthen it through practices that support the physical and mental welfare of our employees. We aim to increase employee welfare with health events, informative studies, seminars, and professional support opportunities. We also provide health surveillance and guidance services under the coordination of our workplace physician and carry out our risk assessment that covers ergonomic and physical risks within the framework of determined procedures. This especially includes improvement of ergonomic conditions, emergency preparation, and safety when working with screen devices.



**Our Occupational Health and Safety Policy**

## Customer Loyalty

We manage our customer relationships in accordance with the principles of transparency, accessibility, a solution-focused approach, and data privacy. Throughout 2024, we focused on building sustainable relationships and increasing loyalty by implementing practices that strengthen our customer-oriented approach with our Group companies.

In this period, we provided service to a total of 4,094,204 customers. 99.65% of our portfolio is composed of individual (B2C) and 0.44% is composed of corporate (B2B) customers. We develop solutions tailored to different needs through our companies that interact with a wide and varied customer base, and offer consistent, reliable, and personalized experience at each contact point.

We regularly follow up on the customer feedback with satisfaction surveys and complaint management systems. In 2024, a total of 5,213 complaints out of 5,219 were resolved. This means almost a 100% solution rate and is an indicator of the importance we give customer requests. We consider customer complaints not merely as an issue but as an opportunity to enhance our service quality. We adopted a

systematic approach towards customer satisfaction across the group. We implement customer-oriented practices at most of our group companies and conduct regular surveys and analyses to measure the satisfaction level. In 2024, 22,592 customers attended the customer satisfaction surveys in total. Galata Wind (100%), Milta Bodrum Marina (97%), Sesa Ambalaj (93.5%), Hepsi Emlak (98%), and Doğan Trend Otomotiv (90%) featured high scores while our companies providing service to a wide range of customers got a strong satisfaction rate. These scores are highly consistent with our targets and reflect our commitment to customer experience. Our companies support a mutual learning culture by sharing successful practices across the Group while developing systems customized for sectoral needs.

High satisfaction scores combined with low complaint rates demonstrate that effective customer relationships are possible on a micro scale. Thanks to our digitalization investments, we offer more accessible, faster, and intuitive solutions and establish trust-based and sustainable relationships by meeting the customer needs proactively.

**100%**

customer complaint  
solution rate in 2024



## Supply Chain Management

In line with our vision of investing in society, we see the supply chain not only as a purchasing process, but also as an area of influence where environmental, social and ethical standards are disseminated. We build this approach on transparency, fairness, and accountability principles. Our supply processes are carried out integrated in line with our Supply Chain Management Policy, in an integrated manner with ethical principles and rules of conduct, and anti-bribery and anti-corruption policy.



### Our Supply Chain Management Policy

Our Group companies execute various assessment processes in collaboration with their suppliers to increase traceability in supply chain and empower sustainability criteria. Our suppliers are expected to comply with legal regulations, fulfill environmental liabilities, respect human rights, and commit to occupational health and safety standards. We also implement a **zero-tolerance policy** on child labor and forced labor, and all our suppliers are required to adopt the same approach.

In line with these principles, social and environmental criteria are taken into consideration alongside financial performance and technical proficiency in the selection of suppliers. We continuously develop our standards at every stage of the supply chain through sustainability-oriented audits.

The number of Doğan Group suppliers that passed environmental and social audits in 2023 is 135.

In line with the target of increasing the strategic supplier rate undergoing the supplier audits, the number of suppliers audited reached 211 in 2024. This shows an increase of 56.3% annually and a progress in supply chain sustainability.

The Group conducts surveys, organizes informative meetings and trainings to enhance the capacity of suppliers.

Inclusive and equal business model of Doğan Group avails not only economically but also for creating a supply chain with a social impact. Practices developed in line with diversity and inclusive principles create awareness in suppliers and contribute to making social-environmental criteria lasting standards.



## Corporate Social Responsibility

Doğan Holding, our Group companies, and the Aydın Doğan Foundation carry out social responsibility projects in line with the vision of creating long-term value for society, and they continue to work with determination to ensure the continuity and effectiveness of these projects. Our social contribution efforts continue in a wide range of area from education to gender equality, from environment to art, and from disaster support to local development.

The resources allocated to our social investments in 2024 were approximately TRY 200 million. We aim to create sustainable and measurable value every year in society's material areas of need.



## DOĞAN HOLDING

### Anatolia Awards

As Doğan Holding, we support Anatolia Awards every year since 2020 to protect cultural diversity and make values composing Anatolia's collective identity visible. By sponsoring this award program implemented by the Baksı Culture and Arts Foundation, we continue to contribute to the cultural production power and development of Anatolia. With this program, which aims to honor individuals and institutions that shape the cultural life of our country, we contribute to the transfer of Anatolia's cultural heritage to new generations and the preservation of this heritage within the cultural environment of society.

### Kelkit Initiative

As Doğan Holding, we attach great importance to the economic, social, and cultural development of Kelkit. The feed needs of the livestock owned by Kelkit Doğan Besi İşletmeleri, which was established to provide farmers with a high added value product that benefits both themselves and the Kelkit economy, are being met through a project carried out with farmers from Kelkit. Kelkit Besi, which has planted approximately one million square meters of land on the condition that farmers produce according to the desired characteristics, guarantees the purchase of all 4,000 tonnes of product obtained from these fields. Kelkit Besi also provides training and information on the quality and appropriate feed -which is extremely important in the area of livestock raising- in the region.

### Meaningful Support for Antakya Civilizations Choir



Shared Values Movement is a social responsibility project that was launched in 2016 under the leadership of Begüm Doğan Faralyalı and focuses on individual and social values. The aim is to reduce polarization and strengthen social unity by uniting around shared values.

As Doğan Holding, we are working to protect cultural heritage and increase social solidarity in line with this vision. In this context, we continue to be the main sponsor of Antakya Civilizations Choir which reflects the collective living culture of different believes and cultures. In collaboration with the Aydın Doğan Foundation, we support the Choir's artistic production and carry the polyphonic nature of Anatolia into the future through music. At the commemoration event held in Köprübaşı, Antakya, on the anniversary of the February 6 earthquake, we once again experienced the unifying and healing power of music. The Choir participated in various events in the earthquake zone throughout the year and contributed to this meaningful journey by performing at the Doğan Value Awards night.

### UNICEF Children's Rights and Business Principles

As Doğan Holding, we became the first signatory of UNICEF Children's Rights and Business Principles, launched in 2024 under the leadership of UNICEF, to encourage the participation of young people in decision-making processes. This initiative, announced on World Youth Day, was prepared by the Young Leaders Council, which aims to be the voice of young people, and was shaped in line with the United Nations' 2030 Sustainable Development Goals.



Based on four core principles including meaningful youth participation, green skills, sustainability and responsibility towards society, the agreement engages young people as active partners in the process of creating solutions. In order to strengthen this commitment with concrete steps, we have decided to create a Youth Advisory Board that will work in coordination with our senior managers. With the Board, we aim to move toward the future with a more inclusive and sustainable vision by integrating the young people's perspective into the strategic aspect of our company.

### School Support Association Collaboration for Equal Opportunities in Education



As Doğan Holding, we contributed to the academic and personal development of 195 students in the 2024-2025 academic year as part of the online course support project we carried out in cooperation with the School Support Association to support equal opportunities in education.

In collaboration with the Ministry of National Education (MoNE), we provided free academic support to middle school students, particularly those living in earthquake-affected and disadvantaged regions. Through volunteer instructors and coordinators participating in the program, students not only improved their academic performance but also developed their digital literacy skills, self-confidence, and social awareness. Supported by impact analyses, the project contributed to children's school success as well as their social and emotional development.

## AYDIN DOĞAN FOUNDATION

### Strong Girls, Strong Tomorrows Project



Aydın Doğan Foundation carries out projects that promote equal opportunities for girls in education and professional life. The European Union-funded "Strong Girls, Strong Tomorrows" project aims to provide equal opportunities for disadvantaged girls, strengthen their leadership skills, and enhance the capacity of civil society organizations (CSOs).

A fund of EUR 700 thousand was granted to the project which was initiated in February 2024 and will continue for 36 months. As part of the project, the target is to reach 2,500 girls and young women aged 15-24, prioritizing regions affected by the 2023 earthquake, and to collaborate with at least 100 CSOs. Workshops, youth camps, small scale grant programs, and awareness-raising activities are organized accordingly.

A gender equality-oriented approach was adopted in the project. On 25 March 2024, a "Gender Equality and Inclusion Workshop" was organized for foundation employees and stakeholders, during which inclusive communication principles were established. Social media teams and stakeholders received internationally standardized training through the ILO Academy.

Additionally, on 7 September 2024, the "Gender Equality Stakeholder Workshop" brought together 83 participants from 57 institutions to address issues such as gender inequality in employment, challenges in work-life balance, and the lack of cooperation among stakeholders.

### Needs Analysis Research

As part of the "Strong Girls, Strong Tomorrows" project, the needs analysis conducted by the Aydın Doğan Foundation between March and July 2024 represents an important step toward the empowerment of girls and young women in Türkiye.

In the research, perceptions of empowerment, challenges faced, future needs, and the role of CSOs were examined. The results showed that the studies complied with the previous ones; however, insufficient collaboration among the public sector, private sector, and CSOs hindered progress. To foster the empowerment of young women, sustainable strategies and programs focusing on economic independence, personal development, and leadership training are essential.

### Education Supports and University Scholarships

Under the "Daddy Send Me to School Campaign" campaign, university entrance exam preparation sets were distributed to 468 senior high school students residing in dormitories. In addition to providing scholarships to successful university students in need of financial support, the foundation organizes various activities that promote their personal and academic development.

### Success Takes Me to Istanbul

Since 2009, the "Success Takes Me to Istanbul" program has been conducted to broaden the horizons of successful female students and enable them to meet role models. In 2024, 33 students and 11 teachers from Erzurum, Gümüşhane, Ağrı, Kahramanmaraş, Trabzon, Denizli, and Tekirdağ had the opportunity to visit Istanbul's historical and cultural landmarks, as well as Istanbul University and Boğaziçi University. On April 24, at a ceremony held at Doğan Holding with the participation of Aydın Doğan Foundation Chairwoman Arzuhan Doğan Yalçındağ, the successful female students were honored with awards.

### Empowering Girls in Collaboration with UNICEF

Aydın Doğan Foundation and UNICEF have launched a new partnership to empower girls and establish safe digital spaces in earthquake-affected regions. Within the framework of the protocol signed by Aydın Doğan Foundation Chairwoman Arzuhan Doğan Yalçındağ and UNICEF Türkiye Representative Paolo Marchi, the target is to prevent child, early, and forced marriages; expand training programs aimed at empowering girls; and create safe digital environments in earthquake-affected areas.

## AYDIN DOĞAN FOUNDATION

### Young Leaders Summer Training Camp

To increase women's participation in the workforce and enhance their leadership skills, Aydın Doğan Foundation continues to support young women through the Young Leaders Summer Training Camp, which has been held for eight years. This year, in collaboration with UNICEF, the camp took place in Antalya from 25-31 August, with the participation of 40 female students from 20 different provinces of Türkiye.

During the program, critical topics such as preventing child, early, and forced marriages were discussed, and workshops on project management and leadership were organized. Participants developed projects and proposed solutions on subjects including Continuing Education and Exam Preparation, Career Choices, Self-Confidence and Leadership, Peer and Dating Violence, Cyber-bullying, and Digital Literacy. At the end of the camp, it is targeted that the projects prepared by scholarship students will be implemented in dormitories supported under the Daddy Send Me to School campaign.

### My Mind Is in Science Panel

As part of the International Day of Women and Girls in Science on February 11, the Aydın Doğan Foundation organized the "My Mind Is on Science" panel to highlight the challenges women face in science and the importance of equal opportunities.

The 2024 panel featured Prof. Dr. M. Sondan Durukanoğlu Feyiz, one of Türkiye's eight female university rectors, and Assoc. Prof. Dr. Elif Nur Fırat Karalar, the first Turkish scientist selected for the European Molecular Biology Organization's Young Investigator Program. The speakers shared their experiences on strengthening women's representation in the scientific community and delivered inspiring messages to encourage young girls.

The entire organization of the International Day of Women and Girls in Science event was carried out by a team of volunteer youth.



### Girls and Artificial Intelligence: Opportunities & Responsibilities

In collaboration with UNICEF, Aydın Doğan Foundation held a workshop titled "Girls and Artificial Intelligence: Opportunities & Responsibilities" on 16-17 September, 2024, at the Doğan Holding Conference Hall with the participation of young people. The workshop explored the opportunities presented by artificial intelligence as well as the responsibilities it entails, and students developed solution-oriented proposals. During discussions on inequality of opportunity and the social status of girls, participating youth prepared a "Youth Declaration" to be read on the International Day of the Girl Child, October 11.



