DOĞAN HOLDING SUSTAINABILITY REPORT 2025

Doğan

KNOWS AND CREATES VALUE

DOĞAN HOLDING SUSTAINABILITY REPORT 2025

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About the Report

As part of our long-term value creation target, sustainability remains one of the fundamental pillars shaping our business strategy. The climate crisis, increasing pressure on natural resources and persistent social inequalities require us to evaluate our operations within a broader impact context. Accordingly, environmental, social and governance (ESG) topics are not treated as separate from our day-to-day decision-making; rather, they are embedded in our investment approach, risk management processes and stakeholder engagement. The actions we took throughout 2025 reflect the continuation of this approach. The same perspective continues to guide the simplification of our portfolio, the reallocation of capital and resources, and the identification of future growth opportunities.

This Report presents our environmental, social and governance performance for the period from 1 January 2025 to 31 December 2025, together with the key initiatives undertaken during the year, our strategic priorities and the commitments that will guide our future actions. By bringing together the performance indicators achieved throughout the reporting period, the Report aims to provide a transparent and comprehensive overview of how our sustainability approach is integrated into our day-to-day operations, how it is translated into practice across our diverse business activities, and how it supports our long-term value creation strategy. We are pleased to share our 2025 Sustainability Report, which outlines our strategic priorities, long-term vision, and the key risks and opportunities shaping our business, with our stakeholders.

REPORTING SCOPE

Unless otherwise stated, the financial and non-financial data presented in this Report for the reporting period 1 January 2025 – 31 December 2025, including all sustainability disclosures, covers Doğan Şirketler Grubu Holding A.Ş. and its subsidiaries.

Data relating to Gümüştaş Madencilik and Doku Madencilik, which were included within the reporting scope for the first time during the 2024 reporting period, are presented for both 2024 and 2025 in this Report. Accordingly, 2023 data for these companies are not included in indicators presented over a three-year reporting period. Although Ditaş Doğan shares were transferred during 2025, it has remained within the reporting scope due to its operations during the reporting period. The energy consumption and greenhouse gas emissions data presented in this Report are limited to the period ending on 16 July 2025, the date on which the share transfer was completed. Social data relating to workforce headcount are based on the position as of 31 December 2025; accordingly, consistent with the consolidated financial statements, the reported workforce data for Ditaş Doğan are presented as zero.

Doğan Dış Ticaret, which was included in the reporting scope in previous periods, was not included in the 2024 reporting scope. To maintain comparability, Doğan Dış Ticaret has also been excluded from the reporting boundary for the 2025 reporting period.

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

Doğan Yatırım Bankası A.Ş. ***"Doğan 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"***
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"***

** Greenhouse gas emissions data relating to the period up to 16 July 2025, when the share transfer was completed, are included within the scope of this Report.*
** Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş. was transferred to BDY Group İnşaat A.Ş. on 16 July 2025. On 22 April 2026, the company's legal name was officially changed to Ditaş BDY Yedek Parça İmalat ve Teknik A.Ş.*

LIMITED ASSURANCE

We have received independent limited assurance service for selected environmental indicators since 2021 in line with our commitment to transparency and accountability. For the 2025 reporting period, the indicators specified in the performance indicator tables in the annex of our report were verified by Deloitte - DRT Bağımsız Denetim SMMM A.Ş. This assurance approach enhances the reliability of the information disclosed while also supporting the traceability and comparability of our reporting processes. 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.

Assurance Statement

GUIDING RESOURCES

In pursuing our sustainability targets, we develop our reporting approach in accordance with nationally and internationally recognized reporting frameworks and standards. Our 2025 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards. The Report is also aligned with the United Nations Global Compact (UNGC), the Women's Empowerment Principles (WEPs), the United Nations Sustainable Development Goals (SDGs) and the World Economic Forum Stakeholder Capitalism Metrics. In addition, the disclosures made under the Capital Markets Board of Türkiye's Sustainability Principles Compliance Framework provide complementary information supporting our sustainability reporting.

We also monitor the Turkish Sustainability Reporting Standards (TSRS) issued by the Public Oversight, Accounting and Auditing Standards Authority (KGK) as an important reference framework for continuously enhancing our reporting approach. However, the scope and purpose of this Sustainability Report differ from those of our TSRS Aligned Sustainability Report. Sustainability-related financial disclosures are presented separately in our TSRS Aligned Sustainability Report, which has been prepared in accordance with the applicable regulatory framework and within a reporting scope consistent with our consolidated financial statements.

Doğan Holding TSRS Aligned Sustainability Report 2025

NAVIGATION PANEL

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MESSAGE FROM THE CHAIRWOMAN

Dear Stakeholders,

The year 2025 was marked by a fundamental reshaping of global dynamics, trade systems and development priorities. In an environment where uncertainty has become a permanent feature of the business landscape, organizational resilience, agility and the ability to create long-term value have become more critical than ever. As the climate crisis, biodiversity loss, social inequalities and rapid technological transformation continue to intensify these challenges, sustainability has emerged not only as a responsibility to the planet but also as a cornerstone of corporate resilience and long-term preparedness.

At Doğan Group, we continue to strengthen our ability to adapt to changing conditions through our diversified and balanced portfolio strategy. The strategic portfolio actions we undertake from time to time form part of our approach to allocating capital toward businesses that are better aligned with the economic dynamics of the future. Within this framework, we aim to enhance the value of our existing investments while continuing to create value through growth opportunities that support the transition to a low-carbon economy.

Underlying this approach is our commitment to maintaining a prudent and selective investment strategy in sectors with significant environmental impacts. We believe that sustainable growth cannot be achieved through financial performance alone, but must also be supported by resource efficiency, climate adaptation and the creation of long-term societal value.

Beyond our operational practices, we position sustainability at the center of our corporate governance model. Our Board of Directors serves as the highest governing body responsible for overseeing sustainability- and climate-related risks and opportunities, while our Sustainability Committee strengthens centralized coordination across the Group. We continue to enhance our corporate governance practices, and we regard our Corporate Governance Rating of 9.67 as a strong reflection of this commitment.

Through the Doğan Impact Plan, which translates our sustainability approach into a systematic impact management framework, we have long pursued initiatives focused on Investing in the Future, Society and the Planet. In line with our commitment to transparency, we prioritize communicating the impact we create to our stakeholders on a regular and measurable basis.

The year 2025 marked several important milestones in this journey. We published our second TSRS Aligned Sustainability Report, while also completing our first reporting under the United Nations Principles for Responsible Investment (UN PRI), further strengthening our responsible investment approach. We achieved a B score in both the CDP Climate Change and Water Security assessments and received A/A- ratings in the governance and risk management categories. We also achieved an A rating in the Refinitiv ESG Assessment, representing our highest score in the past three years, and maintained our inclusion in the BIST Sustainability Index.

These outcomes once again confirm that sustainability is not just a target at Doğan Group, but an integral part of our portfolio strategy, our understanding of value creation, and our governance model.

Today, drawing strength from more than 65 years of corporate experience, our talented people and our deeply rooted corporate culture, we look to the future with confidence. Guided by our philosophy of "Knows and Creates Value", we will continue to contribute to our country, our people and our shared future by supporting responsible growth and creating lasting value.

I would like to extend my sincere appreciation to my colleagues, business partners, investors and stakeholders whose dedication and contributions continue to accompany us on this journey.

Hanzade DOĞAN
Chairwoman of the Board

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MESSAGE FROM THE CEO

Dear Stakeholders,

The year 2025 was marked by persistent uncertainty in the global economy, as geopolitical tensions and tightening trade policies continued to reshape the business landscape. In Türkiye, the ongoing disinflation process further highlighted the importance of productivity-driven growth and long-term value creation. Against this backdrop, we view sustainability not only through the lens of environmental and social responsibility, but also as a fundamental driver of business continuity, operational resilience and sustainable value creation.

At Doğan Group, we continue to strengthen our ability to adapt to changing market conditions through our agile organizational structure, disciplined capital allocation and diversified portfolio. Our balanced presence across multiple sectors enhances our resilience to market volatility while enabling us to capture emerging growth opportunities.

In 2025, this approach translated into solid financial performance. Consolidated revenues amounted to TRY 93.7 billion, reflecting the impact of portfolio optimization. At the same time, EBITDA increased by 79% to TRY 10.6 billion, with our EBITDA margin improving to 11.3%. Our Net Asset Value (NAV) increased by 9% to USD 2.83 billion, while our standalone net cash position remained strong at USD 639 million.

As part of our 2030 Vision, we view growth in Net Asset Value not merely as a measure of financial performance but as a comprehensive indicator of sustainable value creation. Accordingly, we support our environmental targets with clearly defined roadmaps. Our targets include achieving carbon neutrality by 2030, reducing our scope 3 greenhouse gas emissions intensity over the coming years and providing all of our electricity consumption from renewable sources.

Galata Wind, a key contributor to our energy transition strategy, continued its growth with an installed capacity of 354.2 MW while making steady progress toward its 2030 growth targets. Agri-PV and battery energy storage investments in Germany, together with projects in Italy, represent the international dimension of this growth strategy. During the year, we procured 899 MWh of renewable energy under the I-REC framework. We also continue to integrate our resource efficiency approach into waste management and remain committed to achieving our zero waste target by 2035.

As of year-end 2025, our workforce totaled 7,160 employees. Through our "Sustainable Human Resources" approach, we continue to invest in talent development, corporate culture and employee experience while fostering a more balanced and inclusive leadership structure in line with the Women's Empowerment Principles (WEPs).

Technology and artificial intelligence are fundamental pillars of the Group's sustainable growth strategy. Across our group companies, we systematically integrate artificial intelligence, advanced data analytics and digital technologies into our business processes to enhance operational excellence, strengthen decision-making and create long-term competitive advantage.

This strategic approach is reflected across our portfolio. Hepiyi Sigorta continues to enhance customer experience and operational efficiency through its data-driven business model and advanced analytics capabilities. Karel is accelerating its transformation toward next-generation AI-enabled communications technologies. Gümüştaş is strengthening its production model through advanced technologies and digital manufacturing infrastructure focused on efficiency, quality and sustainability. Daiichi makes a significant contribution to the Group's technology-driven growth strategy through its domestic research and development capabilities in in-car infotainment systems. Product development processes are conducted in accordance with ASPICE, ISO 26262 Functional Safety and ISO 21434 Cybersecurity standards and are supported by digital engineering platforms such as Jira and Codebeamer, enabling end-to-end traceability, robust quality assurance and the highest levels of product safety.

We continue to reinforce our long-term value creation capacity by supporting our technology and digital transformation investments through sustainable financing instruments. In this context, we mobilized TRY 3.5 billion in financing during 2025.

Our Corporate Governance Rating of 9.67, the publication of our second TSRS Aligned Sustainability Report, and completion of our first UN PRI report are tangible indicators of our commitment to transparency and accountability. Supported by our strong governance framework and disciplined management approach, we will continue advancing toward our sustainable growth targets.

Guided by our philosophy of "Knows and Creates Value", we will continue to generate long-term value by protecting the interests of our planet, society and future generations.

I would like to thank my colleagues, business partners, investors and all our stakeholders for their contributions throughout this journey.

Sincerely,

Çağlar Göğüş
Chief Executive Officer

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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. Over the past 65 years, we have evolved into a diversified group operating across multiple industries. Today, we operate in the electricity generation, industrial manufacturing and trading, mining, automotive trading and marketing, financing and investments, internet and entertainment, and real estate investments sectors. Our diversified portfolio enables us to create new growth opportunities while enhancing our resilience and maintaining a more balanced position in the face of economic fluctuations.

By combining our long-standing experience with an innovative mindset, we strive to create sustainable long-term value. Our strong governance framework, commitment to ethical business conduct, ability to adapt to changing market conditions and sense of corporate responsibility form the foundation of the way we conduct business. We manage our operations not only with a focus on financial performance but also with the target of creating lasting value for our employees, business partners, investors and society. As of the end of 2025, we employed 7,160 people across our consolidated subsidiaries and business partners. This approach reflects our contribution to the Turkish economy through not only our investments but also our people and our institutional strength.

Our commitment to long-term value creation also shapes our investment and management approach. One of the clearest reflections of this commitment is the Doğan Impact Plan. Developed to advance our sustainability agenda through a more systematic, integrated and measurable framework, the Plan serves as a roadmap for the transformation journey of both the Holding and our Group companies.

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.

Doğan Impact Plan is configured under three key headlines:

- Investing in the Future
- Investing in the Planet
- Investing in the Society

Under the headline of Investing in the Future, we prioritize issues such as sustainability-focused R&D and innovation, product lifecycle management, digital transformation, and data security. Under the headline of 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. Under the headline of Investing in the Planet, we address environmental priorities including decarbonization, energy and water management, waste reduction, biodiversity and the responsible use of natural resources. Through these priorities, we position sustainability as a strategic framework that guides all of our business activities. To strengthen the effectiveness of this framework, we regularly monitor, measure and transparently report our sustainability performance.

In line with this commitment, we have continuously enhanced our reporting approach over the years. Since 2020, we have published our Sustainability Report in accordance with the GRI Standards. Following our accession to the United Nations Global Compact (UNGC) in 2020, we have continued to publish our annual Communication on Progress (CoP).

Since 2021, we have participated in the CDP disclosure process and have also reported our progress under the Women's Empowerment Principles (WEPs).

Having become a signatory to the United Nations Principles for Responsible Investment (UN PRI) in 2023, we completed our first PRI report process in 2025. Our continued inclusion in the BIST Sustainability Index and our reporting aligned with the World Economic Forum Stakeholder Capitalism Metrics since 2022 further demonstrate the continuity of our sustainability approach. In addition, since 2024 we have strengthened our sustainability governance through our TSRS Aligned Sustainability Reports and other sustainability reporting mechanisms.

These advancements in reporting and governance reinforce our commitment to embedding sustainability into the way we conduct business. This integrated approach also forms the cornerstone of our value creation strategy. Across all of the sectors in which we operate, we seek to balance economic performance with social contribution, environmental responsibility and strong corporate governance, with the target of creating long-term, inclusive and lasting impact.

Further information regarding our partnership structure, subsidiary and affiliate structure, and organizational structure is available in the Doğan Holding 2025 Annual Report.

Doğan Holding 2025 Annual Report

Our Responsible Investment Holding Perspective

We view creating long-term value for all our stakeholders especially our planet as a fundamental element of our investment approach. 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. Accordingly, we focus on strengthening the sustainability performance of our portfolio, disseminating responsible investment practices across the Group, and enhancing our long-term value creation capacity.

With the "Doğan Impact Plan" that we implemented in 2023, we have adopted a more structured framework for managing our contribution to the future, society and the planet. We closely follow national and international developments and review and update our targets and implementation priorities in line with these developments. In doing so, we shape our strategic direction not only based on our current performance, but also in response to evolving stakeholder expectations, regulatory developments and global sustainability trends.