At the International Day of the Girl Child Conference held on 11 October 2024, representatives from UNICEF, UNFPA, and UN Women, along with academics and artists, took part in the event. In her opening speech, Aydın Doğan Foundation Chairwoman Arzuhan Doğan Yalçındağ emphasized the importance of ensuring equal educational opportunities for girls. The "Youth Declaration", read on stage by eight young participants, underscored that artificial intelligence should serve as a powerful tool for empowering girls. As part of the conference, Beyza Doğuç discussed the impact of AI on art with young attendees, while Prof. Dr. Ayşe Bilge Selçuk and Prof. Dr. Şule Gündüz Öğüdücü evaluated the opportunities and responsibilities in this field. The event ended with the mini concert of the Aydın Doğan Fine Arts High Schools students.

## AYDIN DOĞAN FOUNDATION

### Aydın Doğan Award

Aydın Doğan Award, which honors individuals and institutions contributing to society, was presented to its recipient at a ceremony held in Istanbul on 2 December 2024.

Presented for the 28th time this year, the award was given to Prof. Dr. Dr. Ioanna Kuçuradi, who has represented Türkiye internationally through her distinguished work in the fields of philosophy and human rights. During the ceremony, Aydın Doğan Foundation Chairwoman Arzuhan Doğan Yalçındağ emphasized Prof. Dr. Kuçuradi's pioneering role in these areas. The award was presented to Prof. Dr. Kuçuradi by Aydın Doğan, Founder and Honorary Chairman of the Aydın Doğan Foundation, together with Istanbul Governor Davut Gül.



### Opening of the Sema Doğan Concert and Exhibition Hall

On 8 May 2024, Aydın Doğan Foundation inaugurated the Sema Doğan Concert and Exhibition Hall at the Aydın Doğan Fine Arts High School, which provides education in music and visual arts.

The new hall, with a capacity of approximately 300 people, was designed for both in-school concerts and performances by visiting musicians. With its underground architecture preserving the garden area and a large corridor connecting it to the main school building, the venue also serves as an exhibition space for students in the painting and sculpture departments.

### Strong Girls, Strong Tomorrows Exhibition

A special exhibition curated from the archives of the Aydın Doğan International Cartoon Competition was organized on the occasion of the International Day of the Girl Child on October 11. The Strong Girls, Strong Tomorrows Exhibition, held at the Press Museum of the Turkish Journalists' Association between 7-25 October 2024, addressed themes such as girls' rights, equal opportunities in education, and the challenges they face. With the exhibition, the empowerment of girls through science and art was also emphasized.



### Aydın Doğan International Cartoon Competition and Exhibition

Considered by the Aydın Doğan Foundation as a reflection of tolerance and common sense through art, Aydın Doğan International Cartoon Competition was held for the 40th time in 2024. Bringing together artists from different cultures, the competition received a total of 1,137 works from 529 cartoonists representing 67 countries.

The winning and selected works were showcased in the Aydın Doğan International Cartoon Competition Exhibition, which was held for the 39th time and presented to art enthusiasts between January and May 2024 in Eskişehir, Ankara, Bursa, and Trabzon. Considered by the Aydın Doğan Foundation as a reflection of tolerance and common sense through art and called as the "Oscars of Cartoon", Aydın Doğan International Cartoon Competition was held for the 40th time in 2024. Bringing together artists from different cultures, the competition received a total of 1,137 works from 529 cartoonists representing 67 countries.



### 34th Turkish Journalists' Association Aydın Doğan Young Communicators Competition

Jointly organized by the Turkish Journalists' Association and Aydın Doğan Foundation, the Aydın Doğan Young Communicators Competition -one of the longest-standing contests for communication faculty students- was held for the 34th time this year. A total of 523 students from 36 universities participated in their projects in the categories of print, visual, audio, and online broadcasting. In 2024, a new Podcast Programming subcategory was introduced under the Internet Broadcasting category to reflect current media dynamics. The award ceremony, which brings together young journalists and industry professionals, is scheduled to take place in February 2025.

## HIGHLIGHTS OF GROUP COMPANIES AS PART OF CORPORATE SOCIAL RESPONSIBILITY

**Karel** provided 113 students with an opportunity for an internship in 2024. In addition, as part of the Apprentice Training Program for recent graduates in earthquake-affected regions, courses on digital design were offered, while software project management courses were conducted under the Sector on Campus initiative. In collaboration with Bilkent, Hacettepe, TOBB, Bahçeşehir, Boğaziçi Universities, and METU, projects involving artificial intelligence applications, robotics competitions, and interview events were organized, along with support for international competitions such as the NASA Space Apps Challenge. As part of the social responsibility activities, the company took responsibility for the care of approximately 200 stray animals in Çakallı, Samsun, and held a tree planting event on 11 November 2024.

In 2024, **Doğan Yatırım Bankası** became a signatory to the declaration "We Value Increasing the Representation of Women on Corporate Boards and in Senior Management Positions". With women comprising 50% of its employees and 65% of its executive committee, the bank continues to be one of the leading institutions supporting gender equality. Through the Turkish Association of University Women scholarship program, the bank provided scholarships to five students, internship opportunities to two, and financial aid to five university students studying in the earthquake region. Additionally, 2 students at Boğaziçi University and 2 students as part of the TEV-METU program were provided with internships.

**Doğan Yayınları**, believing that building a culture of earthquake awareness begins with education in childhood, released "Çocuklar için Deprem Kitabı" (The Earthquake Book for Children) by Prof. Dr. Naci Görür.

In 2024, **Galata Wind** introduced its corporate volunteering policy, granting employees 20 hours of annual volunteer leave. Within this framework, 900 volunteer hours were dedicated to the "*We Protect Our Furry Friends*" project, and 30 volunteer hours were spent supporting field training at

Bursa Vocational High School. In addition, student clubs supported by the company proudly represented Türkiye in international competitions; ITU ZES Solar Car Team was named "National Champion" in Belgium, while Yıldız Technical University Wind Energy Club represented the country successfully in the Netherlands.

Through its "Violence Epidemic" campaign, **Kanal D Romania** raised public awareness on social issues and participated in a workshop attended by 83 representatives from 57 institutions, focusing on gender equality. The spirit of solidarity was further encouraged on the "Wheel of Fortune" TV show, where celebrities donated their winnings to those in need. In addition, Radio Impuls helped install a solar energy system for school.

Continuing its long-standing scholarship initiatives, **Milta Bodrum Marina** maintained regular contributions to the Aydın Doğan Foundation scholarship program in 2024 and supported the Koç University Foundation scholarship program for the 10th consecutive year. In cooperation with LÖSEV (The Foundation for Children with Leukemia), it hosted more than 100 children, organizing art and nature events, and hosted environment-themed exhibitions as part of "MarinArt 2024".

Through Trump Art Gallery, **D Gayrimenkul** provided free exhibition opportunities for one artist each month and organized art workshops for disadvantaged children. **Doruk Faktoring** donated TRY 10 million to Aydın Doğan Foundation and granted a scholarship to a Koç University student. **Doku Madencilik** carried out projects in the areas of local employment, supply and occupational development, while establishing regular communication mechanisms with stakeholders in villages.

In disaster-affected areas, **Doğan Trend Otomotiv** deployed electric vehicles as generators, supported needs related to shelter, education, and health, and donated devices for remote learning.

## ANNEXES



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ENVIRONMENTAL PERFORMANCE INDICATORS

Greenhouse Gas Emissions

Companies	Emission Category (tCO2e)	2022	2023	2024
Doğan Holding	Scope 1	626.79	598.87	553.23
	Scope 2 - Location	374.42	514.20	517.65
	Scope 2 - Market	0	0	0
	Scope 3	84.15	145.44	127.55
Karel	Scope 1	2,305.25	2,782.62	1,051.66
	Scope 2	3,240.75	3,650.98	3,669.63
	Scope 3	395.06	438.29	838.98
Daiichi	Scope 1	N/A	165.05	94.52
	Scope 2	N/A	39.94	64.76
	Scope 3	N/A	15.28	0
Sesa Ambalaj	Scope 1	1,629.26	1,753.06	1,754.02
	Scope 2	7,066.12	7,335.37	8,539.53
	Scope 3	153.90	247.41	208.38
Maksipak	Scope 1	27.79	30.82	34.45
	Scope 2	417.32	476.27	588.43
	Scope 3	26.68	30.36	30.07
Ditaş	Scope 1	1,768.83	1,535.06	1,526.49
	Scope 2	4,552.86	5,386.23	5,399.91
	Scope 3	121.72	115.71	91.95
Profil Sanayi	Scope 1	51.71	76.58	136.85
	Scope 2	1,184.14	1,155.08	898.24
	Scope 3	137.51	68.48	71.65
Kelkit Doğan Besi	Scope 1	22.27	103.45	155.46
	Scope 2	133.91	96.26	117.45
	Scope 3	0	16.93	17.73
Hepsiemlak	Scope 1	427.18	464.61	500.85
	Scope 2	18.96	17.59	37.65
	Scope 3	0	0	6.49
Doğan Yayıncılık	Scope 1	178.01	175.99	183.00
	Scope 2	134.77	119.84	116.13
	Scope 3	23.59	0	82.15
Doğan Trend Otomotiv	Scope 1	714.34	651.07	634.58
	Scope 2	436.80	578.69	884.33
	Scope 3	2.14	27.28	190.58
Hepiyi Sigorta	Scope 1	53.11	128.53	81.76
	Scope 2	82.28	25.65	34.56
	Scope 3	2.78	2.58	3.92

Companies	Emission Category (tCO2e)	2022	2023	2024
Doruk Faktoring	Scope 1	93.69	99.69	176.85
	Scope 2	81.35	83.06	85.52
	Scope 3	39.08	39.08	41.79
Doğan Yatırım Bankası	Scope 1	88.02	101.59	125.70
	Scope 2	56.79	22.86	49.45
	Scope 3	0	47.35	37.85
Milta Bodrum Marina	Scope 1	118.29	116.34	113.61
	Scope 2	1,359.65	1,196.20	1,386.87
	Scope 3	0	0	0
D Gayrimenkul	Scope 1	47.13	53.05	50.70
	Scope 2	22.79	22.85	25.04
	Scope 3	0	0	0
Gümüştaş Maden**	Scope 1	0	0	2,143.05
	Scope 2	0	0	15,056.48
	Scope 3	0	0	107.85
Doku Maden**	Scope 1	0	0	563.23
	Scope 2	0	0	322.77
	Scope 3	0	0	0
Galata Wind	Scope 1	212.84	251.21	243.73
	Scope 2 - Lokasyon	800.87	864.71	999.15
	Scope 2 - Market	0	0	0
	Scope 3	56.57	32.81	133.36
Total	Scope 1	8,364.52	9,087.59	10,123.75
	Scope 2 - Lokasyon	19,963.79	21,585.78	38,793.55
	Scope 2 - Market	18,788.50	20,206.87	37,276.75
	Scope 3	1,043.20	1,226.98	1,990.31

\*Our indirect subsidiaries Daiichi and Maksipak, which were not included in the sustainability performance indicators in the previous term, are included in the reporting as of the 2024 reporting.

\*\*Gümüştaş and Doku Maden were included in the Holding portfolio as of 2024. Therefore, 2022 and 2023 performance data of these companies were not included in the reporting.

Doğan Dış Ticaret was not included in the scope in the reporting period.

ENVIRONMENTAL PERFORMANCE INDICATORS

Energy Consumption

Energy Consumption by Companies (MWh)	2022	2023	2024
Doğan Holding	2,831.48	3,461.66	3,099.15
Doğan Yatırım Bankası	467.11	442.29	596.28
Doruk Faktoring	545.25	572.24	946.20
Hepiyi Sigorta	400.44	621.00	405.27
D Gayrimenkul	156.75	139.06	144.81
Milta Bodrum Marina	3,263.39	2,893.86	3,330.38
Galata Wind	2,165.42	2,845.51	2,783.22
Doğan Yayincılık	996.90	963.41	978.31
Hepsiemlak	1,681.59	1,824.02	2,012.39
Doku Maden**	-	-	2,644.06
Gümüştaş Maden**	-	-	41,202.94
Doğan Trend Otomotiv	3,411.10	3,977.19	4,666.69
Ditaş	17,449.18	19,519.86	19,467.80
Profil Sanayi	2,865.10	2,895.77	2,385.25
Karel	11,972.13	12,596.33	12,278.21
Daiichi*		364.13	524.66
Kelkit Doğan Besi	386.28	573.08	818.95
Sesa Ambalaj	23,631.93	24,856.18	27,599.63
Maksipak*	1,054.16	1,199.45	1,468.90
Total	73,278.19	79,745.04	127,353.11

Renewable Energy Consumption (MWh)*	2022	2023	2024
Renewable Use	418	3.527	1.266
Renewable Production	793,303	729,745	811,367.36

\*Kanal D Romania, Boyabat and Aslancık were not included.

Sectoral Energy Consumption Distribution	2024
Industry & Trade	64,543.41
Internet & Entertainment	2,990.70
Mining	43,847.00
Automotive Trade & Marketing	4,666.69
Holding	3,099.15
Financing & Investment	1,947.74
Electricity Generation	2,783.22
Real Estate Investments	3,475.19
Total	127,353.11

\*Our indirect subsidiaries Daiichi and Maksipak, which were not included in the sustainability performance indicators in the previous term, are included in the reporting as of the 2024 reporting.

\*\*Gümüştaş and Doku Maden were included in the Holding portfolio as of 2024. Therefore, 2022 and 2023 performance data of these companies were not included in the reporting.

Doğan Dış Ticaret was not included in the scope in the reporting period.

ENVIRONMENTAL PERFORMANCE INDICATORS

Water Consumption Indicators

Water Withdrawal by Source (m³)***	2022	2023	2024
Doğan Holding	1,912.00	4,847.00	5,110.00
Third Party Water Suppliers (Grid) (m³)	-	-	5,110.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Galata Wind	832.00	686.00	737.54
Third Party Water Suppliers (Grid) (m³)	-	-	737.54
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Doğan Yatırım Bankası	357.00	427.00	464.00
Third Party Water Suppliers (Grid) (m³)	-	-	464.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Doruk Faktoring	-	20.00	181.00
Third Party Water Suppliers (Grid) (m³)	-	-	181.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Hepiyi Sigorta	-	329.74	530.00
Third Party Water Suppliers (Grid) (m³)	-	-	530.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
D Gayrimenkul	421.00	426.00	500.00
Third Party Water Suppliers (Grid) (m³)	-	-	500.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Milta Bodrum Marina	-	30,349.00	31,958.00
Third Party Water Suppliers (Grid) (m³)	-	-	13,914.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	18,044.00
Doğan Yayıncılık	3,096.00	621.00	3,272.61
Third Party Water Suppliers (Grid) (m³)	-	-	3,272.61
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Doğan Trend Otomotiv	14,902.00	12,399.00	12,479.83
Third Party Water Suppliers (Grid) (m³)	-	-	12,479.83
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Hepsiemlak	-	20.00	1,935.00
Third Party Water Suppliers (Grid) (m³)	-	-	1,935.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-

Kaynağına Göre Su Çekimi (m³)***	2022	2023	2024
Doku Maden**	-	-	30,000.00
Third Party Water Suppliers (Grid) (m³)	-	-	30,000.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Gümüştaş Maden**	-	-	511,350.00
Third Party Water Suppliers (Grid) (m³)	-	-	-
Groundwater (m³)	-	-	511,350.00
Sea Water (m³)	-	-	-
Ditaş	86,585.00	95,966.00	82,126.00
Third Party Water Suppliers (Grid) (m³)	-	-	3,184.00
Groundwater (m³)	-	-	78,942.00
Sea Water (m³)	-	-	-
Profil Sanayi	-	3,117.00	3,247.00
Third Party Water Suppliers (Grid) (m³)	-	-	3,247.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Karel	-	19,071.00	25,683.00
Third Party Water Suppliers (Grid) (m³)	-	-	25,683.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Diaichi*	548.00	791.00	759.00
Third Party Water Suppliers (Grid) (m³)	-	-	759.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Sesa Ambalaj	11,160.00	13,424.00	14,522.00
Third Party Water Suppliers (Grid) (m³)	-	-	14,522.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Maksipak*	-	-	869.00
Third Party Water Suppliers (Grid) (m³)	-	-	869.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Total Third Party Water Suppliers (Grid) (m³)	-	-	117,387.98
Total Groundwater (m³)	-	-	590,292.00
Total Sea Water (m³)	-	-	18,044.00
<b>Total</b>	<b>119,265.00</b>	<b>181,73.00</b>	<b>725,723.98</b>

\*Our indirect subsidiaries Daiichi and Maksipak, which were not included in the sustainability performance indicators in the previous term, are included in the reporting as of the 2024 reporting.

\*\*Gümüştaş and Doku Maden were included in the Holding portfolio as of 2024. Therefore, 2022 and 2023 performance data of these companies were not included in the reporting.

Doğan Dış Ticaret was not included in the scope in the reporting period.

\*\*\*As of 2024, water withdrawal data was started to be collected by breakdown for the first time. Kelkit Doğan Besi was not included.

ENVIRONMENTAL PERFORMANCE INDICATORS

Water Consumption Indicators

Water Discharge by Source (m³)***	2024
Doğan Holding	4,599.00
Third Party Water Suppliers (Grid) (m³)	4,599.00
Groundwater (m³)	-
Sea Water (m³)	-
Galata Wind	659.20
Third Party Water Suppliers (Grid) (m³)	659.20
Groundwater (m³)	-
Sea Water (m³)	-
Doğan Yatırım Bankası	417.60
Third Party Water Suppliers (Grid) (m³)	417.60
Groundwater (m³)	-
Sea Water (m³)	-
Doğan Trend Otomotiv	12,479.83
Third Party Water Suppliers (Grid) (m³)	12,479.83
Groundwater (m³)	-
Sea Water (m³)	-
Doruk Faktoring	162.90
Third Party Water Suppliers (Grid) (m³)	162.90
Groundwater (m³)	-
Sea Water (m³)	-
Hepiyi Sigorta	477.00
Third Party Water Suppliers (Grid) (m³)	477.00
Groundwater (m³)	-
Sea Water (m³)	-
D Gayrimenkul	500.00
Third Party Water Suppliers (Grid) (m³)	500.00
Groundwater (m³)	-
Sea Water (m³)	-
Milta Bodrum Marina	31,086.00
Third Party Water Suppliers (Grid) (m³)	6,957.00
Groundwater (m³)	-
Sea Water (m³)	24,129.00
Doğan Yayıncılık	2,944.00
Third Party Water Suppliers (Grid) (m³)	2,944.00
Groundwater (m³)	-
Sea Water (m³)	-
Hepsiemlak	1,741.50
Third Party Water Suppliers (Grid) (m³)	1,741.50
Groundwater (m³)	-
Sea Water (m³)	-

Water Discharge by Source (m³)***	2024
Doku Maden*	-
Third Party Water Suppliers (Grid) (m³)	-
Groundwater (m³)	-
Sea Water (m³)	-
Gümüştaş Maden*	-
Third Party Water Suppliers (Grid) (m³)	-
Groundwater (m³)	-
Sea Water (m³)	-
Ditaş	1,847.00
Third Party Water Suppliers (Grid) (m³)	1,847.00
Groundwater (m³)	-
Sea Water (m³)	-
Profil Sanayi	2,922.30
Third Party Water Suppliers (Grid) (m³)	2,922.30
Groundwater (m³)	-
Sea Water (m³)	-
Karel	23,114.70
Third Party Water Suppliers (Grid) (m³)	23,114.70
Groundwater (m³)	-
Sea Water (m³)	-
Diaichi	683.00
Third Party Water Suppliers (Grid) (m³)	683.00
Groundwater (m³)	-
Sea Water (m³)	-
Sesa Ambalaj	1,950.00
Third Party Water Suppliers (Grid) (m³)	1,950.00
Groundwater (m³)	-
Sea Water (m³)	-
Maksipak	782.00
Third Party Water Suppliers (Grid) (m³)	782.00
Groundwater (m³)	-
Sea Water (m³)	-
Total Third Party Water Suppliers (Grid) (m³)	62,237.03
Total Groundwater (m³)	-
Total Sea Water (m³)	24,129.00
<b>Total</b>	<b>86,366.03</b>

\*\*\*As of 2024, water discharge data was started to be collected by breakdown for the first time. Kelkit Doğan Besi was not included.

ENVIRONMENTAL PERFORMANCE INDICATORS

Waste Performance Indicators

Companies	Waste Type	2022	2023	2024
D Gayrimenkul	Hazardous waste	2.28	7.20	39.84
	Non-Hazardous waste	161.00	165.00	19.75
Ditaş	Hazardous waste	42.00	38.90	67.25
	Non-Hazardous waste	3,269.00	2,625.59	3,450.96
Profil Sanayi	Hazardous waste	9.00	6.56	3.92
	Non-Hazardous waste	2,746.00	1,319.44	1,350.84
Doğan Trend Otomotiv	Hazardous waste	5.06	21.80	5,905.00
	Non-Hazardous waste	1.05	8.50	24,614.00
Doğan Yatırım Bankası	Hazardous waste	-	-	-
	Non-Hazardous waste	4.00	-	-
Doku Maden**	Hazardous waste	-	-	13,529.85
	Non-Hazardous waste	-	-	0.20
Galata Wind	Hazardous waste	17.69	12.11	9.60
	Non-Hazardous waste	-	17.91	11.32
Gümüştaş Maden**	Hazardous waste	-	-	197.04
	Non-Hazardous waste	-	-	62.00
Hepiyi Sigorta	Hazardous waste	-	-	-
	Non-Hazardous waste	2.00	3.00	-
Karel	Hazardous waste	157.39	135.47	172.00
	Non-Hazardous waste	-	0.32	368.00
Diaichi*	Hazardous waste	0.14	0.01	0.06
	Non-Hazardous waste	3.62	6.66	2.80
Milta Bodrum Marina	Hazardous waste	4.90	5.72	1.99
	Non-Hazardous waste	17,151.00	19,405.00	22,214.00
Sesa Ambalaj	Hazardous waste	328.87	403.16	501.29
	Non-Hazardous waste	3,088.00	3,583.16	3,561.19
Maksipak*	Hazardous waste	-	-	-
	Non-Hazardous waste	6.62	12.56	4.91
Total	Hazardous waste	567.33	630.93	20,427.83
	Non-Hazardous waste	26,432.29	27,147.13	55,659.97
Total		26,999.62	27,778.05	76,087.79

\*Our indirect subsidiaries Daiichi and Maksipak, which were not included in the sustainability performance indicators in the previous term, are included in the reporting as of the 2024 reporting.

\*\*Gümüştaş and Doku Maden were included in the Holding portfolio as of 2024. Therefore, 2022 and 2023 performance data of these companies were not included in the reporting.

Doğan Dış Ticaret was not included in the scope in the reporting period.

SOCIAL PERFORMANCE INDICATORS

Number of Employees by Gender	2022			2023			2024		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Companies									
Doğan Holding	50	110	160	53	112	165	56	113	169
Karel	699	3,556	4,255	710	3,852	4,562	538	3,319	3,857
Daiichi	N/A	N/A	N/A	41	99	140	59	127	186
Sesa Ambalaj	82	450	532	90	412	502	102	444	546
Maksipak	13	53	66	13	48	61	22	55	77
Ditaş	22	317	339	23	318	341	26	317	343
Profil Sanayi	52	219	271	37	170	207	25	140	165
Kelkit Doğan Besi	4	22	26	5	21	26	5	21	26
Hepsiemlak	83	125	208	109	141	250	96	126	222
Doğan Yayıncılık	54	30	84	52	31	83	53	34	87
Doğan Trend Otomotiv	64	178	242	106	271	377	103	273	376
Hepiyi Sigorta	27	41	68	77	79	156	113	103	216
Doruk Faktoring	28	35	63	25	41	66	23	42	65
Doğan Yatırım Bankası	27	29	56	30	37	67	34	39	73
Milta Bodrum Marina	14	63	77	15	60	75	15	61	76
D Gayrimenkul	20	39	59	18	41	59	18	39	57
Gümüştaş Maden*	N/A	N/A	N/A	N/A	N/A	N/A	38	336	374
Doku Maden*	N/A	N/A	N/A	N/A	N/A	N/A	6	104	110
Galata Wind	12	39	51	15	41	56	19	49	68
Total	1,251	5,306	6,557	1,419	5,774	7,193	1,351	5,742	7,093