Our Responsible Investment Policy, which applies to Doğan Holding and all Group companies, transparently sets out the key standards, guiding principles and excluded activities that underpin our investment decisions. The Policy supports a consistent Group-wide approach to responsible investment while providing guidance to ensure that our investment processes are aligned with our environmental, social and governance priorities.

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

To further strengthen our responsible investment approach in line with internationally recognized best practices, we became a signatory to the United Nations-supported Principles for Responsible Investment (UN PRI) in 2023. This milestone reinforced our commitment to systematically integrating environmental, social and governance considerations into our investment decisions and to demonstrating our responsible investment commitments through transparent disclosure.

In 2025, we completed our first PRI Report, enabling us to assess our progress through a measurable and transparent framework. We continue our efforts to strengthen the management of ESG-related risks, enhance our long-term value creation capacity throughout our investment processes, and further embed responsible investment practices across the Group.

Our Philosophy and Values

Driven by our responsibility towards people, society and our country, we strive to contribute to the world and our shared future. We aim to provide greater benefits with our products and services and to always create innovative, pioneering and sustainable value with our companies and brands. Guided by our values and principles, we move forward together with our shareholders, employees, business partners and all stakeholders to create long-term and inclusive impact.

We **Appreciate the Value** of our roots, accumulated knowledge and labor, our country and our people.

We act at the right time with our entrepreneurial spirit. We catch up on change by always seeking better, 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 next generations, embrace a sustainable way of living, and we **Act Responsibly and Transparently** to the society and our environment.

We start each new day with courage and high motivation to achieve our targets. We work with dedication and commitment to achieve our leadership targets, and **Embrace Our Work with Passion**.

We focus on solutions and openly share our knowledge and experience. **We Succeed Together** by trusting and supporting each other, and united in our differences.

Highlights of 2025

- **Our Refinitiv ESG Combined Score improved to "A"** in the 2024 assessment.
- We published our second **TSRS Aligned Sustainability Report**, following the inaugural report released in 2024.
- We completed our first reporting cycle under the United Nations-supported Principles for Responsible Investment **(UN PRI)**, building on our commitment as a signatory since 2023.
- We continued our sustainability reporting in alignment with the World Economic Forum **(WEF) Stakeholder Capitalism Metrics**, a practice maintained since 2022.
- We successfully completed our **CDP** disclosures, continuing our reporting since 2021.
- We continued our annual reporting under the United Nations Women's Empowerment Principles **(WEPs)**, which we have maintained since 2021.
- We published our sustainability disclosures in accordance with the Global Reporting Initiative **(GRI) Standards**.
- We continued submitting our annual Communication on Progress (CoP) under the United Nations Global Compact **(UNGC)**, a commitment we have maintained since 2020.
- We maintained our inclusion in the **BIST Sustainability Index**, where we have been listed since 2016.
- As a member of the Business Council for Sustainable Development Türkiye **(SKD Türkiye)**, we continued contributing to the sustainable development ecosystem.

2025

Investing in the Planet

Renewable Energy Generation Amount
881,397 MWh

Renewable Energy Installed Capacity
354.2 MW

I-REC Renewable Energy Supply Amount
899 MW

Scope 1 and Scope 2 Total Emissions
50,481.2 tCO_2e

Scope 3 Total Emissions*
1,429.97 tCO_2e

Total Water Withdrawal Amount
668,346 m^3

Water Recovery Rate
60%

Total Waste Amount
103,910 tonnes

Waste Recovery Rate
62.95%

Hours of Training on Environment Provided to Employees
2,247 Hours

**For Category 6 and Category 7*

Investing in the Society

Female Employee Rate
18.5%

Proportion of Women on the Board of Directors
18.48%

Proportion of Women in Senior Management
24.51%

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
99.8%

Number of Interns Employed
57

Rate of Solutions to Customer Complaints
99.93%

Employee Satisfaction Score
77

Total Training Hours
130,650 Hours

Total Hours of OHS Training Provided to Employees
32,283 Hours

Investing in the Future

Amount of Financial Resources from Sustainable Finance Instruments
~ TRY 1.07 Billion

Total Income from Sustainable Products and Services
~ TRY 3.5 Billion

Ratio of Sustainable Product Revenue to Total Turnover
3.7%

Total R&D and Innovation Investments
TRY 16.52 Million

Rate of Sustainability-Oriented Project Investments
75.6%

Number of Employees Provided with Information Security Training
2,715

Rate of Female Employee at R&D Center
25.2%

Our Financial Performance

We assess our long-term financial resilience, disciplined capital allocation and strategic growth alongside environmental, social and governance considerations. Throughout 2025, we continued to simplify, optimize and strengthen our portfolio, enhancing its focus while reinforcing our long-term value creation capacity. The transactions completed during the year enabled us to position our existing investments more effectively within the portfolio and allocate capital more efficiently toward future growth opportunities.

Strategic Portfolio Management and Focus

In 2025, we made significant progress in simplifying and rebalancing our portfolio in line with our strategic priorities. During the year, we fully exited our investment in Boyabat Hydroelectric Power Plant, eliminating the long-standing guarantee obligations associated with this investment. We also completed the divestment of all our shares in Ditaş, reducing capital commitments in the related business segment and further streamlining our portfolio.

At the same time, we strengthened our long-term growth strategy in technology and mobility by completing the acquisition of 25% of Daiichi's shares. We also supported Karel's financial restructuring process, contributing to the enhancement of its operational and financial resilience. Within the framework of our strategic portfolio management approach, the sectors and revenue sources of our subsidiaries and affiliates are also regularly assessed. In these circumstances, Karel's revenue from the sale of vehicles, equipment, systems, gear, and related products for military and defense industry use has amounted to TRY 701,922,329. These strategic actions improved portfolio efficiency, enabled more disciplined capital allocation and reinforced our strategic focus.

Scaling Renewable Energy and International Growth

Renewable energy remains one of the key growth pillars of our long-term value creation strategy. In line with Galata Wind's target of exceeding 1,000 MW of installed capacity by 2030, we achieved significant progress across both Türkiye and Europe during 2025.

In Türkiye, we strengthened our existing 354 MW renewable energy portfolio through the commissioning of hybrid and solar power projects. In Germany, we advanced 123 MW of Agri-PV and battery energy storage projects to ready-to-build status. In Italy, we expanded our portfolio through acquisitions, adding 9 MW of new solar energy capacity. These developments further strengthened Galata Wind's growth trajectory, extending its renewable energy platform beyond Türkiye into the broader European market.

Long-Term Value Creation in Mining

Our mining journey, which began in 2024 with the acquisition of 75% of the shares of Gümüştaş and Doku Madencilik, gained further momentum in 2025 through initiatives aimed at enhancing operational capacity, improving efficiency, and advancing resource development.

Across our broad operating footprint extending from Niğde to Bitlis, we focus on zinc, lead, and copper-critical raw materials that play a vital role in the green transformation. Through this portfolio, we contribute to the diversification of strategic resources while supporting employment and economic value creation in the regions where we operate.

During 2025, increased ore production and modernization initiatives at Gümüştaş enabled us to scale up our mining operations. As part of our three-year investment program, we continued to expand facility capacity and advance underground mine development projects. Resource verification activities carried out across our expanded exploration license portfolio established a strong foundation for future production planning.

Integrated Growth in Digital Financial Services

In 2025, our Digital Financial Services segment delivered integrated growth by combining technology, customer-oriented solutions, and scalable business models. Leveraging its AI-enabled technology infrastructure, advanced pricing capabilities, and fully digital operating model, Hepiyi Sigorta further strengthened its market position through customer acquisition, enhanced portfolio management, increased market share in the compulsory motor third-party liability and motor own damage insurance lines, and improved operational efficiency.

During the year, we supported scalability journey of Doğan Yatırım Bankası through a capital increase, reinforcing its position in the investment banking sector. At the same time, Doruk Faktoring further strengthened its complementary role within our financial services ecosystem by maintaining its focus on operational efficiency and expanding its reach across a broader customer base. As a result, our Digital Financial Services segment continued to represent one of our key strategic platforms for long-term value creation.

Our 2030 Vision: Value-Oriented Growth

In line with our 2030 Vision, sustainable value creation remains at the core of our strategy. We aim to increase our Net Asset Value (NAV) from USD 2.8 billion to USD 4.5 billion, representing a compound annual growth rate (CAGR) of approximately 10%. This ambition is supported by our commitment to building a simpler and more focused portfolio while increasing the proportion of publicly listed companies within our overall NAV.

Accordingly, we manage our businesses under two strategic categories: Strategic Focus Areas and Dynamic Focus Areas. We have identified renewable energy, mining, and digital financial services as our primary platforms for high-quality growth. Across our remaining businesses, we will continue to unlock value through corporate actions, including initial public offerings (IPOs), mergers and acquisitions (M&A), and exits.

We view 2025 as a year of portfolio optimization, during which we strengthened a leaner, more transparent, and increasingly focused portfolio structure. Over the long term, we seek to reinforce investor confidence through sustained NAV growth, enhanced dividend-generating capacity, and a lower Net Asset Value discount.

Investor Trust and Stock Market Performance

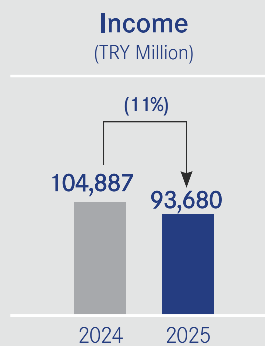
Our shares, traded on Borsa İstanbul under the ticker symbol "DOHOL", outperformed the BIST 100 Index in 2025. While our share price increased by 18.9% during the year, the BIST 100 Index recorded a gain of 14.6%. We believe this performance reflects investors' trust in our strategic direction, portfolio composition, and long-term value creation potential.

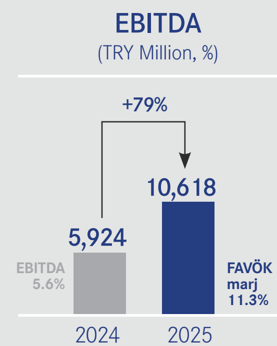
In 2025, we maintained our inclusion in the BIST Sustainability Index. We also remained a constituent of the BIST Dividend Index, supported by our consistent dividend performance, as well as the BIST Share Buyback Index and the BIST Corporate Governance Index. Our continued inclusion in these indices demonstrates that our strong performance in sustainability, shareholder value creation, and corporate governance is recognized by Borsa İstanbul.

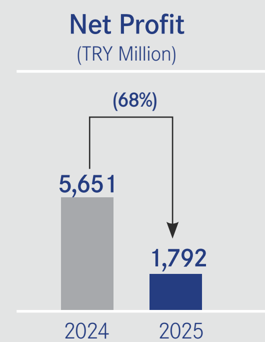
Group Companies Traded on BIST

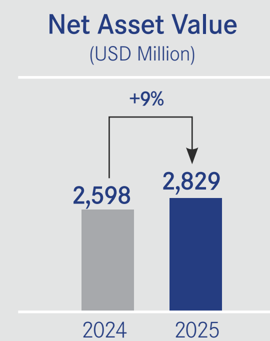
		Share price* (TRY)	Market Value (USD Million)
Doğan Şirketler Grubu A.Ş.	DOHOL	16.95	1,035.3
Galata Wind Enerji A.Ş.	GWIND	22.34	281.6
Karel Elektronik A.Ş.	KAREL	8.40	158.0

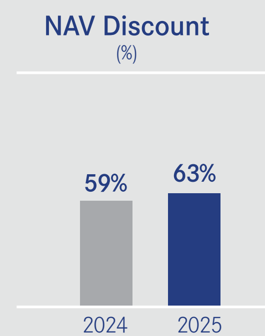
The share prices presented reflect the closing market prices as of 31 December 2025.











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SUSTAINABILITY MANAGEMENT

At Doğan Holding, we view sustainability not only as a long-term target but as a core value that guides the way we conduct business today. In response to evolving global dynamics and stakeholder expectations, we continuously enhance our governance framework and management practices while seeking to create measurable, lasting, and inclusive impacts throughout our operations. By embedding sustainability into our corporate culture, we remain committed to creating value for all stakeholders.

BETTER IS POSSIBLE

We place sustainability at the center of our value creation approach and integrate it as a guiding framework across all of our businesses at the Holding. This perspective underpins our operational processes and strategic decision-making frameworks, influencing our decisions and practices across the organization.

Increasing global uncertainty and accelerating transformation dynamics have made sustainability not only a long-term target but also a fundamental driver of business continuity. Accordingly, we continuously strengthen our sustainability approach by monitoring developments in the global risk landscape and integrating them into our decision-making processes.

As highlighted in the World Economic Forum's Global Risks Report, climate change, extreme weather events, biodiversity loss, and increasing pressure on natural resources continue to rank among the most significant environmental risks over the coming years. At the same time, social inequality, geoeconomic tensions, and livelihood crisis are becoming increasingly important considerations for businesses.

At Doğan Holding, we address this complex risk landscape through an integrated and systematic sustainability management approach.
We assess sustainability-related risks and opportunities not only based on their current impacts but also through the lens of multiple climate scenarios and long-term strategic outlooks.

In parallel, we evaluate the potential implications for our business model and value chain to strengthen both our operational and strategic resilience. This approach enhances our ability to adapt to changing conditions while supporting our long-term sustainable growth targets.

Our target is to proactively manage emerging sustainability-related risks and opportunities and translate them into strategies that support long-term value creation. We pursue this target through a stakeholder-oriented approach focused on measurable impact.

Our sustainability transformation, shaped by global risks, is managed with a holistic perspective aligned with our corporate priorities and our Doğan Impact Plan.

Global and National Sustainability Developments

INTERNATIONAL AND NATIONAL DEVELOPMENTS

By 2025, sustainability-related developments and regulatory frameworks continued to evolve globally toward more comprehensive, implementation-oriented approaches. The global risk landscape also remained a defining factor shaping the sustainability agenda. According to the World Economic Forum's Global Risks Report 2026, geopolitical tensions, disinformation, and extreme weather events represent the most significant short-term risks, while climate change, biodiversity loss, and ecosystem degradation remain among the most critical long-term global risks. The increasing prominence of technology-related risks has further expanded the scope of sustainability considerations.

In the field of sustainable finance and reporting, the development of global standards gained further momentum. As the adoption of the IFRS S1 and IFRS S2 Standards issued by the International Sustainability Standards Board (ISSB) continues to gain momentum among governments worldwide, significant progress has been made in enabling companies to report climate-related financial risks and opportunities in a more transparent, consistent and comparable manner.

Across the European Union and other jurisdictions, substantial developments occurred in sustainability reporting obligations, supply chain transparency, and climate policy. In connection with the European Green Deal, discussions focused on simplifying implementation requirements and increasing regulatory flexibility under the Corporate Sustainability Reporting Directive (CSRD), the Corporate Sustainability Due Diligence Directive (CSDDD), and the Carbon Border Adjustment Mechanism (CBAM). With the adoption of the Omnibus I Package by the European Parliament, the scope of these regulations was narrowed, implementation timelines were extended, and measures were introduced to balance reporting obligations for companies. Within the scope of supply chain sustainability, the implementation timeline of the European Union Deforestation Regulation (EUDR) was revised. While compliance deadlines were postponed, companies remain responsible for demonstrating that relevant products are not associated with deforestation. As a result, traceability and data management capabilities continue to gain strategic importance, particularly for companies engaged in international trade.

In the area of combating climate change, COP30, held in Brazil's Amazon region, focused on climate finance, the transition away from fossil fuels, and countries' next generation Nationally Determined Contributions (NDC 3.0). The conference identified "closing the global emissions gap" as a key priority, recognizing that current emissions reduction efforts remain insufficient. Participants also emphasized the need for approximately USD 1.3 trillion in annual climate finance to support developing countries. The announcement that COP31 will be hosted by Türkiye in Antalya in November 2026 further reinforces the country's growing role in international climate diplomacy.

Consistent with these global developments, Türkiye continued to strengthen its sustainability regulatory framework throughout the reporting period. The Public Oversight, Accounting and Auditing Standards Authority (KGK) incorporated the ISSB's IFRS S1 and IFRS S2 Standards into the national reporting framework through the introduction of the Turkish Sustainability Reporting Standards (TSRS S1 and TSRS S2). As a result, sustainability reporting has become increasingly established across the Turkish market. Beginning in 2025, companies subject to mandatory TSRS reporting requirements published their first TSRS Aligned Sustainability Reports covering the 2024 reporting period, marking the beginning of a new era in sustainability reporting in Türkiye. To support implementation, the KGK initiated the authorization of sustainability assurance professionals and introduced the Corporate Sustainability Reporting Specialist certification framework. The first professional qualification examination was also conducted during the reporting period.

The reporting period also marked a significant milestone in Türkiye's climate policy framework with the enactment of the country's first Climate Law in July 2025. The legislation established the legal foundation for developing a national Emissions Trading System (ETS) aligned with the European Union Emissions Trading System. Subsequently, the publication of the draft regulation provided companies with greater clarity regarding both compliance obligations and opportunities for participation in domestic carbon markets. In addition, the entry into force of the 2025–2028 National Circular Economy Strategy and Action Plan strengthened Türkiye's national policy framework for resource efficiency, waste management, and circular economy practices.

UPDATES FROM DOĞAN HOLDING

At Doğan Holding, we continue to place sustainability at the core of our business strategy, strengthening our environmental, social, and governance (ESG) practices through both implementation and transparent reporting. In line with this commitment, we shared our 2024 Sustainability Report with our stakeholders, presenting the outcomes of our sustainability activities carried out throughout the year.

As part of our target to establish a measurable and data-driven sustainability management framework, we completed our 2025 CDP and Refinitiv ESG reporting processes. We maintained our B scores in CDP's Climate Change and Water Security programs, while demonstrating strong performance at the A/A– level in governance, risk and opportunity management, water stewardship, and emissions reduction. In the Refinitiv ESG assessment, we achieved our highest ESG score of the past three years, improving our overall rating to "A". To strengthen sustainability knowledge sharing and raise internal awareness, we launched the first session of our "Value for the Future" event series. The event brought together experts to discuss key topics including our sustainability approach, sustainability reporting, and ESG data management.

As part of our environmental sustainability efforts, we continued to deliver measurable operational impact. Through our partnership with Wastespresso, we recycled coffee grounds generated in our offices, collecting 75 kg of coffee waste, producing 175 kg of alternative raw material, and preventing approximately 69 kg of CO_2 emissions.

We also continued to play an active role in national and international sustainability platforms to contribute to the broader sustainability ecosystem. As part of these efforts, our Vice President of Corporate Communications and Sustainability, Neslihan Sadıkoğlu, participated as a panelist at the UN Global Compact Türkiye Summit, emphasizing the importance of the cultural dimension in sustainability transformation.

Our 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 in the Society, and Investing in the Planet.

Investing in the Future

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

Investing in the Planet

We set measurable targets in the material topics of decarbonization, energy and water management, waste reduction, biodiversity, and responsible resource utilization. Through a systematic approach, we monitor our environmental impacts and actively manage our environmental footprint.

Investing in the Society

We prioritize the social impact areas such as employee well-being and development, occupational health and safety, customer satisfaction, and responsible supply chain management while fostering an inclusive and equitable workplace.

Through the Doğan Impact Plan, we continue to monitor sustainability performance systematically across the Group while promoting the adoption of best practices throughout our organization. In line with this approach, we aim to deliver measurable environmental, social, and governance outcomes across all our operations while implementing initiatives that create long-term and lasting value.

OUR SUSTAINABILITY PRINCIPLES

We act in harmony with internationally recognized sustainability standards and global initiatives while implementing our sustainability strategy. These principles provide the foundation that guides all our activities from our decision-making processes to day-to-day operations.

- 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.

As one of the cornerstones of our corporate culture, sustainability guides our efforts to minimize environmental impacts, generate positive social value, and foster innovation-driven impact. Our Sustainability Principles serve as the foundation for all of our business practices.

INTERNATIONAL INITIATIVES AND GLOBAL COMMITMENTS

United Nations Sustainable Development Goals (SDGs):
We continuously enhance our policies in alignment with internationally recognized principles and standards while closely monitoring developments in the global sustainability agenda. We conduct our operations in alignment with the United Nations Sustainable Development Goals (SDGs) and reinforce our commitments through the international initiatives to which we are a signatory. By closely monitoring and integrating global best practices into our corporate processes, we aim to continuously expand our positive impact.

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.

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.

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.

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 more inclusive, resilient, and sustainable future while creating long-term value together with our stakeholders.

Sustainability Governance

At Doğan Holding, we manage sustainability governance through an integrated framework encompassing environmental, social, and governance (ESG) matters.

Within this framework, our Board of Directors serves as the highest governing body responsible for overseeing all sustainability-related matters, including climate-related risks and opportunities. The Board oversees the implementation of our sustainability strategy, provides strategic direction, and ensures that sustainability targets are effectively integrated into our business activities.

Our Sustainability Committee undertakes a critical role in realizing our sustainability strategy. The Committee is responsible for developing sustainability policies, setting targets, and monitoring our performance regularly. The Committee prepares strategic roadmap to be implemented across the Holding by evaluating the sustainability- and climate-related risks and opportunities, and submit this to the approval of the Board of Directors.

The Sustainability Committee periodically reviews progress against established targets, identifies areas for improvement where necessary, and provides recommendations to enhance both strategic direction and implementation. 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. **Through the enterprise risk management processes, this Committee contributes to the identification, assessment, and monitoring of sustainability-related risks while reviewing the effectiveness of mitigation measures.**

The Committee supports the ultimate responsibility of the Board of Directors for sustainability by providing regular updates and reports that facilitate informed decision-making. Throughout this process, we work in close collaboration with the relevant functions across the Holding, while maintaining ongoing engagement with external stakeholders and subject matter experts to ensure a well-informed, multidisciplinary and up-to-date perspective.

The Sustainability Committee is chaired by the Doğan Holding CEO, and the general managers of our Group companies are also among its members. This governance structure enables us to centrally coordinate the development and implementation of our sustainability strategy, promote a consistent Group-wide approach, monitor developments related to material sustainability topics, and oversee implementation across the organization from an integrated perspective.

Our sustainability governance framework extends beyond the Sustainability Committee and is supported by the contributions of other Board committees and corporate functions. In this context, the Corporate Governance Committee provides recommendations to strengthen good governance practices across the Group while supporting the implementation of sustainability initiatives through measurable targets. The Audit Committee further reinforces our governance framework by overseeing assurance-related processes associated with sustainability reporting.

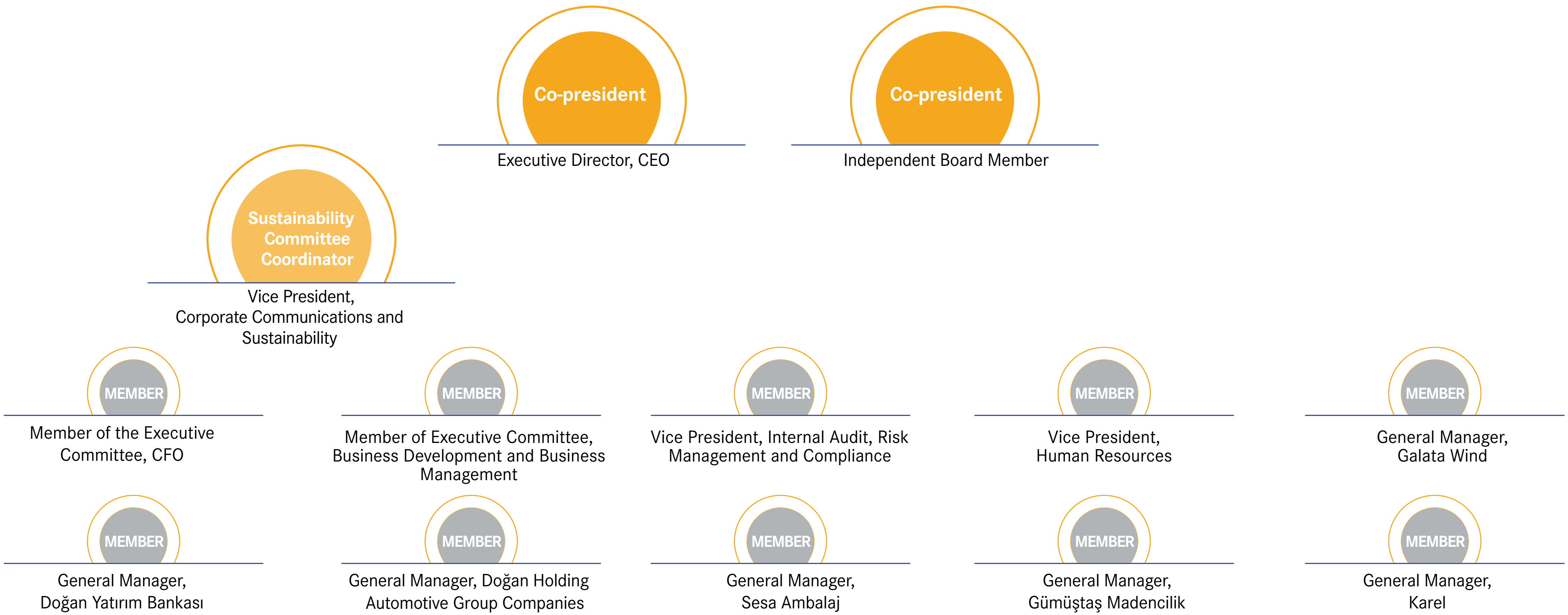
The Corporate Communications and Sustainability Department is responsible for coordinating sustainability activities across the Holding and regularly informs the Sustainability Committee of key developments.

The Department also plays an active role in developing sustainability strategies, monitoring implementation, coordinating the annual review process, and providing technical coordination and reporting support to the Committee.

The Vice President of Corporate Communications and Sustainability also serves as the Committee's secretariat.

Furthermore, the Corporate Risk Management Department and the Corporate Communications and Sustainability Department work closely together to identify, assess, and integrate climate-related risks and opportunities into the Group's processes.

SUSTAINABILITY COMMITTEE*



*Revision work is currently underway to further enhance the structure of the Sustainability Committee in line with internationally recognized standards. The updated committee structure will be disclosed in the next reporting period upon completion of this process.

Materiality Analysis

A comprehensive stakeholder engagement was conducted to establish a robust foundation for identifying our material sustainability 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 the 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, and trend analyses were also taken into account in the evaluation process in addition to stakeholder input. This multidimensional approach enabled us to identify the material topics.

Recognizing the dynamic nature of the sustainability landscape, we regularly review the continued relevance of our material topics. As part of our 2025 reporting period, we reassessed our materiality framework by considering macroeconomic developments, evolving regulatory requirements, and changing stakeholder expectations. This review confirmed that our existing material topics remain appropriate in light of the Holding's operations and strategic direction.

Accordingly, no structural changes were made to our material topic set. We will continue to implement our sustainability strategy based on our existing materiality framework.

VERY HIGHLY MATERIAL TOPICS

- Transition to a Low-Carbon Economy
- Energy Management
- Water Management
- Employee Welfare
- Employee Development
- Sustainability-Oriented R&D and Innovation

HIGHLY MATERIAL TOPICS

- Waste Management
- Risk Management
- Supply Chain Management
- Responsible Resource Utilization
- Digital Transformation
- Business Ethics and Compliance

MATERIAL TOPICS

- Occupational Health and Safety
- Biodiversity
- Data Security and Privacy
- Corporate Social Responsibility
- Customer Loyalty

The topics "Sustainability Leadership" and "Future of the Business" are the keystones of our sustainability approach and are considered essential to the corporate culture. Rather than listing them as material topics separately, we embed them within our strategic approach and address them as cross-cutting themes that support and influence all of our material topics.

Our current set of material topics underpins the three key headlines set out in the Doğan Impact Plan: Investing in the Future, Investing in the Society, and Investing in the Planet. It also provides an integrated framework that supports our corporate governance approach while strengthening the strategic direction of our sustainability journey.

Our Sustainability Targets

	IMPACT AREA	TARGET	METRICS	BASE YEAR	TARGET YEAR	2025 PERFORMANCE
INVESTING IN THE PLANET	Transition to a Low-Carbon Economy	Becoming carbon neutral by 2030	Scope 1 + Scope 2 (tCO_2e)	2024	2030	50,481.20 tCO_2
		Reduce Scope 3 greenhouse gas (GHG) emissions intensity[1]	Scope 3 tCO_2e/mUSD *(for Category 6 and Category 7)*	2024	2040	0.57 tCO_2e/mUSD
	Energy Management	Providing all electricity consumption from renewable sources by 2030	Renewable Energy Certificate Purchases (MWh)	2024	2030	899 MWh
		Increasing installed power capacity to 1,000 MW by 2030	Total Installed Power Capacity (MW)	2024	2030	354.2 MW
	Water Management	Managing our entire water utilization in an integrated and sustainable way through investments in reduction, treatment, and recovery programs	Water Recovery Rate (%)	2024	2030	60%[2]
	Waste Management	Achieving the Doğan 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.	Waste recycling rate (%)	2024	2035	62.95%
INVESTING IN THE SOCIETY	Employee Welfare	Increasing employee loyalty across Doğan Group	Employee satisfaction score	2017	2030	77
		Keeping entropy score below 13%	Entropy Score	2017	2030	20%
	Employee Development	Organizing events on 15 campuses every year to promote the Discover Doğan internship program	Number of campuses where events were held (#)	-	Annually	18
		Employing 35 interns every year to attract young talents to Doğan Holding.	Number of interns employed (#)	-	Annually	57
	Supply Chain Management	Increasing the strategic supplier rate subject to supplier audits	Number of suppliers subject to environmental and social audits	-	Annually	869
	Corporate Social Responsibility	Increasing expenditure amount for social investments by Doğan Group	Total charity expenditures (TRY)	-	Annually	TRY 265 Million
INVESTING IN THE FUTURE	Sustainability-Oriented R&D and Innovation	Increasing the re-source amount from sustainable finance instruments to 40% by 2030	Amount of financial resources from sustainable finance instruments (TRY)	2021	2030	✓[3]
		Increasing the amount of turnover from sustainable products	Ratio of sustainable product revenue to total turnover (%)	2021	2030	3.7%[4]
	Risk Management	Integrating intangible risks into current risk understanding together with their financial impacts	Qualitative target	-	-	✓
	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	18.48%[5] 24.51%[5]

[1] The Scope 3 target has been revised from an absolute emissions reduction target to an emissions intensity reduction target, taking into consideration the Company's strategy and projected business growth. Accordingly, the Company aims to reduce its Scope 3 greenhouse gas (GHG) emissions intensity.