Number of Employees by Age Breakdown	Female			Male			Total		
	30 years and below	Between 30-50 years old	50 years and above	30 years and below	Between 30-50 years old	50 years and above	30 years and below	Between 30-50 years old	50 years and above
Companies									
Doğan Holding	8	31	17	7	58	48	15	89	65
Doğan Yatırım Bankası	9	18	7	13	23	3	22	41	10
Doruk Faktoring	2	16	5	8	20	14	10	36	19
Hepiyi Sigorta	58	55	1	43	55	4	101	110	5
D Gayrimenkul	5	12	1	6	27	6	11	39	7
Milta Bodrum Marina	3	9	3	9	35	17	12	44	20
Galata Wind	7	12	0	7	37	5	14	49	5
Doğan Yayıncılık	8	38	7	5	24	5	13	62	12
Hepsiemlak	64	29	3	78	35	3	142	64	6
Doku Maden	2	4	0	17	75	12	19	79	12
Gümüştaş Maden	9	28	1	112	212	12	121	240	13
Doğan Trend Otomotiv	37	61	5	68	181	24	105	242	29
Ditaş	5	18	3	91	197	29	96	215	32
Profil Sanayi	7	17	1	30	95	15	37	112	16
Karel	202	317	19	1,262	1,869	188	1,464	2,186	207
Daiichi	30	28	1	54	65	8	84	93	9
Kelkit Doğan Besi	1	3	1	0	20	1	1	23	2
Sesa Ambalaj	45	52	1	136	271	41	181	323	42
Maksipak	9	13	0	23	28	4	32	41	4
Total	511	761	76	1,969	3,327	439	2,480	4,088	515

SOCIAL PERFORMANCE INDICATORS

Employees (By Gender and Employment Term)	Female			Male			Total		
	0-5 years	5-10 years	10 years and above	0-5 years	5-10 years	10 years and above	0-5 years	5-10 years	10 years and above
Companies									
Doğan Holding	30	21	5	32	73	8	62	94	13
Doğan Yatırım Bankası	34	0	0	39	1	0	73	0	0
Doruk Faktoring	6	14	3	23	10	9	29	24	12
Hepiyi Sigorta	114	0	0	102	0	0	216	0	0
D Gayrimenkul	10	5	3	20	12	7	30	17	10
Milta Bodrum Marina	4	7	4	21	27	13	25	34	17
Galata Wind	13	5	1	30	12	7	43	17	8
Doğan Yayıncılık	28	15	10	14	10	10	42	25	20
Hepsiemlak	63	6	27	87	6	33	150	12	60
Doku Maden	4	0	2	92	1	11	96	1	13
Gümüştaş Maden	20	1	17	218	44	74	238	45	91
Doğan Trend Otomotiv	99	0	4	243	1	29	342	1	33
Ditaş	15	6	5	110	160	47	125	166	52
Profil Sanayi	13	0	12	41	42	57	54	42	69
Karel	396	79	63	2,860	198	246	3,256	292	309
Daiichi	50	5	4	100	10	17	150	15	21
Kelkit Doğan Besi	1	3	1	1	16	4	2	19	5
Sesa Ambalaj	80	7	13	255	77	114	335	84	127
Maksipak	18	0	4	39	6	10	57	6	14
Total	998	174	178	4,327	705	696	5,325	894	874

Number of Employees by Contract Type	FULL TIME		PART TIME	
	White Collar	Blue Collar	White Collar	Blue Collar
Companies				
Doğan Holding	107	62	0	0
Karel	1,149	2,708	0	0
Daiichi	174	8	4	0
Sesa Ambalaj	124	422	0	0
Maksipak	29	48	0	0
Ditaş	107	236	0	0
Profil Sanayi	43	122	0	0
Kelkit Doğan Besi	8	18	0	0
Hepsiemlak	221	0	1	0
Doğan Yayıncılık	87	0	0	0
Doğan Trend Otomotiv	307	65	4	0
Hepiyi Sigorta	212	0	4	0
Doruk Faktoring	62	3	0	0
Doğan Yatırım Bankası	68	0	5	0
Milta Bodrum Marina	22	54	0	0
D Gayrimenkul	35	22	0	0
Gümüştaş Maden	122	252	0	0
Doku Maden	42	68	0	0
Galata Wind	63	3	2	0
Total	2,982	4,091	20	0
	7,073		20	

Total 7,093

SOCIAL PERFORMANCE INDICATORS

Number of Employees (by Category)	Female		Male		Total	
	White Collar	Blue Collar	White Collar	Blue Collar	White Collar	Blue Collar
Companies						
Doğan Holding	53	3	54	59	107	62
Karel	283	255	866	2,453	1,149	2,708
Daiichi	56	3	122	5	178	8
Sesa Ambalaj	49	53	75	369	124	422
Maksipak	13	8	16	40	29	48
Ditaş	20	6	87	230	107	236
Profil Sanayi	13	12	30	110	43	122
Kelkit Doğan Besi	3	2	5	16	8	18
Hepsiemlak	96	0	126	0	222	0
Doğan Yayıncılık	53	0	34	0	87	0
Doğan Trend Otomotiv	101	2	210	63	311	65
Hepiyi Sigorta	114	0	102	0	216	0
Doruk Faktoring	23	0	39	3	62	3
Doğan Yatırım Bankası	34	0	39	0	73	0
Milta Bodrum Marina	9	6	13	48	22	54
D Gayrimenkul	18	0	17	22	35	22
Gümüştaş Maden	19	19	103	233	122	252
Doku Maden	5	1	37	67	42	68
Galata Wind	19	0	46	3	65	3
Total	981	370	2,021	3,721	3,002	4,091
	1,351		5,742		7,093	

SOCIAL PERFORMANCE INDICATORS

Number of Disabled Employees by Gender			
Companies	Female	Male	Total
Doğan Holding	0	2	2
Doğan Yatırım Bankası	1	1	2
Doruk Faktoring	0	1	1
Hepiyi Sigorta	1	5	6
D Gayrimenkul	1	1	2
Milta Bodrum Marina	0	2	2
Galata Wind	0	1	1
Doğan Yayıncılık	0	1	1
Hepsiemlak	2	2	4
Doku Maden	0	0	0
Gümüştaş Maden	1	5	6
Doğan Trend Otomotiv	1	5	6
Ditaş	0	10	10
Profil Sanayi	0	4	4
Karel	14	48	62
Daiichi	1	1	2
Kelkit Doğan Besi	0	0	0
Sesa Ambalaj	1	17	18
Maksipak	1	1	2
Total	24	107	131

Number of Subcontractor by Gender at Companies			
Companies	Female	Male	Total
Doğan Holding	0	0	0
Doğan Yatırım Bankası	1	1	2
Doruk Faktoring	0	1	1
Hepiyi Sigorta	6	2	8
D Gayrimenkul	61	120	181
Milta Bodrum Marina	1	23	24
Galata Wind	0	195	195
Doğan Yayıncılık	22	35	57
Hepsiemlak	0	0	0
Doku Maden	0	17	17
Gümüştaş Maden	4	416	420
Doğan Trend Otomotiv	22	49	71
Ditaş	7	25	32
Profil Sanayi	1	9	10
Karel	41	77	118
Daiichi	7	7	14
Kelkit Doğan Besi	0	0	0
Sesa Ambalaj	0	0	0
Maksipak	0	0	0
Total	173	977	1,150

SOCIAL PERFORMANCE INDICATORS

Employees Leaving Job	Female			Male			Total		
	30 years and below	Between 30-50 years old	50 years and above	30 years and below	Between 30-50 years old	50 years and above	30 years and below	Between 30-50 years old	50 years and above
Companies									
Doğan Holding	6	5	1	4	7	5	10	12	6
Doğan Yatırım Bankası	6	3	0	11	9	0	17	12	0
Doruk Faktoring	1	2	1	1	1	4	2	3	5
Hepiyi Sigorta	50	9	0	22	6	0	72	15	0
D Gayrimenkul	2	4	0	2	2	3	4	6	3
Milta Bodrum Marina	1	1	0	6	4	0	7	5	0
Galata Wind	1	2	0	0	1	1	1	3	1
Doğan Yayıncılık	5	6	1	0	1	0	5	7	1
Hepsiemlak	8	23	0	6	29	0	14	52	0
Doku Maden	0	0	0	3	13	0	3	13	0
Gümüştaş Maden	3	13	1	55	135	33	58	148	34
Doğan Trend Otomotiv	22	26	1	28	64	11	50	90	12
Ditaş	2	1	0	21	37	16	23	38	16
Profil Sanayi	8	19	0	9	70	5	17	89	5
Karel	0	0	0	0	0	0	0	0	0
Daiichi	9	2	0	15	8	0	24	10	0
Kelkit Doğan Besi	1	0	0	0	2	0	1	2	0
Sesa Ambalaj	31	30	0	108	45	1	139	75	1
Maksipak	1	12	0	27	15	1	28	27	1
Total	157	158	5	318	449	80	475	607	85

New Hires	Female			Male			Total		
	30 years and below	Between 30-50 years old	50 years and above	30 years and below	Between 30-50 years old	50 years and above	30 years and below	Between 30-50 years old	50 years and above
Companies									
Doğan Holding	2	6	0	2	5	1	4	11	1
Doğan Yatırım Bankası	9	4	0	14	7	0	23	11	0
Doruk Faktoring	2	1	0	4	2	0	6	3	0
Hepiyi Sigorta	73	26	0	35	16	0	108	42	0
D Gayrimenkul	1	4	0	2	3	0	3	7	0
Milta Bodrum Marina	0	0	0	2	5	2	2	5	2
Galata Wind	0	6	0	2	9	0	2	15	0
Doğan Yayıncılık	4	5	0	2	2	0	6	7	0
Hepsiemlak	14	23	0	15	23	0	29	46	0
Doku Maden	1	0	0	14	47	4	15	47	4
Gümüştaş Maden	4	5	3	54	78	39	58	83	42
Doğan Trend Otomotiv	12	9	1	21	39	4	33	48	5
Ditaş	0	5	1	21	7	0	21	12	1
Profil Sanayi	2	1	0	3	10	0	5	11	0
Karel	67	25	0	365	257	3	432	282	3
Daiichi	20	8	1	35	16	3	55	24	4
Kelkit Doğan Besi	0	0	0	0	0	0	0	0	0
Sesa Ambalaj	38	27	0	124	53	0	162	80	0
Maksipak	4	8	0	10	10	0	14	18	0
Total	253	163	6	725	589	56	978	752	62

SOCIAL PERFORMANCE INDICATORS

Occupational Health and Safety Indicators - 2024

Number of Lost Time Incident		Number of Fatal Cases Due to Work-Related Incident		Number of Occupational Diseases		Accident Frequency Rate	
Doğan Holding	0	Doğan Holding	0	Doğan Holding	0	Doğan Holding	0
Ditaş	9	Ditaş	0	Ditaş	0	Ditaş	18.61
Profil Sanayi	0	Profil Sanayi	0	Profil Sanayi	0	Profil Sanayi	47.39
D Gayrimenkul	1	D Gayrimenkul	0	D Gayrimenkul	0	D Gayrimenkul	12.82
Doğan Trend Otomotiv	2	Doğan Trend Otomotiv	0	Doğan Trend Otomotiv	0	Doğan Trend Otomotiv	5.30
Doğan Yatırım Bankası	0	Doğan Yatırım Bankası	0	Doğan Yatırım Bankası	0	Doğan Yatırım Bankası	0
Doğan Yayıncılık	0	Doğan Yayıncılık	0	Doğan Yayıncılık	0	Doğan Yayıncılık	0
Doku Maden	0	Doku Maden	0	Doku Maden	0	Doku Maden	10.36
Doruk Faktoring	0	Doruk Faktoring	0	Doruk Faktoring	0	Doruk Faktoring	0
Galata Wind	0	Galata Wind	0	Galata Wind	0	Galata Wind	0
Gümüştaş Maden	6	Gümüştaş Maden	0	Gümüştaş Maden	0	Gümüştaş Maden	46.17
Hepiyi Sigorta	0	Hepiyi Sigorta	0	Hepiyi Sigorta	0	Hepiyi Sigorta	0
Hepsiemlak	0	Hepsiemlak	0	Hepsiemlak	0	Hepsiemlak	0
Karel	18	Karel	0	Karel	0	Karel	16.58
Daiichi	0	Daiichi	0	Daiichi	0	Daiichi	0
Kelkit Doğan Besi	0	Kelkit Doğan Besi	0	Kelkit Doğan Besi	0	Kelkit Doğan Besi	0
Milta Bodrum Marina	0	Milta Bodrum Marina	0	Milta Bodrum Marina	0	Milta Bodrum Marina	5.59
Sesa Ambalaj	12	Sesa Ambalaj	0	Sesa Ambalaj	0	Sesa Ambalaj	8.51
Maksipak	5	Maksipak	0	Maksipak	0	Maksipak	20.80
Total	53	Total	0	Total	0	Total	13.12