[2] In 2025, the methodology used to calculate the water recovery rate was revised. Under the updated methodology, total water consumed in operational processes includes not only water withdrawn but also water recovered and recirculated within the system.

[3] The target was achieved following the execution of a USD 25 million green loan agreement between Galata Wind and Proparco on 25 March 2024. Doğan Yatırım Bankası acted as the financial advisor and transaction coordinator.

[4] In 2025, revenue generated from sustainable activities accounted for 3.7% of total revenue. This figure includes revenue from the sale of sustainable products and services generated by Galata Wind, SESA Ambalaj, Doğan Trend Otomotiv, and Kelkit Doğan Besi. The proportion of revenue derived from sustainable products declined compared to the previous year, primarily because Doğan Trend Otomotiv did not purchase any new electric vehicles during 2025 and generated revenue solely through the sale of existing inventory.

[5] Targets for the proportion of women on the Board of Directors and in senior management continue to be monitored at the Doğan Group level. Although these targets were not achieved in 2025, primarily due to changes in the Group's portfolio composition and the integration of newly added companies, initiatives to further strengthen female representation across the Group continue.

Stakeholder Participation

IMPACT	STAKEHOLDER GROUP	IMPORTANCE FOR DOĞAN HOLDING	COMMUNICATION METHOD	COMMUNICATION FREQUENCY
Direct Economic Impact	Employees	Our sustainable success is built on the knowledge, capabilities, and commitment of our people. We prioritize providing a work environment that supports employee development, enables our people to realize their full potential, and promotes work-life balance. We believe that every investment we make in the employee experience directly contributes to our long-term value creation.	• Leader messages • Internal communication studies • Digital media channels • Internal and external reports/meetings • Trainings • Internal digital announcement platforms	Throughout the year
			• Annual and interim activity reports • Sustainability report	Four times a year
			• Surveys	Once a year
	Affiliates/ Subsidiaries	Our Group companies play a critical role in advancing our sustainability approach and delivering our strategic targets through their operations across diverse sectors. Collaboration built around our shared values and common targets strengthens alignment and coordination across the Group while creating synergies that support sus-tainable growth.	• Media communication studies • Digital media channels • Meetings, conferences, and road-shows	Throughout the year
			• Annual and interim activity reports	Four times a year
			• Sustainability report	Once a year
	Customers	Our customers are among our most important stakeholders, shaping the direction of the products and services we provide. We view adapting to evolving expectations, building trusted relationships and developing sustainable solutions as fundamental elements of our business model. Through this approach, we strengthen customer satisfaction while supporting our long-term success.	• Media communication studies • Digital media channels	Throughout the year
			• Annual and interim activity reports	Four times a year
			• Sustainability report	Once a year
	Partnerships and Suppliers	Our relationships with business partners and suppliers are essential to the effective management of our value chain and the continuity of our operations. These partnerships enable us to enhance operational efficiency, optimize costs and make more effective use of our resources. At the same time, they help extend the reach and impact of our sustainability approach throughout our value chain.	• Media communication studies • Digital media channels • Supplier meetings	Throughout the year
			• Annual and interim activity reports	Four times a year
			• Sustainability report	Once a year
Indirect Economic Impact	Financial institutions and analysts	Our relationships with financial stakeholders support transparent, trust-based engagement and contribute to maintaining open and effective communication. Through active engagement with the capital markets, we pursue an approach that supports long-term value creation in line with the principles of corporate governance.	• Media communication studies • Digital media channels • Meetings, conferences, and road-shows	Throughout the year
			• Annual and interim activity reports	Four times a year
			• Sustainability report	Once a year
	Public institutions and local governments	Our collaboration with public institutions and local governments contributes to the compliant and sustainable execution of our operations. The initiatives we undertake together with these stakeholders strengthen our ability to create positive societal impact while contributing to sustainable development.	• Media communication studies • Digital media channels • Visits/Meetings	Throughout the year
			• Annual and interim activity reports	Four times a year
			• Sustainability report	Once a year
New Opportunities and Quests	Universities	Our partnerships with universities provide valuable opportunities to access knowledge, develop innovative solutions and attract highly qualified talent. Through research, development and innovation-driven initiatives, we strengthen our organizational capabilities while advancing our sustainable transformation targets. At the same time, our engagement with young talent supports our long-term human resources strategy..	• Digital media channels • Project partnerships	Throughout the year
			• Participation to university events	For eight months
			• Annual and interim activity reports	Four times a year
			• Sustainability report	Once a year
	Non-Governmental Organizations and Associations	Our collaboration with non-governmental organizations (NGOs) enables us to respond more effectively to societal needs and enhance our social impact. Through joint initiatives, we aim to contribute to the development of a more inclusive and resilient society. We regard these partnerships as an integral component of our sustainability approach.	• Media communication studies • Digital media channels • Visits/Meetings • Project partnerships	Throughout the year
			• Annual and interim activity reports	Four times a year
			• Sustainability report	Once a year

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CORPORATE GOVERNANCE

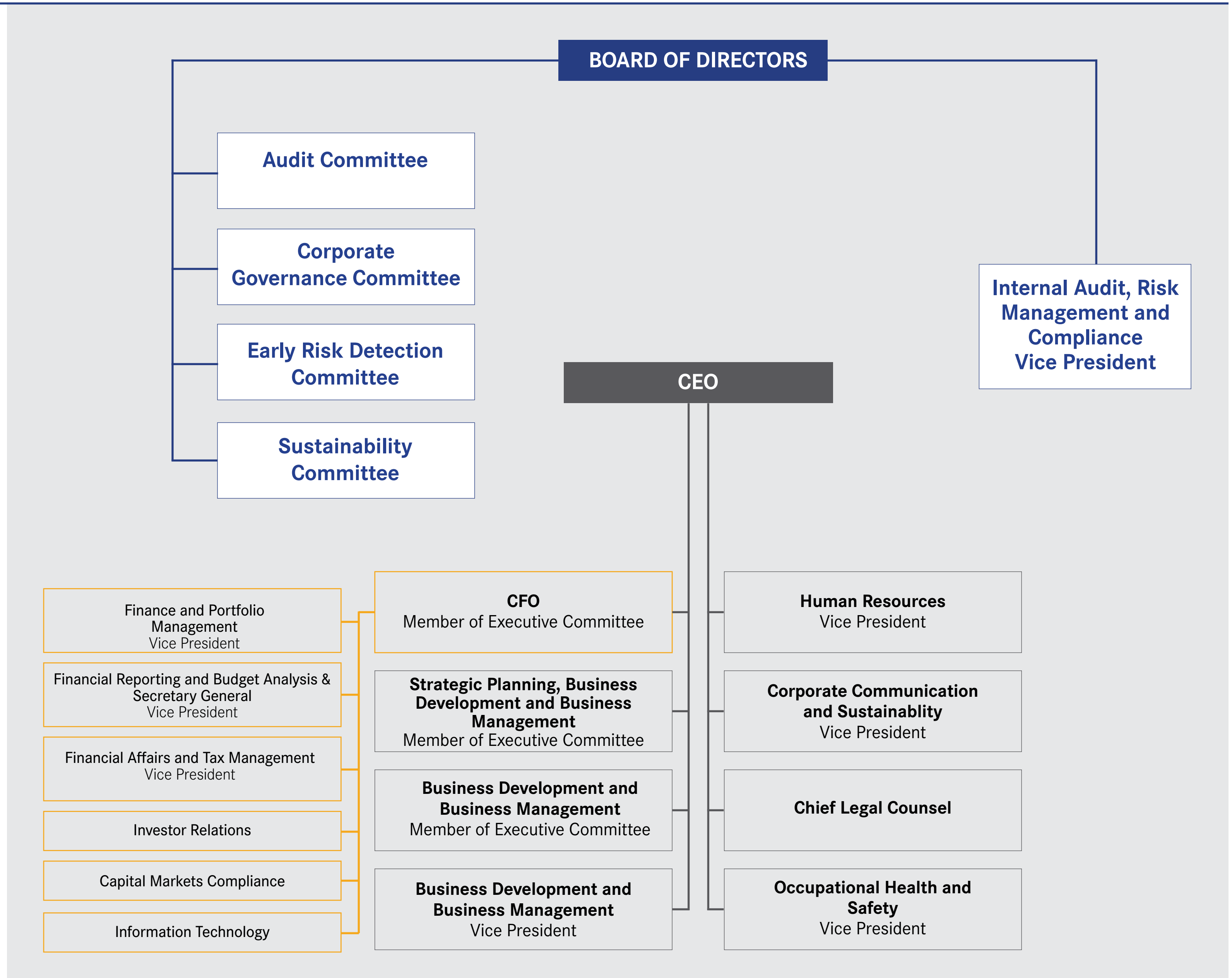
At Doğan Holding, we embrace a management approach that is fair, responsible, transparent, and accountable, fully aligned with the principles of corporate governance. This philosophy forms one of the key pillars shared across all Group companies under the Doğan Holding umbrella.

BETTER IS POSSIBLE

Our Organizational Structure

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. Within this framework, we manage our internal governance processes not merely as a mechanism for complying with legal and regulatory requirements, but through a comprehensive and integrated approach focused on creating long-term value. We structure our decision-making processes in alignment with stakeholder expectations and sustainability principles.



BOARD OF DIRECTORS

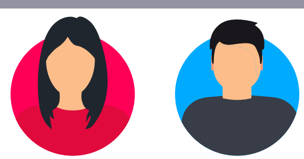
The Board of Directors of Doğan Holding is the top-level body responsible for defining the Company's strategic direction, overseeing decision-making processes, and ensuring the implementation of the highest governance standards.

Our Board of Directors is responsible not only for overseeing the achievement of our financial and operational targets, but also for providing oversight of our sustainable performance. As part of this responsibility, the Board also reviews the effectiveness of our internal control and risk management systems at least once a year to ensure the continued corporate resilience of the organization.
In its decision-making processes, the Board seeks the advice and assessments of independent experts whenever necessary. We also conduct regular and systematic evaluations of the performance of our Board members and senior executives.

Based on the outcomes of these performance evaluations, we implement performance-based recognition and reward mechanisms where appropriate and make decisions regarding changes in responsibilities when necessary. Through these practices, we strengthen management accountability while reinforcing the principles of merit and fair evaluation across the organization. To support effective corporate governance, the roles of Chair of the Board and Chief Executive Officer are held by separate individuals, reflecting a clear separation of oversight and executive management responsibilities.

As of year-end 2025, our Board of Directors comprises 12 members, four of whom are independent directors. The Board brings together members with diverse expertise, fostering well-informed decision-making and enabling issues to be considered from multiple perspectives.

Board of Directors Overview



42% 58%	**Independent Member 33%**

Doğan Holding Board of Directors

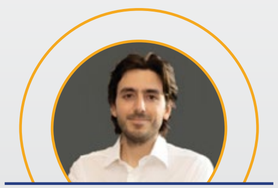
EXECUTIVE BOARD

Çağlar GÖĞÜŞ
Executive Director,
CEO

Esra BEYZADEOĞLU
Member of Executive Committee,
Human Resources and Technology

Vedat MUNGAN
Member of Executive Committee,
Strategic Planning and Business
Management

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



Aydın Doğan YALÇINDAĞ
Member of Executive
Committee

SENIOR MANAGEMENT

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

Gündüz TEZMEN
Vice President,
Occupational Health & Safety

İrtek URAZ
Vice President,
Business Development and
Business Management

Mehmet YÖRÜK
Vice President,
Finance and Portfolio
Management

Eda YÜKSEL
Chief Legal Counsel

Risk Management

At Doğan Holding and its subsidiaries, we implement a Corporate Risk Management (CRM) Policy to manage risks through a holistic and integrated approach. 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 of CRM.

The Board of Directors holds ultimate responsibility for the establishment, effective maintenance, and 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.

Our 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.

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.

In the fourth quarter of 2025, we enhanced our Holding-wide risk management approach by transitioning to a scenario-based model and introducing a new methodology that evaluates risks through quantitative impact analysis. This approach enables us to manage risks not only through qualitative assessments but also by measuring their potential financial impact using quantifiable metrics. Accordingly, before engaging in detailed assessments with process owners, we conduct a preliminary review based on our existing risk inventory, historical risk reports, internal audit and internal control findings, as well as industry trends and macroeconomic indicators. We then work closely with process owners to identify and validate key risks through structured discussions.

Based on the results of this assessment, we analyze the estimated cost of risk in consideration of the Group's risk appetite. Where defined risk thresholds are exceeded, we develop targeted mitigation action plans for the relevant areas. While this methodology is currently implemented within selected subsidiaries, we plan to progressively roll it out across all Group companies in the coming periods.

CLIMATE RISK MANAGEMENT

In 2025, in accordance with the Turkish Sustainability Reporting Standards (TSRS), we conducted a comprehensive assessment of the potential impacts of sustainability and climate change across our value chain. In systematically assessing climate-related risks and opportunities, we proactively evaluated the physical risks that may emerge over the short, medium, and long term. Taking into consideration every stage of our value chain, we identified the risks and opportunities that may affect our subsidiaries and business partners through a holistic assessment.

To support the effective management of risks across the Holding, our Committee of Early Detection of Risk operates under the Board of Directors and supports the Board in fulfilling its oversight responsibilities for Corporate Risk Management (CRM). Pursuant to Article 378/2 of the Turkish Commercial Code, the Committee convenes at least six times annually to evaluate the significant risks faced by our Group companies and the mitigation measures implemented in response. The Committee regularly reports its findings and recommendations to the Board of Directors.

We conducted a materiality assessment covering the business models and value chains of our subsidiaries and business partners. Within this assessment, we established the financial materiality threshold for sustainability- and climate-related risks and opportunities at 1% of our total assets. Impacts exceeding this threshold are considered financially "material".

To strengthen our strategic resilience and enhance the management of climate-related risks and opportunities, we conducted forward-looking scenario analyses to assess the potential impacts of different climate scenarios on our operations. These analyses were based on the Shared Socioeconomic Pathways (SSP)–Representative Concentration Pathways (RCP) scenario framework developed in conjunction with the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6). For the assessment of physical climate risks, we used the SSP2-4.5 and SSP5-8.5 scenarios. For climate-related opportunities, we evaluated BloombergNEF (BNEF) voluntary carbon market projections.