SOCIAL PERFORMANCE INDICATORS

Occupational Health and Safety Indicators Contractors - 2024

Number of Lost Time Incident		Number of Fatal Cases Due to Work-Related Incident		Number of Occupational Diseases		Accident Frequency Rate	
Doğan Holding	0	Doğan Holding	0	Doğan Holding	0	Doğan Holding	0
Ditaş	0	Ditaş	0	Ditaş	0	Ditaş	0
Profil Sanayi	0	Profil Sanayi	0	Profil Sanayi	0	Profil Sanayi	0
D Gayrimenkul	2	D Gayrimenkul	0	D Gayrimenkul	0	D Gayrimenkul	11.80
Doğan Trend Otomotiv	0	Doğan Trend Otomotiv	0	Doğan Trend Otomotiv	0	Doğan Trend Otomotiv	0
Doğan Yatırım Bankası	0	Doğan Yatırım Bankası	0	Doğan Yatırım Bankası	0	Doğan Yatırım Bankası	0
Doğan Yayıncılık	0	Doğan Yayıncılık	0	Doğan Yayıncılık	0	Doğan Yayıncılık	9.57
Doku Maden	1	Doku Maden	0	Doku Maden	0	Doku Maden	12.52
Doruk Faktoring	0	Doruk Faktoring	0	Doruk Faktoring	0	Doruk Faktoring	0
Galata Wind	0	Galata Wind	0	Galata Wind	0	Galata Wind	0
Gümüştaş Maden	0	Gümüştaş Maden	0	Gümüştaş Maden	0	Gümüştaş Maden	12.59
Hepiyi Sigorta	0	Hepiyi Sigorta	0	Hepiyi Sigorta	0	Hepiyi Sigorta	0
Hepsiemlak	0	Hepsiemlak	0	Hepsiemlak	0	Hepsiemlak	0
Karel	0	Karel	0	Karel	0	Karel	0
Daiichi	0	Daiichi	0	Daiichi	0	Daiichi	0
Kelkit Doğan Besi	0	Kelkit Doğan Besi	0	Kelkit Doğan Besi	0	Kelkit Doğan Besi	0
Milta Bodrum Marina	0	Milta Bodrum Marina	0	Milta Bodrum Marina	0	Milta Bodrum Marina	0
Sesa Ambalaj	0	Sesa Ambalaj	0	Sesa Ambalaj	0	Sesa Ambalaj	0
Maksipak	0	Maksipak	0	Maksipak	0	Maksipak	0
Total	3	Total	0	Total	0	Total	10.33

SOCIAL PERFORMANCE INDICATORS

Trainings - 2024

Total Training Hours (hours)		Training Hours per Employee (hours/person)		OHS Training Provided to Employees (hours)		OHS Training Provided to Contractors (hours)	
Doğan Holding	1,272.00	Doğan Holding	7.53	Doğan Holding	408.00	Doğan Holding	0.00
Ditaş	7,644.00	Ditaş	22.29	Ditaş	5,122.00	Ditaş	182.00
Profil Sanayi	3,700.00	Profil Sanayi	22.42	Profil Sanayi	505.00	Profil Sanayi	0.00
D Gayrimenkul	675.00	D Gayrimenkul	11.84	D Gayrimenkul	456.00	D Gayrimenkul	2,088.00
Doğan Trend Otomotiv	2,456.00	Doğan Trend Otomotiv	6.53	Doğan Trend Otomotiv	12.00	Doğan Trend Otomotiv	12.00
Doğan Yatırım Bankası	194.50	Doğan Yatırım Bankası	2.66	Doğan Yatırım Bankası	88.00	Doğan Yatırım Bankası	16.00
Doğan Yayıncılık	720.00	Doğan Yayıncılık	8.28	Doğan Yayıncılık	480.00	Doğan Yayıncılık	179.00
Doku Maden	1,760.00	Doku Maden	16.00	Doku Maden	1,760.00	Doku Maden	1,643.00
Doruk Faktoring	750.00	Doruk Faktoring	11.54	Doruk Faktoring	520.00	Doruk Faktoring	8.00
Galata Wind	5,765.00	Galata Wind	84.78	Galata Wind	2,566.50	Galata Wind	364.00
Gümüştaş Maden	9,368.00	Gümüştaş Maden	25.05	Gümüştaş Maden	9,368.00	Gümüştaş Maden	113,934.00
Hepiyi Sigorta	1,133.00	Hepiyi Sigorta	5.25	Hepiyi Sigorta	0.00	Hepiyi Sigorta	0.00
Hepsiemlak	1,024.00	Hepsiemlak	4.61	Hepsiemlak	992.00	Hepsiemlak	0.00
Karel	110,552.00	Karel	28.66	Karel	15,400.00	Karel	0.00
Daiichi	1,785.00	Daiichi	9.60	Daiichi	336.00	Daiichi	24.00
Kelkit Doğan Besi	0.00	Kelkit Doğan Besi	0.00	Kelkit Doğan Besi	184.00	Kelkit Doğan Besi	0.00
Milta Bodrum Marina	385.00	Milta Bodrum Marina	5.07	Milta Bodrum Marina	56.00	Milta Bodrum Marina	24.00
Sesa Ambalaj	2,593.00	Sesa Ambalaj	4.75	Sesa Ambalaj	14,615.00	Sesa Ambalaj	409.00
Maksipak	200.00	Maksipak	2.60	Maksipak	192.00	Maksipak	0.00
Total	151,976.50	Total	21.43	Total	53,060.50	Total	118,883.00

SOCIAL PERFORMANCE INDICATORS

Maternity Leave - 2024

Number of Employees on Maternity/Parental Leave (by Gender)

Companies	Female	Male	Total
Doğan Holding	1	0	1
Doğan Yatırım Bankası	1	0	1
Doruk Faktoring	0	0	0
Hepiyi Sigorta	3	2	5
D Gayrimenkul	0	2	2
Milta Bodrum Marina	0	0	0
Galata Wind	0	2	2
Doğan Yayıncılık	1	1	2
Hepsiemlak	7	0	7
Doku Maden	0	1	1
Gümüştaş Maden	0	11	11
Doğan Trend Otomotiv	1	14	15
Ditaş	1	20	21
Profil Sanayi	1	0	1
Karel	29	47	76
Daiichi	1	2	3
Kelkit Doğan Besi	0	0	0
Sesa Ambalaj	5	20	25
Maksipak	1	1	2
Total	52	123	174

Number of Employees Returning from Maternity/Parental Leave (by Gender)

Companies	Female	Male	Total
Doğan Holding	1	0	1
Doğan Yatırım Bankası	1	0	1
Doruk Faktoring	0	0	0
Hepiyi Sigorta	3	2	5
D Gayrimenkul	0	2	2
Milta Bodrum Marina	0	0	0
Galata Wind	0	2	2
Doğan Yayıncılık	1	1	2
Hepsiemlak	7	0	7
Doku Maden	0	1	1
Gümüştaş Maden	0	11	11
Doğan Trend Otomotiv	1	14	15
Ditaş	1	20	21
Profil Sanayi	1	0	1
Karel	26	47	73
Daiichi	0	2	2
Kelkit Doğan Besi	0	0	0
Sesa Ambalaj	4	20	24
Maksipak	1	1	2
Total	47	123	170

SOCIAL PERFORMANCE INDICATORS

Senior Management	2022		2023		2024	
	Senior Management Male	Senior Management Female	Senior Management Male	Senior Management Female	Senior Management Male	Senior Management Female
	Companies					
Doğan Holding	19	8	20	9	6	15
Karel	109	23	118	29	117	25
<i>Daiichi</i>	8	2	8	2	8	2
Sesa Ambalaj	6	0	6	0	30	0
<i>Maksipak</i>	1	0	1	0	2	0
Ditaş	11	1	11	1	2	1
<i>Profil Sanayi</i>	6	0	5	0	5	0
Kelkit Doğan Besi	2	0	2	0	1	0
Doğan Trend Otomotiv	38	9	43	15	37	9
Hepsiemlak	18	2	16	3	2	1
Doğan Yayıncılık	3	2	3	2	3	3
Doruk Faktoring	3	3	3	3	3	1
Doğan Yatırım Bankası	3	1	2	2	3	2
Hepiyi Sigorta	5	0	5	0	5	0
Galata Wind	5	3	6	3	4	2
Milta Bodrum Marina	2	1	2	1	0	1
D Gayrimenkul	0	1	0	1	0	2
Gümüştaş Maden	N/A	N/A	N/A	N/A	3	1
Doku Maden	N/A	N/A	N/A	N/A	0	0
Total	239	56	251	71	231	65

Board of Directors	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
	Companies					
Doğan Holding	3	7	5	7	5	7
Karel	0	7	0	3	0	3
<i>Daiichi</i>	0	5	0	5	0	5
Ditaş	1	4	1	6	0	6
<i>Profil Sanayi</i>	0	7	0	7	0	7
Kelkit Doğan Besi	1	2	1	2	1	2
Sesa Ambalaj	0	3	0	3	0	3
<i>Maksipak</i>	1	6	1	6	1	6
Doruk Faktoring	0	5	0	5	0	5
Hepiyi Sigorta	1	4	1	4	1	6
Doğan Yatırım Bankası	0	3	0	3	0	8
Hepsiemlak	1	4	1	4	1	3
Doğan Yayıncılık	1	0	2	0	3	0
Doğan Trend Otomotiv	1	5	1	4	2	5
Galata Wind	1	4	1	4	1	4
Milta Bodrum Marina		4	1	4	1	3
D Gayrimenkul	1	0	1	0	1	2
Doku Maden	N/A	N/A	N/A	N/A	1	5
Gümüştaş Maden	N/A	N/A	N/A	N/A	0	5
Total	12	70	16	67	18	85

UN Global Compact & UN Women’s Empowerment Principles Reference Table

Human Rights	<b>Principle 1:</b> Business world should support the declared human rights and respect to them.	<ul style="list-style-type: none"><li>■ Corporate Governance/Business Ethics and Compliance</li><li>■ Doğan Holding Human Rights Policy</li></ul>
	<b>Principle 2:</b> The Business world should not be complicit in human rights violations.	<ul style="list-style-type: none"><li>■ Corporate Governance/Business Ethics and Compliance</li><li>■ Doğan Holding Human Rights Policy</li></ul>
Working Standards	<b>Principle 3:</b> The Business world should support employees’ freedom to unionize and bargain collectively.	<ul style="list-style-type: none"><li>■ Investing in Society/Employee Welfare</li><li>■ Doğan Holding Human Rights Policy</li></ul>
	<b>Principle 4:</b> The practice of forced and compulsory labor must be ended.	<ul style="list-style-type: none"><li>■ About Doğan Holding/Responsible Investment Holding Our Perspective</li><li>■ Investing in Society/Employee Welfare</li><li>■ Doğan Holding Human Rights Policy</li></ul>
	<b>Principle 5:</b> Child labor of any kind must be ended.	<ul style="list-style-type: none"><li>■ About Doğan Holding/Responsible Investment Holding Our Perspective</li><li>■ Investing in Society/Employee Welfare</li><li>■ Doğan Holding Human Rights Policy</li></ul>
	<b>Principle 6:</b> Discrimination in recruitment and placement must be stopped.	<ul style="list-style-type: none"><li>■ Investing in Society/Employee Welfare</li><li>■ Doğan Holding Human Resources Policy</li><li>■ Doğan Holding Human Rights Policy</li></ul>
Environment	<b>Principle 7:</b> The business world should support precautionary approaches towards environmental issues.	<ul style="list-style-type: none"><li>■ Investing in the Planet</li><li>■ Doğan Group Environment Policy</li></ul>
	<b>Principle 8:</b> All kinds of activities and entity that would increase environmental responsibility should be supported.	<ul style="list-style-type: none"><li>■ Sustainability Management/Doğan Impact Plan/ International Initiatives and Global Commitments</li><li>■ Doğan Group Environmental Policy</li></ul>
	<b>Principle 9:</b> Development and popularization of environmentally friendly technologies should be supported.	<ul style="list-style-type: none"><li>■ Investing in the Future/Sustainability-Oriented R&amp;D and Innovation</li><li>■ Investing in the Future/Digital Transformation</li></ul>
Combat Against Corruption	<b>Principle 10:</b> The Business world must combat all kinds of corruption, including bribery and racketeering.	<ul style="list-style-type: none"><li>■ Corporate Governance/Business Ethics and Compliance</li><li>■ Doğan Group Anti-Bribery and Anti-Corruption Policy</li></ul>

## United Nations Women Empowerment Principles (UN WEPS) Content Index

<b>Principle 1</b>	Providing ultimate corporate leadership for gender equality	■ Corporate Governance/Investing in Society
<b>Principle 2</b>	Fair treatment of all women and men in business life, respect for human rights and the principle of non-discrimination, and support for these principles	■ Investing in Society/Employee Welfare ■ Doğan Holding Human Rights Policy
<b>Principle 3</b>	Ensuring health, safety, and welfare of all female and male employees	■ Investing in Society ■ Doğan Holding Human Rights Policy
<b>Principle 4</b>	Supporting the training, course, and professional development opportunities of women	■ Investing in Society/Employee Development
<b>Principle 5</b>	Implementation of entrepreneurial development, supply chain, and marketing methods for women’s empowerment	■ Investing in Society/Relations with Society/Corporate Social Responsibility (Material Topic)
<b>Principle 6</b>	Encouragement of equality through social initiatives and advocacy	■ Investing in Society
<b>Principle 7</b>	Evaluating and publicly reporting achievements regarding gender equality	■ Investing in Society

WEF Stakeholder Capitalism Metrics

Governance Principles	THEME	METRICS	Relevant Sections/References in the Report
	Target of the Governance	Setting a Target	Corporate Governance
		Target-Oriented Management	Corporate Governance
		Structure of the Governance Body	Sustainability Governance
	Quality of the Governance Body		Corporate Governance
		Remuneration	Doğan Holding Wages Policy
		Strategical Performance	Our Sustainability Targets
	Stakeholder Participation	Important Topics Affecting Stakeholders	Sustainability Management/Stakeholder Engagement
	Ethical Conduct	Combat Against Corruption	Corporate Governance/Business Ethics and Compliance Doğan Group Anti-Bribery and Anti-Corruption Policy
		Secure Ethics Advice and Reporting Mechanisms	Corporate Governance/Business Ethics and Compliance
		Alignment of strategy and policies with lobbying activities	Corporate Governance/Business Ethics and Compliance
		Financial losses due to unethical conducts	Corporate Governance/Business Ethics and Compliance
	Monitoring Risk and Opportunities	Integrating Risk and Opportunities into Business Process	Corporate Governance/Risk Management
		Taking economic, environmental, and social factors into account in the capital allocation process	Doğan Impact Plan

Planet	Air Pollution	Air Pollution	Investing in the Planet/Transition to a Low-Carbon Economy
		Impacts of Air Pollution	Investing in the Planet/Transition to a Low-Carbon Economy
	Climate Change	Greenhouse Gas Emissions	Investing in the Planet/Transition to a Low-Carbon Economy Investing in the Planet/Energy Management Performance Indicators
		TCFD Practice	Investing in the Planet TSRS Aligned Sustainability Report
		Greenhouse Gas Emission Targets Compatible with the Paris Agreement	Investing in the Planet/Transition to a Low-Carbon Economy Investing in the Planet/Energy Management Performance Indicators
		Impacts of Greenhouse Gas Emissions	Investing in the Planet/Transition to a Low-Carbon Economy Investing in the Planet/Energy Management Performance Indicators
	Loss of Nature	Land Use and Ecological Sensitivity	Investing in the Planet/Biodiversity Doğan Group Environment Policy
		Impact of Land Use and Transformation	Investing in the Planet/Biodiversity Doğan Group Environment Policy
	Freshwater Availability	Water Consumption and Water Withdrawal in Water-Stressed Regions	Investing in the Planet/Water Management Doğan Group Environment Policy
		The Impact of Freshwater Consumption and Scarcity	Investing in the Planet/Water Management Doğan Group Environment Policy
	Resource Availability	Resource Circularity	Investing in the Planet/Responsible Resource Utilization Doğan Group Environment Policy
	Solid Waste	Disposable Plastics	Investing in the Planet/Waste Management Doğan Group Environment Policy
		Impact of Solid Waste Disposal	Investing in the Planet/Waste Management Doğan Group Environment Policy
	Water Pollution	Pollutants	Investing in the Planet/Water Management Doğan Group Environment Policy
		Impacts of Water Pollution	Investing in the Planet/Water Management Doğan Group Environment Policy

Human	THEME	METRICS	Relevant Sections/References in the Report
	Dignity and Equality	Diversity and inclusion	Investing in Society/Employee Welfare Doğan Holding Human Rights Policy Performance Indicators
		Equality in Wages	Doğan Holding Wages Policy
		Wage Level	Doğan Holding Wages Policy
		Cases involving the risk of child labor, forced or compulsory labor	About Doğan Holding/Responsible Investment Holding Our Perspective
			Investing in Society/Employee Welfare Doğan Holding Human Rights Policy
	Health and Wellbeing	Occupational Health and Safety	Investing in Society/Occupational Health and Safety Performance Indicators Doğan Holding Occupational Health and Safety Policy
	Skills for the Future	Training Given	Investing in Society/Employee Development Performance Indicators

Welfare	Employment and Wealth Generation	Absolute Employment Number and Rate	Investing in Society/Employee Welfare Performance Indicators
		Economic Contribution	About Doğan Holding/Financial Performance Doğan Holding Annual Report
		Significant Indirect Economic Impacts	About Doğan Holding/Financial Performance Doğan Holding Annual Report
		Infrastructure Investments and Supported Services	About Doğan Holding/Financial Performance Doğan Holding Annual Report
	Wealth Creation and Employment	Financial Investment Contribution Statement	About Doğan Holding/Financial Performance Doğan Holding Annual Report
	Innovation for Better Products and Services	Total R&D Expenses	Investing in the Future/Sustainability-Oriented R&D and Innovation
		Materiality Index	Investing in the Future/Sustainability-Oriented R&D and Innovation
		Value Created	Investing in the Future/Sustainability-Oriented R&D and Innovation
	Community and Social Vitality	Total Tax Paid	Doğan Holding Annual Report Doğan Holding Financial Report
		Additional Taxes Sent	Doğan Holding Annual Report Doğan Holding Financial Report
		Total Social Aid Total and additional tax distribution by country for important locations	Society Relations/Corporate Social Responsibility Doğan Holding Annual Report Doğan Holding Financial Report








Sustainable Development Goals We Contribute

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			

GRI Index




Statement of use	Doğan Holding has reported in accordance with the GRI Standards for the period 1 Ocak- 31 Aralık 2024.
GRI 1	GRI 1: Foundation 2021
Applicable GRI sector standards	Not currently available




GRI Standards	Disclosures	Location	Page No	Explanation of Information Not Given
General Disclosures				
GRI 2: General Disclosures 2021	2-1 Corporate profile	About Doğan Holding  About Doğan Group	6	
	2-2 Entities included in the sustainability reporting	About the Report/Reporting Scope	3	
	2-3 Reporting period, frequency, and contact point	About the Report	3	
	2-4 Revised information based on the previous reports	No changes.		
	2-5 External Assurance	Independent Assurance Report	83	
	2-6 Activities, value chain and other business relationships	About the Report/Reporting Scope	3	
		Investing in Society	39	
		Doğan Holding Annual Report		
	2-7 Employees	Investing in Society/Employee Development, Employee Welfare	43	
	2-9 Governance structure	Corporate Governance	19	
	2-10 The process of determining the competence and qualifications of members of the highest governance body	Corporate Governance/Board of Directors and Senior Management	21	
	2-11 Chair of the highest governance body	Corporate Governance/Board of Directors and Senior Management	21	
	2-12 The role of the highest governance body in managing the impacts arising from the organization's activities	Corporate Governance/Board of Directors and Senior Management	21	
	2-13 Responsibility for managing the impacts arising from the activity	About Doğan Holding/Our Approach of Responsible Investment Holding	7	
		Corporate Governance	21	
			11	
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Management/Sustainability Governance		
	2-15 Processes to prevent conflicts of interest	Corporate Governance/Business Ethics and Compliance	24	
	2-16 The process of escalating critical issues to the highest governance body	Corporate Governance	21	
	2-17 Competencies of the highest governance body	Corporate Governance	21	
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance	21	
	2-19 Remuneration policies	 Doğan Group Remuneration Policy		

GRI Standards	Disclosures	Location	Page No	Explanation of Information Not Given
GRI 2: General Headlines 2021	2-20 Process to determine remuneration	 Doğan Group Remuneration Policy		
	2-22 Statement on sustainable development strategy	Sustainability Management	11	
	2-23 Policy commitments	 Doğan Holding Policies		
	2-24 Implementation of policy commitments	 Doğan Holding Policies		
	2-25 Processes to remediate negative impacts	Corporate Governance/Internal Audit, Risk Management, Business Ethics and Compliance	23, 24	
	2-26 Mechanisms for seeking advice and raising concerns about issues related to ethical and legal conduct	Corporate Governance/Business Ethics and Compliance	24	
	2-28 Corporate memberships	Sustainability Management/Doğan Impact Plan	12	
	2-29 Stakeholder engagement	Sustainability Management/Stakeholder Engagement	18	
	2-30 Collective bargaining agreements	 Doğan Holding Policies		
MATERIAL TOPICS				
GRI 3: Material Topics 2021	3-1 Process for determining the materiality topics	Sustainability Management/Materiality Analysis	16	
	3-2 List of material topics	Sustainability Management/Materiality Analysis	16	
RISK MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topic	Corporate Governance/Risk Management	23	
BUSINESS ETHICS AND COMPLIANCE				
GRI 3: Material Topics 2021	3-3 Management of material topic	Corporate Governance/Business Ethics and Compliance	24	
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Corporate Governance/Business Ethics and Compliance  Doğan Group Anti-Bribery and Anti-Corruption Policy	24	
	205-2 Communication and training about anti-corruption policies and procedures	Corporate Governance/Business Ethics and Compliance  Doğan Group Anti-Bribery and Anti-Corruption Policy	24	
	205-3 Confirmed cases of corruption and actions taken	Corporate Governance/Business Ethics and Compliance  Doğan Group Anti-Bribery and Anti-Corruption Policy	24	
GRI 206: Anti-Competitive Behavior 2016	206-1 Legal proceedings regarding anti-competitive behavior, monopoly and anti-trust practices	Corporate Governance/Business Ethics and Compliance	24	
SUSTAINABILITY-ORIENTED R&D AND INNOVATION				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis	16	
		About Doğan Holding/Our Responsible Investment Approach	7	
		Investing in the Future/Sustainability-Oriented R&D and Innovation	26	

GRI Standards	Disclosures	Location	Page No	Explanation of Information Not Given
DIGITAL TRANSFORMATION				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis	16	
		About Doğan Holding/Our Responsible Investment Approach	7	
		Investing in the Future/Digital Transformation	28	
DATA SECURITY AND PRIVACY				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis	16	
		Investing in the Future/Data Security and Privacy	29	
TRANSITION TO LOW-CARBON ECONOMY				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis	16	
		Investing in the Planet/ Transition to Low-Carbon Economy	32	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Investing in the Planet/Transition to a Low-Carbon Economy	32	
		Performance Indicators	58	
	305-2 Energy indirect (Scope 2) GHG emissions	Investing in the Planet/Transition to a Low-Carbon Economy	32	
		Performance Indicators	58	
	305-3 Other indirect (Scope 3) GHG emissions	Investing in the Planet/Transition to a Low-Carbon Economy	32	
		Performance Indicators	58	
305-4 GHG emissions intensity	Investing in the Planet/Transition to a Low-Carbon Economy	32		
305-5 Reduction of GHG emissions	Investing in the Planet/Transition to a Low-Carbon Economy	32		
ENERGY MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis	16	
		Investing in the Planet/Energy Management	33	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Investing in the Planet/Energy Management	33	
		Performance Indicators	58	
	302-2 Energy consumption outside of the organization	Investing in the Planet/Energy Management	33	
	302-3 Energy intensity	Investing in the Planet/Energy Management	33	
		Performance Indicators	58	
	302-4 Reduction of energy consumption	Investing in the Planet/Energy Management	33	
		Performance Indicators	58	

GRI Standards	Disclosures	Location	Page No	Explanation of Information Not Given
WATER MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis	16	
		Investing in the Planet/Water Management	35	
GRI 303: Water and Effluents 2018	303-1 Interaction with water as a shared resource	Investing in the Planet/Water Management	35	
	303-2 Management of impacts related to water discharging	Investing in the Planet/Water Management	35	
	303-3 Water withdrawal	Investing in the Planet/Water Management	35	
		Performance Indicators	58	
	303-4 Water discharge	Investing in the Planet/Water Management	35	
		Performance Indicators	58	
	303-5 Water consumption	Investing in the Planet/Water Management	35	
		Performance Indicators	58	
WASTE MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis	16	
		Investing in Planet/Waste Management	36	
GRI 306: Wastes 2020	306-1 Waste generation and significant waste-related impacts	Investing in the Planet/Waste Management	36	
	306-2 Management of significant waste-related impacts	Investing in the Planet/Waste Management	36	
	306-3 Waste generated	Investing in the Planet/Waste Management	36	
		Performance Indicators	58	
	306-4 Waste diverted from disposal	Investing in the Planet/Waste Management	36	
		Performance Indicators	58	
	306-5 Waste directed to disposal	Investing in the Planet/Waste Management	36	
		Performance Indicators	58	
RESPONSIBLE RESOURCE UTILIZATION				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis	16	
		Investing in the Planet/Responsible Resource Utilization	37	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Investing in the Planet/Responsible Resource Utilization	37	
	301-2 Recycled input materials used	Investing in the Planet/Responsible Resource Utilization	37	
	301-3 Recovered products and packaging materials	Investing in the Planet/Responsible Resource Utilization	37	
		Investing in the Planet/Waste Management	36	
		Our Sustainability Targets	17	