The climate-related risks and opportunities identified through these scenario analyses as having the potential to result in material financial impacts are presented in the table below.

Risk/Opportunity	Risk/Opportunity Category	Time Horizon	Primary Areas of Impact	Financial Impact
Wildfire	Physical Risk – Acute	Long term	Galata Wind – Mersin Wind Power Plant (WPP) and Çorum Solar Power Plant (SPP)	The risk has not resulted in a reportable financial impact for Doğan Holding in the current reporting period. Under the SSP2-4.5 scenario, the Holding's potential financial exposure (consistent with Galata Wind's assessment) is estimated at TRY 85.3 million in the short and medium term and TRY 137.9 million in the long term. Under the SSP5-8.5 scenario, the estimated exposure is TRY 60.5 million in the short and medium term and TRY 138.0 million in the long term. As Galata Wind represents approximately 4.0% of Doğan Holding's total assets, these estimated impacts remain significantly below the Group's financial materiality threshold.
Storms and Changes in Wind Regimes	Physical Risk – Acute and Chronic	Long term	Galata Wind – ŞAH Wind Power Plant (WPP) and Mersin Wind Power Plant (WPP)	The risk has not resulted in a reportable financial impact for Doğan Holding in the current reporting period. Under the SSP2-4.5 scenario, the Holding's potential financial exposure is estimated at TRY 123.2 million in the short and medium term and TRY 123.7 million in the long term. Under the SSP5-8.5 scenario, the estimated exposure is TRY 111.2 million in the short and medium term and TRY 125.8 million in the long term. Given that Galata Wind accounts for approximately 4.0% of Doğan Holding's total assets, these estimated impacts remain well below the Group's financial materiality threshold.
Water Access and Operational Disruption Risk in High Water Stress Areas	Physical Risk – Chronic	Medium and long term	Gümüştaş Madencilik - Niğde	The risk has not resulted in a reportable financial impact for Doğan Holding in the current reporting period. Due to uncertainties regarding both the timing and magnitude of the potential impact, a quantitative estimate of the financial effect cannot be reliably determined at this stage.
Carbon Credit Revenue (VCS-VERRA/GS)	Transition – Market	Medium and long term	Carbon certification, carbon markets, and financing activities	The financial impact cannot currently be estimated with sufficient certainty due to the wide range of scenario-based projections, fluctuations in market supply and demand, uncertainties surrounding government climate policies, and broader macroeconomic developments.

More information about climate-related risks and opportunities can be found in the 2025 TSRS Aligned Sustainability Report with scenario analyzes.

Doğan Holding TSRS Aligned Sustainability Report 2025

INTERNAL AUDIT AND CONTROL

At Doğan Holding, we position internal audit as a fundamental component of our corporate governance framework, establishing a robust audit and control environment that supports the long-term sustainability of both the Holding and its subsidiaries.

The primary role of the Internal Audit Department, operating under the Vice President of Internal Audit, Risk Management and Compliance, is to provide assurance to the Doğan Holding Board of Directors regarding the effectiveness of the risk management, control, and governance processes across the activities of Doğan Group companies. Our Internal Audit Department is also responsible for independently and objectively evaluating the effectiveness of our corporate risk management framework and related processes, providing assurance, and recommending opportunities for continuous improvement.

Our Internal Audit Department at the Holding level, together with the internal audit functions operating within our subsidiaries, conducts its activities in accordance with the International Standards for the Professional Practice of Internal Auditing and the Company's internal policies and procedures. Within this framework, the adequacy and effectiveness of our Corporate Risk Management (CRM) practices are reviewed on a regular basis. Weaknesses identified in risk management processes, areas requiring improvement, and internal control deficiencies are systematically reported to the Board of Directors.

Our internal audit activities extend beyond assessing existing risks and are conducted through a holistic approach that also incorporates sustainability considerations. Under the annual risk-based audit plan prepared by the Internal Audit and Risk Management Group, we perform risk and opportunity assessments covering economic, environmental, and social dimensions. Based on the outcomes of these assessments, we define the necessary corrective actions and regularly monitor the effectiveness of the measures implemented. Audit activities relating to information security, occupational health and safety, the effectiveness of internal controls, and the safeguarding of assets also form an integral part of our assurance program.

This governance structure, which integrates the internal audit function into the corporate decision-making processes, supports regulatory compliance and operational assurance. It also strengthens the effective management of climate-related risks, embeds a risk-oriented approach into strategic decision-making, and supports the creation of long-term value.

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 lasting value for our society, our planet, and future generations. With this context, 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. This framework contributes to preventing potential disputes and conflicts of interest that may arise among our business partners, customers, and our Company, while supporting the maintenance of a transparent, fair, and trustworthy foundation in our business relationships.

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 and 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.

Doğan Holding Code of Ethics and Business Conduct

We conduct our efforts to ensure the continuity of our ethical culture, establish and regularly update implementation standards, address and resolve identified non-compliance issues, and monitor the entire process through our Ethics Committee. The Ethics Committee consists of the Board Member serving as Chair, the Chief Legal Counsel, and the Vice President of Human Resources, as well as the Vice President of Internal Audit, Risk Management, and Compliance.

Doğan Ethics Hotline

Since 2021, the Ethics Hotline has been established to enable the reporting of situations that may constitute violations of ethical principles or suspected misconduct. Operated through the independent service provider SpeakHub platform, the Ethics Hotline is available 24/7 throughout the year. Access to reports submitted through the Ethics Hotline is restricted solely to members of the Ethics Committee, and all reports are evaluated in accordance with the principles of confidentiality, objectivity, and accountability.

Doğan Ethics Hotline

We aim to ensure that compliance with ethical principles extends beyond written rules and becomes a common behavioral standard embraced by all our employees. Therefore, we consider ensuring that rules regarding roles and responsibilities are correctly understood by all employees as a strategic priority. We conduct regular training programs to ensure that our ethical framework is effectively integrated into daily business processes.

In 2025, a total of 922 hours of ethics training was provided to 2,165 employees, with the aim of increasing ethical awareness and further strengthening the compliance culture across the organization.

ANTI-BRIBERY AND ANTI-CORRUPTION

Doğan Holding demonstrates its commitment to ethical principles and corporate values through its determined efforts to combat bribery and corruption. As a signatory to the United Nations Global Compact, we continue to implement the necessary measures in this area and continuously strengthen our existing practices.

Our Anti-Bribery and Anti-Corruption Policy provides a fundamental framework applicable to all our executives and employees. We also expect our business partners and suppliers to demonstrate the same level of commitment in this area and to conduct their activities in alignment with our policy. We consider this approach a natural reflection of our principles of transparency and accountability. In 2025, no cases of corruption or bribery were identified across the Doğan Group.

Doğan Group Anti-Bribery and Anti-Corruption Policy

To strengthen our corporate culture of combating bribery and corruption, we provide regular awareness training to our executives and employees. Through these trainings, we aim to promote a better understanding of the relevant policies and procedures and ensure their effective implementation in daily business processes.

Throughout 2025, a total of 930 hours of anti-bribery and anti-corruption training was provided to 148 executives and 746 employees across Doğan Holding and Group companies.

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INVESTING IN THE FUTURE

We do not view investment in the future solely as the development of new products and services. Instead, we consider it as an integrated combination of complementary areas, including R&D, innovation, digital capabilities, advanced technologies, data-driven decision-making, sustainable finance, and business model transformation. Through our Group companies operating across various sectors, we aim to adapt our product and service portfolio to future needs, support our operational processes with more efficient and measurable structures, and develop solutions that contribute to sustainable development.

Our Investment in the Future focus is one of the key areas supporting the long-term value creation perspective of the Doğan Impact Plan. Within this framework, we consider innovation not only as the creation of technological advancements, but also as a strategic transformation enabler for improving resource efficiency, enhancing customer experience, identifying risks at an earlier stage, increasing data quality, simplifying processes, and developing new business opportunities.

The diversity of sectors in which our Group companies operate enables our R&D and innovation activities to deepen across various fields. While advanced engineering, product development, quality standards, and intellectual property activities are prominent in industrial, technology, and automotive sectors; data analytics, software development, scoring models, decision-support systems, and process automation are becoming increasingly important in finance, factoring, and digital platforms. In mining operations, resource modeling, reserve estimation, and sustainable production planning constitute key components of our R&D activities.

Through this diversity, we address sustainability not only through environmental performance indicators but also through innovation capacity, technology adoption, economic value creation, and organizational resilience. Accordingly, our Investment in the Future approach represents a development area that both addresses today's operational needs and supports our long-term competitiveness.

Sustainability-Oriented R&D and Innovation

Total Income from Sustainable Products and Services

~ TRY 3.5 Billion

Ratio of Sustainable Product Revenue to Total Turnover

3.7%

Number of Sustainable Products and Services

11

We assess the life cycle of our products and services together with their environmental, social, and economic impacts. We consider sustainability principles as an integral part of our R&D, innovation, and technology development processes. Through the activities carried out by our Group companies across different sectors, we aim to develop our product and service portfolio in alignment with evolving customer expectations, regulations, technological transformation, and sustainable development priorities.

As of 2025, revenue generated from sustainable activities amounted to approximately TRY 3.5 billion. The share of revenue generated from sustainable activities within total revenue was calculated as 3.7%. The number of sustainable products and services was recorded as 11. These indicators demonstrate that sustainability-oriented activities represent a traceable contribution area within the Group's capacity to create economic value.

We evaluate revenue generated from sustainable activities not only as a financial output but also as a strategic indicator enabling us to monitor the sustainable transformation of our business model. In this context, we focus on further clarifying the definition, scope, and measurement methodology of sustainable products, services, and activities, while adopting a more holistic approach to tracking their environmental, social, and economic impacts. In the coming period, we will continue to prioritize increasing the share of revenue generated from sustainable activities within total revenue, developing our product and service portfolio to create environmental and social value, and monitoring performance in this area more systematically.

SUSTAINABLE FINANCE AND FUTURE-ORIENTED INVESTMENTS

We consider sustainable finance instruments as important tools supporting low-carbon transformation, renewable energy investments, and our long-term sustainable growth targets across the Group. Within this framework, we view access to financial resources not only as an element strengthening our capital structure, but also as a strategic mechanism enhancing the implementation of our sustainability targets.

In 2024, the amount of financial resources obtained through sustainable finance instruments amounted to TRY 1,051,857,000. In 2025, the **USD 25 million (~TRY 1.07 billion)** green loan obtained by Galata Wind from Proparco represented a significant development strengthening the Group's sustainable finance capacity. With this development, we achieved our Group-wide target of increasing the amount of funding obtained through sustainable finance instruments to **40%** by 2030.

The loan represents Proparco's first green loan provided in Türkiye and contributed to the financing of Galata Wind's renewable energy investments.

The role of Doğan Yatırım Bankası as financial advisor and coordinator for the loan created strong synergies among Group companies in the areas of sustainable finance, renewable energy, and investment banking. This collaboration demonstrated the capacity of our Group companies operating in different sectors to create shared value in line with sustainable development targets.

In line with our target of increasing funding obtained through sustainable finance instruments to 40% by 2030, we made significant progress through the green loan secured by Galata Wind from Proparco and achieved this target. In the coming period, we will continue to utilize sustainable finance opportunities to support renewable energy, low-carbon transformation, and the scaling of sustainable activities.

SUSTAINABILITY APPROACH IN R&D AND INNOVATION

We consider R&D and innovation investments as a fundamental area of development for enabling the Group to develop future-ready business models, enhance competitiveness, and integrate sustainability targets into operational processes. These investments cover not only new product and service development activities but also areas such as process improvement, quality management, data analytics, digital infrastructure, resource efficiency, regulatory compliance, and intellectual property activities.

In 2025, total R&D and innovation investments of Group companies amounted to TRY 16,517,369.03.

TRY 12,489,664 of total R&D and innovation investments was allocated directly to sustainability-focused projects. Accordingly, the share of sustainability-focused R&D and innovation investments within total R&D and innovation investments was approximately **75.6%**. This ratio represents an important indicator demonstrating the significance of sustainability-focused initiatives within the Group's technology, product development, and process improvement agenda.

Our R&D and innovation agenda in 2025 focused on advanced engineering solutions, regulatory-compliant product development, data analytics, modeling techniques, scoring models, software development, decision-support systems, intellectual property activities, and technology-based service models. Our Group companies focused on both enhancing their existing products and services in line with sector-specific needs and developing new capabilities that will create future competitive advantages.

We consider inclusiveness and diversity as important areas of development within our R&D processes. In 2025, a total of 302 employees worked at our R&D centers, of which 76 were women and 226 were men. Accordingly, women represented approximately **25.2%** of total employees working at our R&D centers. We value the representation of diverse expertise and perspectives within R&D and innovation processes as an important factor in fostering a more inclusive and innovative working culture.

BEST PRACTICES AND INNOVATIVE PROJECTS

Within the scope of our Investment in the Future focus area, we consider the R&D, innovation, technology development, and data-driven transformation initiatives of our Group companies as important components of long-term value creation. The initiatives presented in this section stand out in areas such as developing a sustainable product and service portfolio, supporting decision-making processes through data, responding more rapidly to customer needs, enhancing operational efficiency, and strengthening technology-driven competitiveness.

DAIICHI

Advanced Engineering Capabilities in In-Car Infotainment Systems

Daiichi, focuses on developing competitive and technically advanced solutions in the field of in-car electronic systems that address customer expectations. The company aims to achieve the capability to develop infotainment system projects using its own R&D resources to the highest possible extent. Within this framework, focus areas include strengthening resource and capability requirements in line with annual plans and budgets, achieving results that meet or exceed expectations in customer technical meetings, and enhancing competitive design capabilities throughout product development processes.

Daiichi's project development processes are supported by ASPICE, ISO 21434 Cybersecurity, and ISO 26262 Functional Safety approaches. Managing processes such as project management, design, development, problem management, and change management through digital infrastructures including Jira, Codebeamer, and similar platforms strengthens traceability, quality management, and compliance capabilities within R&D processes.

This approach contributes to enhancing the company's local R&D capabilities in in-car electronic systems while enabling it to deliver faster, safer, and more competitive solutions aligned with customer needs.

High Value-Added Domestic Technology Development

Karel closely monitors emerging technologies, developments in national and international standards, and new methodologies emerging within R&D processes across the fields of communication technologies, defense technologies, industrial automation, and field operations. The company aims to enhance its global competitiveness by developing high value-added, proprietary, domestic, and national technology products in these areas.

Karel's R&D approach focuses on developing sector-specific solutions, increasing project-based technical expertise, and strengthening product development processes aligned with applicable standards. Collaborations with universities, research centers, and international project consortia support the company's R&D capabilities. Connections established with technology networks such as CELTIC-NEXT, ITEA, Horizon Europe, ETSI, and similar platforms further strengthen Karel's engagement with the international innovation ecosystem.

This structure supports knowledge sharing, technology transfer, and a multi-stakeholder project development culture, strengthening Karel's position in advanced technology fields. The company's R&D activities contribute to the Group's technology-driven growth approach and its target of developing future-ready business models.

Regulatory-Compliant Packaging R&D and Industrial Property Activities

Sesa Ambalaj conducts R&D activities focused on product development, material innovation, regulatory compliance, and industrial property initiatives in the packaging sector. The company manages new product development processes within the framework of the PR-061 R&D Project Management Process Procedure and focuses on developing its product portfolio in line with customer needs, sustainability criteria, and sector-specific regulatory expectations.

One of Sesa Ambalaj's key initiatives in 2025 was the transition to solvent-free retort adhesive applications. This project, which involves converting the lamination process from solvent-based to solvent-free structures, aims to reduce adhesive-related constraints in production planning, increase lamination machine options, and enhance production efficiency. The project is intended to deliver productivity improvements and cost advantages within manufacturing processes.

The company also conducts studies to adapt PCR-content PET and OPP films to recyclable structures. These initiatives support the development of product structures containing recycled polymers and compliant with regulatory requirements. In 2025, Sesa Ambalaj developed nine new products, submitted two industrial property applications for evaluation, and completed one industrial property registration. These initiatives support the company's R&D capabilities and competitiveness in the field of sustainable packaging solutions.

Financial Technology, Data Analytics, and Sustainable Finance Capabilities

Doğan Yatırım Bankası, conducts initiatives focused on the automation of digital banking processes, reduction of operational costs, and development of data analytics infrastructures. The Bank considers technology-driven process improvements that contribute to delivering financial services in a faster, more efficient, and more traceable manner as an important component of its innovation agenda.

Joint development processes conducted with technology providers and the integration of stakeholder feedback into product development activities support the Bank's open innovation approach. Enhancements to data analytics and reporting infrastructures create a stronger data foundation for decision-making processes, while process automation and RPA applications contribute to reducing manual workloads and improving operational efficiency.

The Bank's role as financial advisor and coordinator in the green loan obtained by Galata Wind from Proparco demonstrates that its institutional capabilities in sustainable finance are strengthened through intra-Group synergies.

Resource Modeling, Technical Capabilities, and Data-Driven Mining Approach

Gümüştaş Madencilik and **Doku Maden**, consider the exploration, modeling, and economic evaluation of mineral resources in precious and base metal mining as among their core activities. The companies prioritize enhancing their R&D activities by integrating them with sustainability principles.

Within this framework, the companies aim to conduct resource and reserve estimations in accordance with international standards and reporting codes for prospective sites, integrate environmental and social impacts into decision-making processes, and support the efficient use of natural resources. Digital mining applications, data analytics, and modeling techniques contribute to the development of more accurate, transparent, and sustainable production plans.

Gümüştaş Madencilik focuses on enhancing its technical capabilities in areas such as drilling and blasting optimization, rock mechanics and ground support optimization, rock mechanics laboratories, and mining analytical laboratories. Studies conducted with academic and technical stakeholders, particularly Middle East Technical University, support the development of selective mining, efficiency, digitalization, automation, and sustainable mining practices.

Technology-Based Product Development and Technopark Activities

Hepsiemlak continues its platform development, software production, and product roadmap improvement activities in line with its technology-based business model. Activities carried out within the scope of Technopark initiatives support the company's digital product development capabilities and contribute to the development of innovative solutions aimed at improving user experience and platform performance.

The company evaluates platform enhancements not only as technical improvements, but also as part of establishing a more scalable, flexible, and responsive service infrastructure that addresses user needs more effectively. Software development, product roadmap management, user experience improvements, and the utilization of artificial intelligence-supported tools constitute key components of Hepsiemlak's innovation approach.

Data Analytics, Scoring Models, and Decision Support Systems

Although **Doruk Faktoring** does not have a dedicated R&D department or budget, it carries out initiatives within its IT and Business Analytics teams that are considered R&D-related activities. The company prioritizes data analytics-driven applications that reduce manual workloads, accelerate decision-making processes, and strengthen risk assessment capabilities.

In 2025, Doruk Faktoring implemented the Check Scoring Model developed using machine learning methodologies, while continuing its Risk Scoring Model development activities. Retrospective testing of different scoring models supports the company's efforts to establish a more data-driven and measurable approach to risk assessment processes. The initiation of the Decision Support System software development internally is also significant in terms of reducing dependency on third-party software and creating solutions better aligned with the company's requirements.

Doruk Faktoring's open innovation approach is supported through employee participation and a collaborative development culture with business units. The involvement of employees in decision-making, design, development, and testing stages of the factoring software transformation project, supported by feedback mechanisms such as help desk processes, agile meetings, and technical trainings, strengthens the company's process improvement capabilities.

INITIATIVES FOR TRACKING EMERGING TECHNOLOGIES

Our Group companies do not view their R&D and innovation capabilities as being limited to internal resources alone. They promote an open innovation approach through collaboration with technology providers, academic institutions, industry platforms, international networks, solution partners, user feedback, and employee contributions. Within this framework, we consider open innovation an important enabler for tracking emerging technologies, strengthening product and service development through external stakeholder collaboration, sharing technical expertise, and integrating multidisciplinary knowledge into our business processes.

Open innovation practices are implemented differently across our Group companies, reflecting the nature of their respective industries. Our companies operating in the industrial, technology, and automotive sectors strengthen their innovation capabilities through patents, scientific publications, standards compliance, collaborative R&D projects, prototyping with external stakeholders, and participation in international consortia. Our companies operating in the finance and factoring sectors develop innovative service models through co-development initiatives with technology providers, stakeholder feedback, agile working methodologies, and employee participation in process design. In the mining sector, collaborations with universities, research institutions, and technical stakeholders support resource modeling, laboratory capabilities, operational efficiency, and sustainable mining practices.

To monitor emerging technologies and respond more rapidly to industry developments, our Group companies leverage a broad range of platforms, industry associations, and knowledge networks.

At the **Doğan Holding** level, ongoing engagement with technology providers such as Microsoft, Cisco, Broadcom, VMware, Check Point, Fortinet, HP, and Dell supports the continuous evaluation and enhancement of the Group's technology infrastructure in line with the latest technological developments.

Doğan Yatırım Bankası, monitors developments in the financial sector through technology, finance, and regulatory resources, including GTECH, the Banking Regulation and Supervision Agency (BRSA), the Credit Bureau (KKB), Borsa İstanbul (BIST), Papirus, Tradesoft, Gartner, and IDC.

Doruk Faktoring follows advancements in software development, data analytics, and artificial intelligence through academic publications and technology applications introduced by leading technology companies.

Karel supports next-generation technology development by engaging with national and international platforms, including TESİD, the Communication Technologies Cluster, the Beyond 6G Communications Technologies Cluster, the Turkish Informatics Association, CELTIC-NEXT, ITEA, Horizon Europe, and ETSI. Through these platforms, the company participates in industry workshops, standardization activities, incentivized project consortia, and international technology networks.

Hepsiemlak monitors developments in software engineering, product management, user experience, and AI-enabled tools through professional learning platforms and resources, including O'Reilly, Udemy, Pluralsight, Medium, ChatGPT, and Atlassian newsletters.

Galata Wind monitors developments in the wind and solar energy sectors through industry associations, including TÜREB, EÜD, GÜYAD, GÜNDER, ETD, and DEK. The company also supports knowledge sharing and stakeholder engagement in sustainability, corporate governance, investor relations, and social impact through its memberships in SKD Türkiye (Business Council for Sustainable Development Türkiye), Yuvam Association, YEYKAD (Women in Green Collar Association), the Endeavor Program, Corporate Governance Association of Türkiye (TKYD), Turkish Investor Relations Society (TÜYİD), and the UN Global Compact. In addition, collaborations with universities and support provided to student teams contribute to strengthening the open innovation culture in the fields of renewable energy, engineering, and young talent development.

Milta Bodrum Marina adopts an open innovation approach centered on service development and stakeholder engagement. The marina collaborates with sailing clubs, yacht racing organizations, and Windsurf Türkiye, while also developing joint initiatives with sports clubs, non-governmental organizations, and educational institutions. Integrating guest feedback and stakeholder input into service development processes contributes to enhancing customer experience, environmental awareness, and community engagement. Memberships in the Turkish Yacht Harbor Association (TYHA) and the Marina Industries Association, together with its Gold Anchor accreditation and participation in the Blue Flag Program, support the monitoring and adoption of leading practices in the maritime, tourism, and sustainability sectors.

These collaborations and technology monitoring mechanisms strengthen the innovation culture across the Group, accelerate the integration of emerging technologies into business processes, and support the development of R&D outcomes through a broader stakeholder ecosystem.

Accordingly, Doğan Holding's approach to transformation—driven by knowledge, technology, and open innovation—continues to evolve in a manner that responds to the diverse needs of its Group companies operating across different industries.

At Doğan Holding, we view digital transformation not merely as the modernization of technological systems, but as a comprehensive transformation that reshapes the way we conduct business. In response to evolving customer expectations, rapidly advancing technologies, and the growing volume of data, we aim to establish more integrated, agile, secure, and sustainable operating models. Accordingly, we continue to implement digital transformation initiatives across our Group companies, covering a broad range of functions from manufacturing and field operations to financial processes and customer management.

Across the Group, we aim to enhance operational efficiency by digitizing business processes, expanding the use of automation technologies, and developing data analytics and artificial intelligence-enabled solutions.

At the same time, we seek to improve process traceability, strengthen decision-making capabilities, support business continuity, and enhance the employee experience through digital platforms. Investments in cybersecurity, data management, and systems integration also represent key pillars of our digital transformation strategy.

Operating across diverse industries, our Group companies continue to advance their transformation journeys by developing digital solutions tailored to their operational requirements. Beyond technology adoption, these initiatives deliver tangible benefits in operational efficiency, sustainability, security, and customer experience.

BEST PRACTICES AND INNOVATIVE PROJECTS

Doğan Holding has digitalized its procurement, expense management, banking instruction, and legal contract management processes, enhancing operational efficiency and process traceability across the organization. This transformation supports more centralized and agile process management.

Galata Wind continues to implement comprehensive digital transformation initiatives focused on operational efficiency, cybersecurity, and physical security. The company manages its operations through a data-driven framework supported by SCADA systems, production and reporting platforms, data analytics applications, and predictive failure analysis systems. During 2025, projects including QR code-based access systems, smart wearable devices, vehicle tracking systems, and radio and push-to-talk communication infrastructure strengthened field safety and operational continuity. In addition, electricity, water, and wastewater consumption data were digitally monitored through IoT sensors, supporting the measurement of sustainability performance. In 2025, the company invested approximately USD 365 thousand in information technology and digitalization initiatives.

Doruk Faktoring continues its digital transformation journey within the financial services sector through process automation and data analytics initiatives. Robotic Process Automation (RPA) solutions, machine learning-based scoring models, mobile application platforms, and decision support systems developed internally are designed to accelerate operational processes and enhance customer experience. The company also continues its transition to a next-generation core factoring software platform.

Hepiyi Sigorta, continues to manage its insurance operations entirely through digital platforms. As of 2025, 100% of policy issuance processes were conducted digitally, resulting in improved operational speed while delivering significant benefits in customer experience and resource efficiency.

Karel is implementing comprehensive initiatives to digitalize its internal operations. Business advance request systems, performance evaluation applications, RPA solutions, ERP integrations, management dashboards, and AI-enabled platforms have improved process efficiency. In addition, a Nextcloud-based digital collaboration platform has been introduced to strengthen collaboration among employees.

Kelkit Doğan Besi enhances operational traceability through digital livestock identification and registration systems. Animal health, productivity, and vaccination records are managed digitally, while SAP-based financial systems enable real-time data monitoring and reporting.

Gümüştaş Maden utilizes SCADA systems installed at its flotation plants to monitor and record process parameters in real time, enabling data-driven analysis and continuous process performance improvement. The company is also implementing projects focused on maintenance applications, automation systems, and data integration to reduce unplanned downtime and optimize resource utilization. Monitoring environmental performance indicators through digital systems further supports improvements in sustainability performance.

Doğan Trend Otomotiv continues its transition to SAP HANA and DIGIT system infrastructures as part of its digital transformation program. This transformation is expected to strengthen data management, reporting capabilities, and integration across operational processes.

D Gayrimenkul is implementing initiatives to digitalize facility management processes by managing technical asset inventories and periodic maintenance activities through digital platforms. The development of data-driven reporting mechanisms is intended to improve the effectiveness and traceability of operational processes.

Data Security and Privacy

At Doğan Holding, we consider data security and privacy to be among our key priorities for ensuring that our increasingly digital business processes are managed in a reliable, uninterrupted, and responsible manner. To protect the confidentiality, integrity, and accessibility of our information assets, we adopt a holistic approach supported by Group-wide policies, procedures, and technical controls. Within this framework, we regularly assess information security risks and strengthen the resilience of our systems through access authorization controls, data classification practices, backup procedures, network security controls, incident response plans, and business continuity scenarios.

We implement information security practices tailored to the operational requirements of our Group companies. In addition to Karel and Daiichi, which operate in the technology sector, Galata Wind, Doğan Trend, and Sesa Ambalaj manage their information security processes in accordance with internationally recognized standards through **ISO 27001 Information Security Management System** certification. As an operator of critical energy infrastructure, Galata Wind further strengthens its cybersecurity capabilities through its ISO 27001-certified Information Security Management System, a Cyber Incident Response Team (CIRT), periodic penetration testing, and security controls covering IT, OT, and SCADA systems. The company also continues its compliance efforts with the regulations and guidance issued by the Energy Market Regulatory Authority (EMRA), the National Cyber Incident Response Center (USOM), and the Presidency of the Republic of Türkiye Digital Transformation Office.

Across the Group, our information security risk management approach is based on identifying information assets, analyzing threats and vulnerabilities, prioritizing risks according to likelihood and impact, and implementing appropriate technical and administrative controls.

Depending on operational requirements, our Group companies utilize Security Information and Event Management (SIEM), Endpoint Detection and Response (EDR), Extended Detection and Response (XDR), multi-factor authentication (MFA), centralized logging, network segmentation, redundant system architectures, regular vulnerability assessments, and data masking solutions. In addition, our approach to data security is reinforced throughout the value chain by incorporating confidentiality commitments and compliance with the Turkish Personal Data Protection Law (KVKK) into relationships with business partners and suppliers.

To strengthen information security awareness, we provide regular training programs for our employees. **In 2025, a total of 2,715 employees across the Group received information security training.** These programs were designed to enhance employee awareness of cyber risks, secure data handling practices, privacy obligations, and the Group's information security policies.

In 2025, no incidents involving customer data breaches or data loss were identified across the Group.

PERSONAL DATA PROTECTION

Our approach to personal data protection is founded on respect for fundamental rights and freedoms, the right to privacy, and the principles of secure data processing. The processing, storage, transfer, and disposal of personal data obtained through our operations are carried out in accordance with applicable legislation, primarily the Constitution of the Republic of Türkiye and the Turkish Personal Data Protection Law No. 6698 (KVKK), as well as decisions of the Personal Data Protection Board, our corporate policies, and disclosure obligations.