GRI Standards	Disclosures	Location	Page No	Explanation of Information Not Given
BIODIVERSITY				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis Investing in the Planet/Biodiversity	16 38	
GRI 304: Biodiversity 2016	304-2: Significant impacts of activities, products and services on biodiversity	Investing in the Planet/Biodiversity	38	
	304-3: Protected or restored habitats	Investing in the Planet/Biodiversity	38	
EMPLOYEE WELLBEING				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis	16	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover rates	Performance Indicators	58	
	401-2 Fringe benefits provided to full-time employees that are not provided to temporary or part-time employees	Investing in Society/Employee Welfare	40	
	401-3 Parental leave	Investing in Society/Employee Welfare	40	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of management bodies and employees	Our Sustainability Targets	17	
		Investing in Society/Employee Welfare	40	
GRI 406: Prevention of Discrimination 2016	406-1 Total number of discrimination cases and corrective actions taken			There were no cases of discrimination during the reporting period.
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers where freedom of association and collective bargaining may be at risk	 Doğan Group Human Rights Policy		
GRI 408: Child Labor 2016	408-1 Activities and suppliers at significant risk of child labor incidents	About Doğan Holding/Our Approach of Responsible Investment Holding	7	
		 Doğan Group Human Rights Policy		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk of incidents of forced or compulsory labor	About Doğan Holding/Our Approach of Responsible Investment Holding	7	
		 Doğan Group Human Rights Policy		
EMPLOYEE DEVELOPMENT				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis	16	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Investing in Society/Employee Development	43	
	404-2 Programs to develop employee skills and support the transition process	Performance Indicators	58	
		Investing in Society/Employee Development	43	

GRI Standards	Disclosures	Location	Page No	Explanation of Information Not Given
OCCUPATIONAL HEALTH AND SAFETY				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis	16	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Investing in Society/Occupational Health and Safety  Doğan Holding Occupational Health and Safety Policy	48	
	403-4 Employee participation, consultation, and communication on OHS	Investing in Society/Occupational Health and Safety	48	
	403-5 Worker training on occupational health and safety	Investing in Society/Occupational Health and Safety	48	
	403-8 Workers covered by an OHS management system	Investing in Society/Occupational Health and Safety	48	
	403-9 Work-related injuries	Investing in Society/Occupational Health and Safety Performance Indicators	48 58	
	403-10 Job-related illness cases	Investing in Society/Occupational Health and Safety Performance Indicators	48 58	
CUSTOMER LOYALTY				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis	16	
GRI 418: Customer Confidentiality 2016	418-1 Substantiated complaints regarding customer privacy breaches and loss of customer data	Investing in Society/Customer Loyalty	49	
SUPPLY CHAIN MANAGEMENT				
GRI 3: Öncelikli Konular 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis	16	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers evaluated using environmental criteria	Our Sustainability Targets Investing in the Future/Supply Chain Management  Doğan Group Supply Chain Management Policy	17 50	
	308-2 Negative environmental impacts in the supply chain and actions taken	Investing in the Future/Supply Chain Management	50	
	414-1 New suppliers that were screened using social criteria	Our Sustainability Targets Investing in the Future/Supply Chain Management	17 50	
	414-2 Negative social impacts in the supply chain and measures taken	Investing in the Future/Supply Chain Management	50	
GRI 414: Supplier Social Assessment 2016				
CORPORATE SOCIAL RESPONSIBILITY				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Management/Materiality Analysis  Doğan Group Social Responsibility Policy	16	
GRI 413: Local Communities 2016	413-1 Operations that include local community engagement, impact assessments, and development programs	Our Approach of Responsible Investment Holding Investing in Society/Corporate Social Responsibility	7 51	No operations with significant actual or potential negative impacts on local communities.
	413-2 Operations with significant actual or potential negative impacts on local communities	Our Approach of Responsible Investment Holding Investing in Society/Corporate Social Responsibility	7 51	

## Independent Assurance Report



DRT Bağımsız Denetim ve  
Serbest Muhasebeci  
Mali Müşavirlik A.Ş.  
Maslak No1 Plaza  
Eski Büyükdere Caddesi  
Maslak Mahallesi No:1  
Maslak, Sarıyer 34485  
İstanbul, Türkiye

Tel: +90 (212) 366 60 00  
Fax: +90 (212) 366 60 10  
[www.deloitte.com.tr](http://www.deloitte.com.tr)

Mersis No :0291001097600016  
Ticari Sicil No: 304099

### CONVENIENCE TRANSLATION INTO ENGLISH OF PRACTITIONER'S LIMITED ASSURANCE REPORT ORIGINALLY ISSUED IN TURKISH

DRT Bağımsız Denetim ve SMMM A.Ş. ("Deloitte") independent auditor's limited assurance report to the Board of Directors of Doğan Şirketler Grubu Holding A.Ş. ("Company") and its subsidiaries (together referred to as "Group") on the 2024 Sustainability Report for the year ended 31 December 2024.

#### *Scope of Limited Assurance Engagement*

We have been engaged to perform a limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) and (ISAE) 3410 ("Standards") on whether the Selected Sustainability Information listed below (the "Selected Information") in the Group's Sustainability Report for the year ended 31 December 2024 has been prepared in accordance with the principles set out in the Reporting Guidance section of the Group's Sustainability Report.

Our assurance engagement does not cover information related to previous periods, other information included in the 2024 Sustainability Information or any other information related to the 2024 Sustainability Report (including any images, audio files, or embedded videos).

#### **Selected non-financial performance data for limited assurance**

We have been engaged by the Group to perform limited assurance procedures on the accuracy of the following key performance indicators included in the 2024 Sustainability Report for the year ended 31 December 2024. The scope of the indicators subject to limited assurance procedures and found on pages 58-72 marked with an of the 2024 Sustainability Report for the year ended 31 December 2024 is as follows:

#### **Environmental Indicators**

##### **Energy Consumption**

- Total Energy Consumption (MWh)
- Greenhouse Gas Emissions by Company – Total Scope 1 (tons CO<sub>2</sub>e)
- Greenhouse Gas Emissions by Company – Total Scope 2 (tons CO<sub>2</sub>e)
- Greenhouse Gas Emissions by Company – Total Scope 3 (tons CO<sub>2</sub>e)
- Sectoral Energy Consumption

##### **Water Consumption**

- Water Consumption (m<sup>3</sup>)

##### **Waste Management**

- Hazardous Waste (tons)
- Non-Hazardous Waste (tons)

Deloitte, İngiltere mevzuatına göre kurulmuş olan Deloitte Touche Tohmatsu Limited ("DTTL") şirketini, üye firma ağındaki şirketlerden ve ilişkili tüzel kişiliklerden bir veya birden fazlasını ifade etmektedir. DTTL ve üye firmalarının her biri ayrı ve bağımsız birer tüzel kişiliktir. DTTL ("Deloitte Global" olarak da anılmaktadır) müşterilere hizmet sunmaktadır. Global üye firma ağıyla ilgili daha fazla bilgi almak için [www.deloitte.com/about](http://www.deloitte.com/about) adresini ziyaret ediniz.

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**Social Indicators**

- Distribution of employees by workforce category
- Proportion of employees by gender
- Ratio of employers to employees by gender
- Proportion of managers by gender

**Structural constraints**

All assurance engagements have inherent limitations due to the selective testing of the information under review. Fraud, error or non-compliance may therefore occur and not be detected. In addition, non-financial information, such as non-financial information contained in reporting documents, is subject to more structural limitations than financial information, given the nature and methods used to identify, calculate and sample or estimate such information.

Our assurance engagement provides limited assurance as defined in ISAE 3000 (Revised) and (ISAE) 3410 (“Standards”). The procedures performed as part of a limited assurance engagement differ in nature and timing - and to a lesser extent - from a reasonable assurance engagement. The level of assurance obtained in a limited assurance engagement is therefore significantly narrower than the scope of a reasonable assurance engagement.

**Special Purpose**

Our work has been undertaken to inform the Group's Board of Directors of the matters we are required to report in this report and for no other purpose. To the extent permitted by law, we accept no responsibility to any person or entity other than the Group's Board of Directors for the assurance audit we have conducted or the conclusion we have reached.

This report has not been prepared within the framework of the obligation for certain businesses to comply with the Turkish Sustainability Reporting Standards (TSRS) published by the Public Oversight Authority (“POA”) in the Official Gazette dated 29/12/2023, which mandates mandatory sustainability reporting as of 01/01/2024. According to the POA Decision published in the Official Gazette on 5 September 2024, these businesses are required to undergo limited assurance audits for their mandatory sustainability reporting. In the upcoming period, a separate sustainability report and limited assurance report will be prepared within this framework.

**Our Independence and Competence**

We comply with the independence and other ethical provisions of the *Code of Ethics for Accounting Professionals* published by the International Ethics Standards Board for Accounting Professionals, which sets out the basic principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

We apply the International Standard on Quality Management 1 (ISQM 1) and accordingly maintain a robust system of quality control, including policies and procedures that document compliance with relevant ethical and professional standards and requirements in laws or regulations.

**Responsibilities of Management**

The Group Management is responsible for the preparation, accuracy and completeness of the sustainability information and statements in the report. The Group Management is responsible for setting the Group's sustainability goals, establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

**Responsibilities of the Practitioner**

Our responsibility is to reach a conclusion on the Selected Information based on our procedures. We conducted our limited assurance engagement in accordance with International Standards on Assurance Engagements and, in particular, International Standard on Assurance Engagements (ISAE 3000) (Revised) and Assurance Engagements on Greenhouse Gas Statements (ISAE 3410) on Assurance Engagements Other than Independent Audits.

The assurance engagement performed represents a limited assurance engagement. The nature, timing and extent of the procedures performed in a limited assurance engagement are limited compared to those required in a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is lower.

# Deloitte.

## Our Key Assurance Procedures

We carried out limited assurance on the accuracy of the selected key performance indicators specified below in the section “Selected non-financial performance data for limited assurance” related to 2024 year and included into the Report.

To achieve limited assurance, the ISAE 3000 (Revised) and (ISAE) 3410 (“Standards”) requires that we review the processes, systems and competencies used to compile the areas on which we provide our assurance. Considering the risk of material error, we planned and performed our work to obtain all of the information and explanations we considered necessary to provide sufficient evidence to support our assurance conclusion.

To form our conclusions, we undertook the following procedures:

- Analyzed on a sample basis the key systems, processes, policies and controls relating to the collation, aggregation, validation and reporting processes of the selected sustainability performance indicators;
- Made inquiries with employees of the Group responsible for sustainability performance, policies and corresponding reporting;
- Performed selective substantive testing to confirm the accuracy of received data to the selected key performance indicators;
- Made inquiries of management and senior executives to obtain an understanding of the overall governance and internal control environment, risk management, materiality assessment and stakeholder engagement processes relevant to the identification, management and reporting of sustainability issues; and

We believe that our evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

## Limited Assurance Conclusion

Based on our work and the assurance procedures performed, nothing has come to our attention that causes us to believe, in our opinion, that the Selected Information referred to above in the Group's 2024 Sustainability Report for the year ended 31 December 2024, for which we were engaged to provide limited assurance, has not been prepared, in all material respects, in accordance with the Reporting Manual, as described in the “Auditor's Responsibilities” section above.

## Restrictions on Use

This Report, including the conclusion, has been prepared for the Board of Directors of Doğan Şirketler Grubu Holding A.Ş. to assist in reporting the Group's performance and activities related to the Selected Information. We hereby authorize the inclusion of this report in the Sustainability Report prepared for the year ending 31 December 2024, to enable Doğan Şirketler Grubu Holding A.Ş. Board of Directors to demonstrate that it has fulfilled its responsibilities by preparing an independent limited assurance report on Selected Information. Except to the extent permitted by law and in cases where prior written approval has been obtained and expressly agreed upon, we do not accept or assume any responsibility to anyone other than the Board of Directors of Doğan Şirketler Grubu Holding A.Ş. and Doğan Şirketler Grubu Holding A.Ş. in connection with the work we have performed or the report we have prepared.

DRT BAĞIMSIZ DENETİM VE SERBEST MUHASEBECİ MALİ MÜŞAVİRLİK A.Ş.  
Member of **DELOITTE TOUCHE TOHMATSU LIMITED**



Tolga Sirkecioglu  
Partner

17 October 2025  
İstanbul, 2025

## Doğan Holding 2024 Sustainability Report – Reporting Principles

These Reporting Principles (“Principles”) provide detailed information on the preparation, calculation, and reporting methodologies used for the data related to the indicators included in the Doğan Şirketler Grubu Holding A.Ş. (“Doğan Holding” or “the Group”) 2024 Sustainability Report (“Sustainability Report 2024”) that fall under the scope of limited assurance.