Our Personal Data Processing and Protection Policy aims to ensure transparency in the lawful processing, storage, and protection of personal data relating to citizens, employees, job applicants, visitors, and other third parties.

Accordingly, we process personal data in accordance with the principles of lawfulness, fairness and transparency, ensuring that personal data is accurate and, where necessary, kept up to date, collected for specified, explicit and legitimate purposes, and limited to what is necessary in relation to those purposes.

Across our Group companies, personal data relating to customers, employees, business partners, and other stakeholders is processed solely for specified, explicit, and legitimate purposes and protected through technical and organizational measures designed to prevent unauthorized access. Processes for collecting and retaining customer information are based on explicit consent, privacy notices, membership agreements, consent management procedures, and data retention and disposal policies. Personal data for which the processing purpose has ceased is deleted, destroyed, or anonymized in accordance with our main internal procedures.

We regularly review our technical and organizational measures for personal data protection. Our technical controls include authorization management, access logs, user account management, network and application security, encryption, penetration testing, firewalls, up-to-date antivirus solutions, backup procedures, data masking, and data loss prevention (DLP) technologies. Organizational measures include personal data processing inventories, corporate policies and procedures, confidentiality agreements, risk assessments, internal audits, employee trainings, and awareness programs.

In line with the principles of transparency and accountability, we have established application channels and review processes to enable data subjects to effectively exercise their rights. We continue to strengthen our corporate governance of personal data protection through our Personal Data Protection Committee and supporting policies and procedures.

8

INVESTING IN THE PLANET

BETTER IS POSSIBLE

As Doğan Group, we regard environmental sustainability as one of the fundamental drivers of long-term value creation and conduct our operations in line with the principles of protecting natural resources and addressing climate change. 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, energy efficiency 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 and opportunities 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 and social benefits in all our activities and establishing value-oriented, long-term relationships with our stakeholders. As part of our Environment Policy, we develop innovative and responsible approaches in the subjects such as energy efficiency, emission reduction, waste management, and water efficiency.

Our Sustainability Policy

Our Environment 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 quality processes. We secure our operations with certificates including ISO 14001 Environment Management System, ISO 50001 Energy Management System, and ISO 9001 Quality Management System. As of 2025, 47% of our Group companies held ISO 14001 Environmental Management System certification. This certification rate strengthens the Group's institutional capacity to systematically manage environmental performance, monitor environmental impacts, and identify opportunities for continuous improvement. Galata Wind completed all relevant certification processes across its power plant sites, setting a best practice example within the Group. To further strengthen waste management practices, Zero Waste Certificates have been obtained at several of our facilities, particularly at Sesa Ambalaj. In addition, Milta Bodrum Marina's Blue Flag certification and The Yacht Harbor Association (TYHA) Gold Anchor accreditation demonstrate that our sustainability performance is recognized internationally.

Doğan Holding has been among the companies reporting to CDP since 2021. In response to increasing stakeholder expectations for transparency and to further strengthen our corporate capabilities in managing climate-related risks and opportunities, we are preparing our CDP report again this year. We continue to enhance our processes for monitoring, managing, and reporting our environmental impacts while using the resulting insights and feedback to further develop our environmental strategies.

During 2025, we continued to expand our environmental awareness training programs. The number of employees receiving environmental training increased by approximately **20%** compared with the previous year, reaching 1,275 employees, while the total number of environmental training hours increased by **8%** to 2,247 hours. By expanding the reach and accessibility of these training programs, we continued to strengthen environmental awareness across the Group.

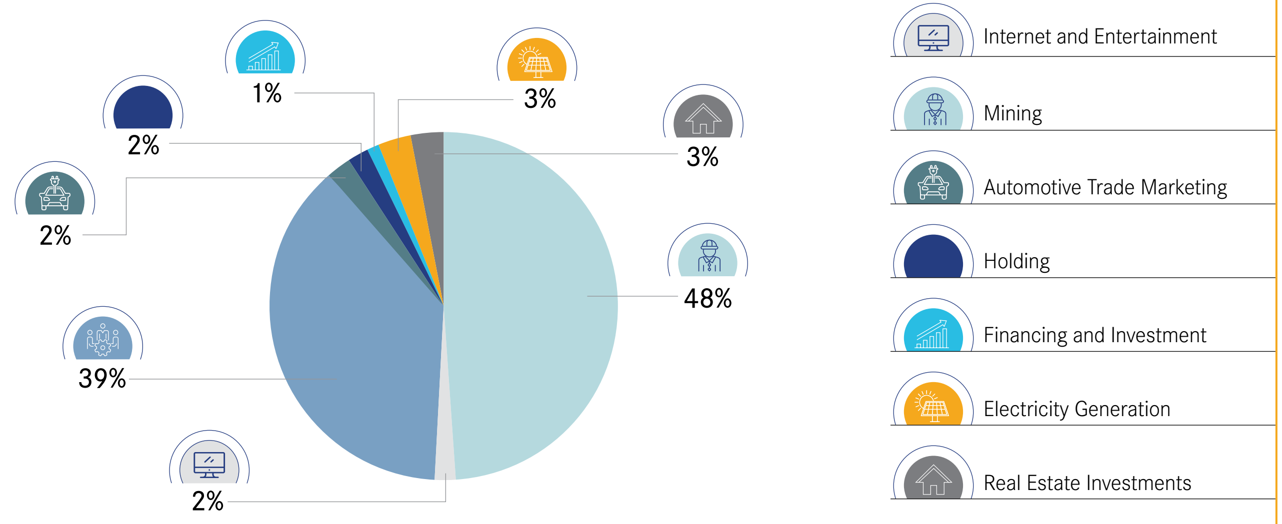
	2024	2025
Total number of employees provided with environmental training	**1,062**	**1,275**
Total hours of environmental training provided to employees	**2,083**	**2,247**
Total number of subcontractor employees provided with environmental training	**338**	**370**
Total hours of environmental training provided to subcontractor employees	**676**	**740**

Climate change continues to be one of the most significant global challenges of our time, not only because of its environmental impacts but also due to its far-reaching implications for economic systems, supply chains, natural resources, and society. Rising temperatures, extreme weather events, water stress, and biodiversity loss require companies to reassess their operating models and long-term resilience. Against this backdrop, the global transition to low-carbon development models is accelerating, making collaboration between the public and private sectors based on a shared responsibility approach more critical than ever.

At Doğan Holding, we consider climate action to be a fundamental component of our sustainable growth strategy. As we align our operations with the transition to a low-carbon economy, we integrate climate-related risks and opportunities into our strategic decision-making processes. We continue to implement initiatives aimed at reducing our environmental impacts while advancing energy efficiency, emissions management, and responsible resource use across our operations.

In line with this approach, we support projects that contribute to reducing our carbon footprint, regularly monitor our environmental performance, and manage our sustainability initiatives through an integrated management approach. We believe that long-term value creation can only be achieved through a business model that is resilient, responsible, and aligned with nature.

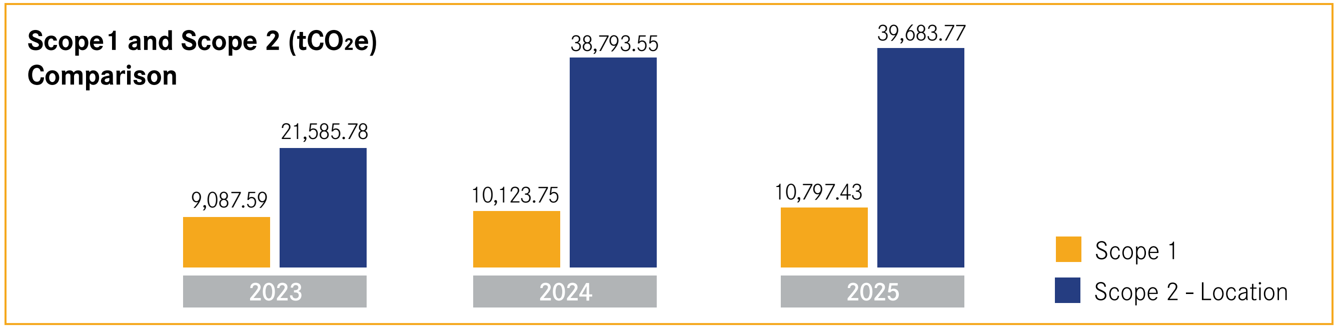
Sectoral Distribution of Total Scope 1 and Scope 2 Emissions in 2025



In 2025, the sectoral distribution of the Group's combined Scope 1 and Scope 2 greenhouse gas (GHG) emissions changed significantly. The Mining sector accounted for the largest share of total emissions at 48%, representing a notable increase compared with the previous year. By contrast, the Industry & Trade sector, which represented the largest share of total emissions in 2024, declined from 49% to 39%. These changes indicate a shift in the sectoral composition of the Group's emissions profile.

The shares of the Internet & Entertainment, Holding, Finance & Investment, Electricity Generation and Real Estate Investments sectors remained broadly consistent with the previous year, while the Automotive Trading & Marketing sector recorded a slight decline in its share of total emissions. Overall, emissions continued to be concentrated in a limited number of sectors, reflecting the influence of changes in operational activities on the Group's emissions profile.

Our emissions intensity was 21.26 tonnes CO_2e per million USD ($tCO_2e/mUSD$) in 2025. Over the past three years, emissions intensity has shown an upward trend, which we attribute primarily to business growth, changes in the composition of our operations and the increasing share of emission-intensive sectors within the Group.



The trend in the Group's location-based Scope 1 and Scope 2 emissions also continued in 2025. Scope 1 emissions increased by approximately 7% compared with 2024, primarily driven by business growth, higher fuel consumption and increased production activity. Within Scope 1 emissions, emissions from natural gas consumption amounted to 2,408 tCO_2, while methane emissions totaled 42 tCO_2e.

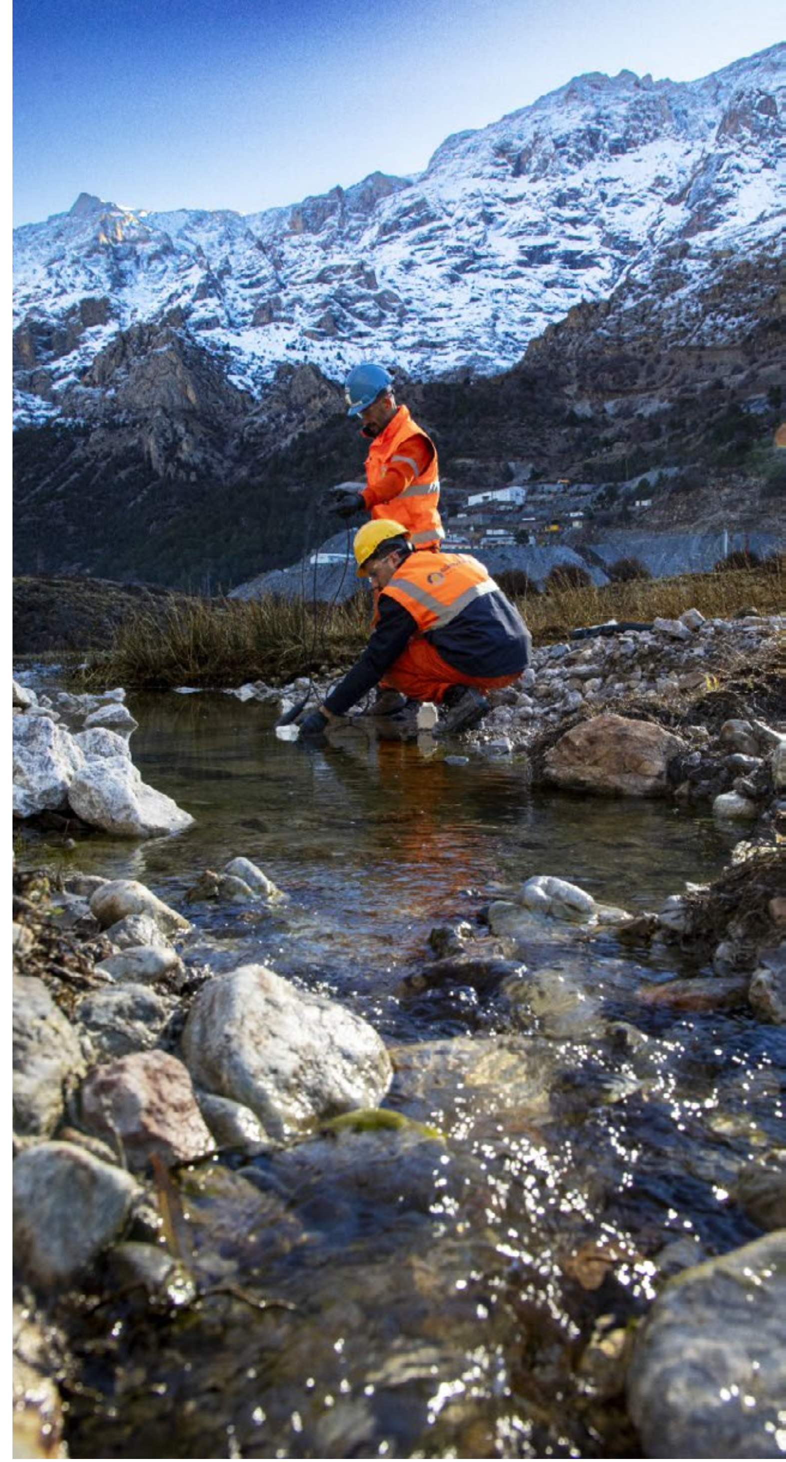
Our location-based Scope 2 emissions totaled 39,683.77 tCO_2e in 2025, remaining broadly stable year-on-year. Indirect emissions associated with electricity consumption continued to represent a significant component of our overall emissions profile, highlighting the impact of energy-intensive operations on the Group's emission performance.

Looking at the 2023–2025 period as a whole, the increase in total emissions is largely attributable to operational growth, change in production volumes and increased electricity consumption. Accordingly, energy efficiency initiatives, energy consumption optimization and low-carbon transition projects remained key focus areas across the Group during the reporting period.

Our Scope 3 emissions amounted to 1,348.17 tCO_2e in 2025. Consistent with previous years, these emissions comprised business travel (Category 6: 1,036 tCO_2e) and employee commuting (Category 7: 312 tCO_2e).

From a sectoral perspective, the Industry & Trade sector accounted for the largest share of Scope 3 emissions at 55.4%, followed by Holding (9.9%), Mining (9.5%) and Electricity Generation (8.5%). The Automotive Trading & Marketing sector represented 7.2% of total Scope 3 emissions. The year-on-year reduction in Scope 3 emissions reflects the positive impact of operational optimization initiatives and measures implemented to manage indirect operational emissions across our value chain. We will continue to strengthen our emissions management and climate action initiatives in line with our long-term sustainability targets.