The indicators are limited to environmental indicators. It is the responsibility of Doğan Holding management to ensure that appropriate procedures are implemented to prepare these indicators in all material respects, in accordance with the Principles outlined herein.

The information presented in these principles cover the 2024 financial year which ended on 31 December 2024 (1 January –31 December 2024), and include the relevant operations in Türkiye under the responsibility of Doğan Holding, as well as the subsidiaries (“the Companies”) listed below, as detailed in the section titled “Key Definitions and Reporting Scope.”

- D Gayrimenkul Yatırımları ve Ticaret A.Ş.
- Sesa Ambalaj ve Plastik Sanayi Ticaret A.Ş.
- Karel Elektronik Sanayi ve Ticaret A.Ş.
- Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş.
- Kelkit Doğan Besi İşletmeleri A.Ş.
- Rapsodi Radyo ve Televizyon Yayıncılık A.Ş.
- Doku Madencilik ve Ticaret A.Ş.
- Gümüştaş Madencilik ve Ticaret A.Ş.
- Doruk Faktoring A.Ş.
- Galata Wind Enerji A.Ş.
- Hepiyi Sigorta A.Ş.
- Milta Turizm İşletmeleri A.Ş.
- Marlin Otelcilik ve Turizm A.Ş.
- D Yatırım Bankası A.Ş.
- Öncü Girişim Sermayesi ve Yatırım Ortaklıkları A.Ş.
- Değer Merkezi Hizmetler ve Yönetim Danışmanlığı A.Ş.
- Doğan Trend Otomotiv Ticaret Hizmet ve Teknoloji A.Ş.
- Glokal Dijital Hizmetler Pazarlama ve Ticaret A.Ş.
- Doğan Yayınları Yayıncılık ve Yapımcılık Ticaret A.Ş.

In the preparation of this guidance document, the following principles have been observed:

- Preparation of information: Emphasis on the key principles of relevance and reliability of information for users.
- Reporting of information: Emphasis on the principles of comparability and consistency (including year-on-year data), as well as clarity and transparency to ensure the information is understandable to users.

	Indicator	Scope
Environmental Indicators	Energy Consumption by Companies (MWh)	Represents the total energy consumption – both renewable and non-renewable – during the reporting period monitored monthly through purchase invoices and meter readings by the Group companies included within the reporting scope. Energy consumption comprises the total of non-renewable sources – including mobile combustion fuels (gasoline, diesel, and LPG), stationary combustion diesel, natural gas, and purchased electricity – as well as internally consumed renewable energy (electricity). Reported in MWh
	Water Consumption by Source (m³)	Represents the total water consumption of the Group companies within the reporting scope, including municipal (third-party) water billed or documented by service providers, groundwater (well) monitored monthly via meters, and seawater usage, during the reporting period.
	Hazardous Waste (tonnes)	Represents the total amount of hazardous waste generated by Group companies within the scope and tracked via the Ministry of Environment’s Integrated Environmental Information System (MOTAT – Mobile Waste Tracking System) during the reporting period.
	Non-Hazardous Waste (tonnes)	Represents the total amount of hazardous waste generated by Group companies within the scope and tracked via the Ministry of Environment’s Integrated Environmental Information System (MOTAT-Mobile Waste Tracking System) during the reporting period.
	Greenhouse Gas Emissions by Company	
	Total Scope 1 (tCO <sub>2</sub> e)	During the reporting period, the Group’s direct energy consumption-based emissions include those resulting from stationary combustion (natural gas, diesel), mobile combustion (LPG, diesel, gasoline), and chemical uses (such as refrigerant gases and fire extinguishers). These emissions collectively represent the carbon dioxide equivalent (CO <sub>2</sub> e) of methane, nitrous oxide, and carbon dioxide emissions. The Group calculates its greenhouse gas (GHG) emissions in accordance with the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard.
	Total Scope 2 (tCO <sub>2</sub> e)	Represents the amount of indirect greenhouse gas emissions resulting from electricity consumption, which reflects the indirect energy consumption of the Group companies included within the reporting scope. The Group calculates its greenhouse gas (GHG) emissions in accordance with the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard.
Social Indicators	Total Scope 3 (tCO <sub>2</sub> e)	During the reporting period, the Group calculated greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard. Scope 3 emissions were determined from the following categories: Category 6 – business travel tracked by mileage from airline tickets purchased through agencies, and Category 7 – employee commuting monitored via kilometer-based invoices from service providers.
	Employee Distribution by Gender	During the reporting period, employees across the Group companies are classified by gender as female and male. The definition of “manager” includes employees holding positions at the level of manager and above. This indicator aims to monitor gender balance and the representation of women in managerial roles.

# Doğan Holding 2024 Sustainability Report – Reporting Principles

## DATA PREPARATION

### 1- Environmental Indicators – Energy Consumption by Company

Energy consumption data have been verified based on primary fuel sources, including non-renewable (mobile combustion of gasoline, diesel, and LPG; stationary combustion of diesel and natural gas; and purchased electricity) and renewable (electricity used for internal consumption) energy sources. Consumption of mobile combustion fuels (gasoline, diesel, LPG), stationary combustion diesel, natural gas, and purchased or internally consumed renewable electricity is monitored monthly through supplier invoices and meter readings. The Group uses the following conversion factors in calculating total energy consumption:

- Since electricity and, for some Group companies, natural gas are billed in kWh, the conversion factor 1 kWh = 0.001 MWh is applied.
- Since natural gas is billed in cubic meters (m³), a conversion factor of 0.0096 is used to convert it to MWh.
- Since diesel is billed in liters (L), a conversion factor of 0.00984 is used to convert it to MWh.
- Since gasoline is billed in liters (L), a conversion factor of 0.00888 is used to convert it to MWh.
- Since LPG is billed in kilograms (kg), a conversion factor of 0.01267 is used to convert it to MWh.

### Total Scope 1, Total Scope 2 and Total Scope 3

Scope 1, Scope 2, and Scope 3 emissions are calculated in line with the "Greenhouse Gas (GHG) Protocol: Corporate Accounting and Reporting Standard", based on the operational control principle. Scope 1 Greenhouse Gas Emissions (tonneCO<sub>2</sub>e) Calculations use CO<sub>2</sub>-equivalent (CO<sub>2</sub>e) factors based on carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), and nitrous oxide (N<sub>2</sub>O) emission equivalents. Global Warming Potential (GWP) coefficients are sourced from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report. Scope 1 emissions represent the total of stationary combustion, mobile combustion, and chemical-based emissions. Total Scope 1 emissions are calculated as the sum of all subcategories of Scope 1 emissions, using the following formula: The resulting tonne carbon dioxide equivalent (CO<sub>2</sub>-e) value is calculated by multiplying it with the appropriate emission factors.

*(Total Scope 1 GHG Emissions (tCO<sub>2</sub>e.) = Stationary Combustion Emissions (tCO<sub>2</sub>e.) + Mobile Combustion Emissions (tCO<sub>2</sub>e.) + Chemical-based Emissions (tCO<sub>2</sub>e))*  
*Emission Amount (tCO<sub>2</sub>e) = (Activity Data (MWh) \* Emission Factor (KgCO<sub>2</sub>e/mwh)) / 1000*

Emission Source - Scope 1	Emission Factor	Emission Factor Unit
Natural Gas (m³)	1.942	kgCO <sub>2</sub> e/m³
Natural Gas (kWh)	0.20257	kgCO <sub>2</sub> e/kWh
Diesel (generators)	2.6405	kgCO <sub>2</sub> e/liter
Diesel (company vehicles)	2.6664	kgCO <sub>2</sub> e/liter
Diesel (off road vehicles)	2.9055	kgCO <sub>2</sub> e/liter
Gasoline (company vehicles)	2.3086	kgCO <sub>2</sub> e/liter
LPG (off-road vehicles)	2.8854	kgCO <sub>2</sub> e/kg

Emission Source - Scope 1	Density	Density unit	NCV	NCV unit
Diesel	0.83	kg/L	10.200	Kcal/kg
Natural Gas	0.67	kg/m³	8.250	Kcal/sm³
Gasoline	0.735	kg/L	10.400	Kcal/kg

Emission Source - Scope 1	Global Warming Potential (GWP)	GWP Unit
Refrigerant Gases – R22	1,960	kgCO <sub>2</sub> -e/K
Refrigerant Gases – R134A	1,530	kgCO <sub>2</sub> -e/K
Refrigerant Gases – R407C	1,907.93	kgCO <sub>2</sub> -e/K
Refrigerant Gases – R410A	2,256	kgCO <sub>2</sub> -e/K
Refrigerant Gases – R600A	3	kgCO <sub>2</sub> -e/K
Refrigerant Gases – SF6	25,200	kgCO <sub>2</sub> -e/K
Fire Extinguishers - HFC 227	3,600	kgCO <sub>2</sub> -e/K
Fire Extinguishers – CO2	1	kgCO <sub>2</sub> -e/K
Fire Extinguishers – HFC 236	8,690	kgCO <sub>2</sub> -e/K

## Doğan Holding 2024 Sustainability Report – Reporting Principles

### Scope 2 Greenhouse Gas (GHG) Emissions (tonneCO<sub>2</sub>e)

Scope 2 GHG emissions include GHGs resulting from the Group’s electricity consumption. Calculations are expressed in tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e). In these calculations, the following formula is applied.

Emission Amount (tonneCO<sub>2</sub>e) = Activity Data \* Emission Factor

Emission Source – Scope 2	Emission Factor	Emission Factor Unit
Türkiye Electric Energy (Grid-sourced)	0.442	tonneCO <sub>2</sub> -e/MWh

### Scope 3 Greenhouse Gas Emissions (tonneCO<sub>2</sub>e)

Scope 3 emissions cover business travel under Category 6 and employee commuting under Category 7. Emission factors are sourced from the UK Department for Environment, Food and Rural Affairs (DEFRA 2024) and GWP values from the IPCC Sixth Assessment Report. The resulting tonnes of CO<sub>2</sub>-equivalent (CO<sub>2</sub>-e) are calculated by multiplying with the appropriate factors. In these calculations, the following formula is applied.

Emission Amount (tonneCO<sub>2</sub>e) = Activity Data \* Emission Factor

### Category 7 Employee Commuting

Emission Amount (tCO<sub>2</sub>e) = (Activity Data [km] \* Emission Factor [kgCO<sub>2</sub>e/km]) / 1000

### Scope 3 – Category 6: Business Travel Flights

Emission Amount (tCO<sub>2</sub>e)=(Activity Data [passenger\*km]\*Emission Factor [kg CO<sub>2</sub>e/passenger\*km]) / 1000

Emission Source – Scope 3	Emission Factor	Emission Factor Unit
Employee Shuttle Services	0.22874	kgCO <sub>2</sub> e/km
Business Flights – Intercontinental	0.197	kgCO <sub>2</sub> e/km (passenger*km)
Business Flights – Short-Haul	0.209	kgCO <sub>2</sub> e/km (passenger*km)
Business Flights – Domestic	0.306	kgCO <sub>2</sub> e/km (passenger*km)

### Water Consumption by Source

During the reporting period, the Group's water consumption by source represents the total volume of water used across the Group’s companies, obtained from three main sources. This consumption consists of network water billed by authorized water suppliers, groundwater (well) measured monthly via water meters, and seawater consumption monitored through facility records. These data are periodically tracked and documented by the companies and then consolidated to represent the Group’s total water consumption.

### Hazardous and Non-Hazardous Waste

Both hazardous and non-hazardous wastes are monitored by responsible personnel in each company and reported via waste declaration forms.

### Employees by Gender

Employee data at Doğan Holding is tracked and reported in accordance with principles of equal opportunity and inclusion. Employees are classified as male or female. The definition of a manager includes positions at “Manager” level or higher, responsible for team management, decision-making, and achieving strategic targets.

Doğan Holding aims to provide equal career opportunities to all employees, increase female representation, and promote diversity in managerial positions. Monitoring gender balance is an integral part of the Company’s sustainability performance and contributes to reinforcing inclusive approaches within the corporate culture

# DOĞAN HOLDING SUSTAINABILITY REPORT 2024



Doğan Şirketler Grubu Holding A.Ş.  
Burhaniye Mahallesi Kısıklı Caddesi No: 65  
34676 Üsküdar/İstanbul

[sustainability@doganholding.com.tr](mailto:sustainability@doganholding.com.tr)

[www.doganholding.com.tr](http://www.doganholding.com.tr)



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