A material climate target of our sustainability strategy is our commitment to achieving carbon neutrality by 2030 through reducing greenhouse gas emissions. At Doğan Holding, we regard the transition to a low-carbon economy as a strategic priority and continue to advance our emissions management practices through data-driven decision-making. Through this transition, we aim to reduce our environmental footprint, strengthen the resilience of our operations and create sustainable long-term value for all our stakeholders.



Energy Management

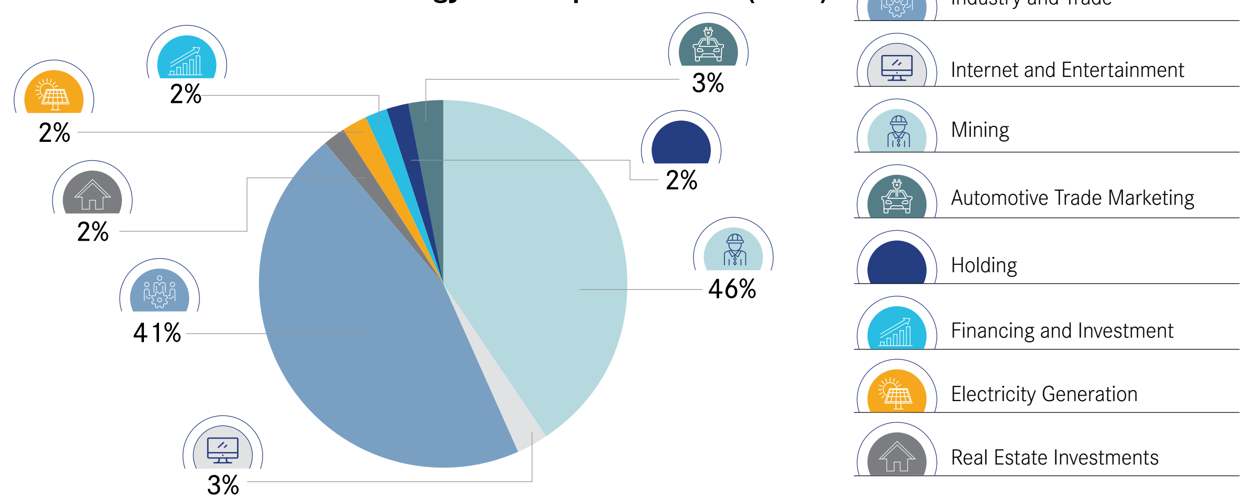
At Doğan Holding, we consider energy management to be a fundamental component of our climate action strategy and our transition to a low-carbon economy. We adopt a systematic approach to managing our operations with the target of improving energy efficiency, increasing the use of renewable energy, and enhancing operational performance. In this context, we support energy efficiency initiatives, strengthen our infrastructure, and continue investing in sustainable technologies to reduce our environmental impacts.

In 2025, the Group's total energy consumption amounted to 131,280.54 MWh. Of this total, 84,970 MWh represented indirect energy consumption (electricity), while 46,310 MWh represented direct energy consumption (fuel). From a sectoral perspective, the Mining sector accounted for 46% of total energy consumption, followed by the Industry & Trading sector with 41%.

Accordingly, the majority of the Group's energy consumption was concentrated in these two energy-intensive sectors. The Internet & Entertainment and Automotive Trading & Marketing sectors each accounted for approximately 3% of total energy consumption, while the Holding, Financing & Investment, Power Generation, and Real Estate Investment sectors represented a comparatively smaller share.

Our Scope 1 and Scope 2 energy intensity was calculated at 55.30 MWh per million USD of revenue in 2025. The slight increase compared with the previous year was primarily attributable to changes in the proportion of energy-intensive activities within our overall operating portfolio. Accordingly, optimizing energy consumption, expanding energy efficiency initiatives, and supporting the transition to a low-carbon economy remained among our key priorities.

Sectoral Distribution of Total Energy Consumption in 2025 (MWh)



RENEWABLE ENERGY

Galata Wind, which leads the Group's major renewable energy investments, contributed to the Group's low-carbon transition by generating electricity exclusively from renewable energy sources. In 2025, Galata Wind generated 880,971 MWh of renewable electricity, comprising **54,126 MWh from solar power and 826,845 MWh from wind power.** The company's installed capacity reached 354.2 MW, while **529,533 tCO_2e of carbon credits** were generated during the reporting period. In addition, rooftop solar photovoltaic (PV) systems commissioned across our Group companies continued to contribute to renewable electricity generation, bringing the Group's total renewable electricity generation to 881,397 MWh.

Alongside our renewable energy investments, various initiatives were implemented across the Group to improve energy efficiency and promote the more effective use of energy resources. In particular, operational improvement initiatives were implemented within the Industry & Trading sector, while energy consumption performance in energy-intensive operations was closely monitored. Furthermore, efforts to increase the use of renewable energy included a stronger focus on green energy procurement, supporting the Group's overall energy transition.

At Doğan Holding, we regard the energy transition as a key pillar of our long-term sustainability targets. In line with this approach, **we aim to source 100% of our electricity consumption from renewable energy by 2030.** Through our investments and operational initiatives, we seek to contribute to the development of a lower-carbon and more resilient energy system.

BEST PRACTICES AND INNOVATIVE PROJECTS IN ENERGY AND EMISSIONS MANAGEMENT

To help mitigate the effects of climate change, we continue to improve our operational processes and implement initiatives that support environmental sustainability across the Group. Our Group companies demonstrate best practices in their sectors through leading projects in energy efficiency, emissions management, and environmental performance improvement.

Reducing Emissions Through the Electrification of the Vehicle Fleet

In line with its sustainable mobility strategy, **Galata Wind** continued expanding the use of electric vehicles within its corporate vehicle fleet. As part of the transition implemented during 2024–2025, 13 fossil fuel-powered vehicles in the head office fleet were replaced with electric vehicles. As a result, Scope 1 emissions from mobile combustion decreased by 28.82%, preventing the release of 16.21 tCO_2e emission into the atmosphere. Supported by an investment of approximately TRY 17.4 million, the project was designed to strengthen the Company's low-carbon transportation infrastructure. The increased use of electric vehicles contributes to the Group's emissions reduction targets while supporting the transition to sustainable mobility.

Energy Efficiency Awareness Training

Sesa Ambalaj implemented energy conservation training programs for both existing employees and new hires to promote an energy efficiency culture throughout the organization. Launched in June 2025, the program focuses on the efficient use of energy resources, the prevention of unnecessary energy consumption, and raising awareness of sustainable energy practices. Throughout the year, the majority of employees participated in the program, which was delivered by an Electrical and Electronics Engineer from the Company's Maintenance Department. The initiative is intended to encourage energy-saving behaviors in day-to-day operations and strengthen the Company's energy management culture.

Energy Efficiency - Lighting Project

D Gayrimenkul launched a lighting project to reduce energy consumption by replacing fluorescent and halogen lighting systems with LED technology across its facilities. The project, initiated in 2025 and scheduled for completion in 2026, aims to improve energy efficiency, reduce maintenance costs, and lower cooling demand during summer months through reduced heat generation. Upon completion, the project is expected to deliver electricity savings of approximately 3–3.5%.

Water Management

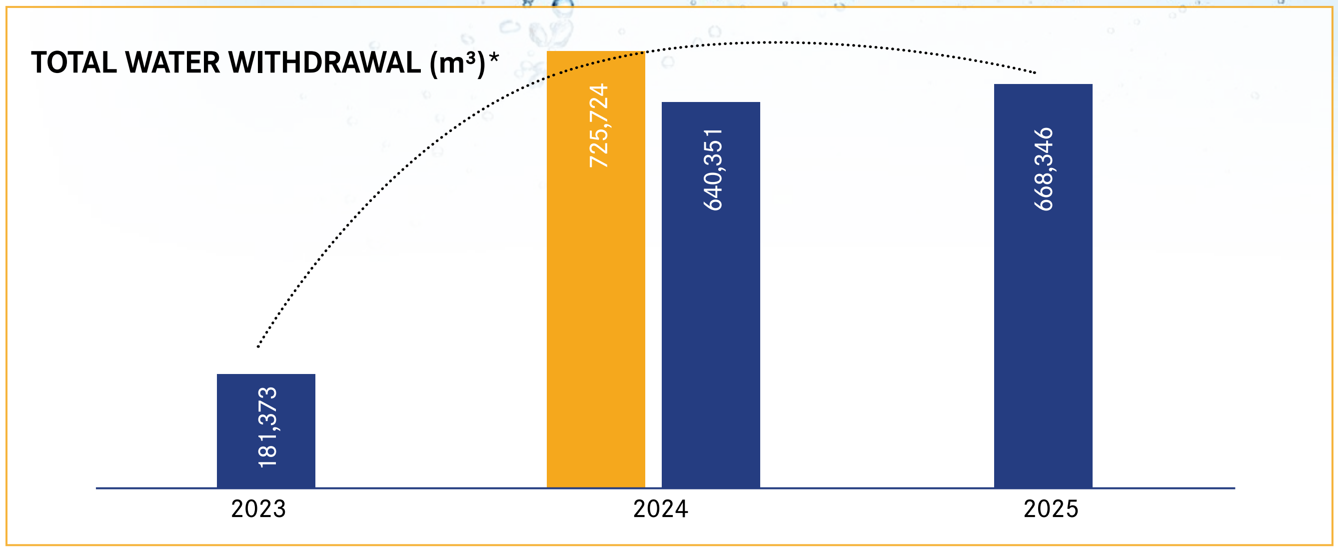
As Türkiye is classified as a water-stressed country, the efficient use of water resources and the implementation of robust monitoring mechanisms in water-intensive operations are strategic priorities for the Group. Given our diversified portfolio, water use varies across our businesses depending on operational requirements, geographic location and production processes. Water management considerations differ by sector, including process and site requirements in mining operations, direct interaction with marine ecosystems in marina operations, manufacturing processes in industrial businesses, and building operations and occupancy levels in real estate and financial services.

When assessing our 2025 water performance, we also consider portfolio changes during the reporting period. The completion of the transfer of our shares in Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş. and Profil Sanayi ve Ticaret A.Ş. affected the reporting scope and therefore year-on-year comparability. Accordingly, total indicators are presented on a comparable basis where appropriate.

In 2025, our total reported water withdrawal amounted to 668,346.44 m³. Although this represents a decrease compared with the 725,723.98 m³ reported in 2024, the reduction is primarily attributable to the exclusion of Ditaş and Profil Sanayi from the 2025 reporting scope. Excluding the contribution of these companies, comparable water withdrawal for 2024 was 640,350.98 m³, indicating a modest increase in water withdrawal on a like-for-like basis.

TOTAL WATER WITHDRAWAL (m³)*

2023	2024	2025
181,373	725,724	668,346



**To enhance comparability, both the reported 2024 total water withdrawal (725,724 m³) and the comparable figure excluding the companies divested in 2025 (640,351 m³) are presented. This approach isolates the impact of portfolio changes on year-on-year performance. The change in reporting scope resulting from the inclusion of Gümüştaş Madencilik, which contributed to the increase in reported water withdrawal in 2024 compared with 2023, was disclosed in the 2024 Sustainability Report.*

Doğan Holding 2024 Sustainability Report

Water withdrawal and water consumption in 2025 were primarily driven by our mining operations. Groundwater abstraction by Gümüştaş Madencilik represented a significant share of the Group's total water withdrawal. Given the water-intensive nature of mining activities, we continue to strengthen our water management approach through more data-driven, measurable and operationally integrated practices.

Strengthening Water Management and Water Recovery Infrastructure

Gümüştaş Madencilik aims to enhance its water management approach through a more data-driven, transparent and integrated framework in response to increasing water stress risks. The Company regards water not merely as a consumable resource but as a form of natural capital that can be recovered within production processes and contributes directly to operational efficiency. Approximately 60% of the water used in mining operations is recovered and reused through internal process water recovery. This practice supports Doğan Holding's target of managing water resources through integrated investments in water consumption reduction, water treatment and recovery programs. Progress toward this target is monitored across the Group through the Water Recovery Rate (%) performance indicator.

To reduce raw water abstraction and minimize its environmental footprint, the Company is focused on increasing process water recovery rates. Planned initiatives include enhancing tailings pond water recovery systems, optimizing process efficiency, increasing the reuse of treated water and expanding rainwater management infrastructure. The Company also plans to implement sensor-based real-time monitoring of surface water and groundwater resources, track water consumption through performance indicators and integrate centrally analyzed data into operational decision-making.

At Gümüştaş Madencilik, groundwater, surface water, drinking water and wastewater quality are monitored regularly through systematic sampling and analysis. Samples collected at the locations and frequencies specified in the Environmental Impact Assessment (EIA) commitments and applicable regulatory requirements are analyzed by accredited laboratories, and the results are assessed for compliance with the applicable legislation. Water discharged from underground mining galleries is managed through staged retention ponds and released into receiving environments only after meeting the discharge standards established under the Water Pollution Control Regulation and obtaining the necessary regulatory approvals. The Company is also progressing water footprint assessment and reporting in accordance with ISO 14046 and continues preparations for implementing a formal water efficiency management system.

The initiatives undertaken by Gümüştaş Madencilik provide a strong example of the Group's broader target of establishing a more data-driven, measurable and operationally integrated approach to water management.

GOOD PRACTICES AND INNOVATIVE PROJECTS IN WATER MANAGEMENT

Water Management and Environmental Awareness Training

In collaboration with Muğla Sıtkı Koçman University, Milta Bodrum Marina launched training programs on water management, water pollution prevention and environmental management for employees and subcontractor personnel. The trainings focused on the efficient use of water resources, identification of pollution sources and the adoption of environmentally responsible practices in day-to-day operations.

Water-Saving Faucet Heads

At D Gayrimenkul, water consumption is primarily associated with common areas and building occupancy. Technical improvements implemented in these areas create opportunities for water saving. During 2025, water-saving faucet heads were installed at selected water-use points with the target of reducing water consumption by 20% to 25% at those locations.

IoT-Based Water Consumption Monitoring

In 2025, Galata Wind enhanced its Internet of Things (IoT*)-based environmental monitoring infrastructure to improve the management of environmental performance data across its wind and solar power plants. Monitoring devices installed at wind power plant sites enable the real-time tracking of water, energy and emissions data, facilitate comparisons with historical performance and support more effective sustainability reporting.

The project, implemented with an investment of TRY 350,227, enabled the transition from manual data monitoring to a more systematic and traceable approach to water consumption management. Beyond improving water consumption monitoring, the initiative enhances the transparency, comparability and decision-usefulness of environmental performance data. Remote monitoring capabilities also strengthen automation, historical reporting, environmental performance management, occupational health and safety and overall operational efficiency.

**IoT (Internet of Things) refers to the technological infrastructure that enables physical devices equipped with sensors to collect and transmit data for monitoring through digital platforms.*

Looking ahead, we will continue to strengthen our water management approach by enhancing source-based monitoring in water-intensive operations, improving water recovery performance, expanding site-level water stress assessments and scaling best practices across the Group. The planned initiatives at Gümüştaş Madencilik including sensor-based monitoring, centralized data analytics, process water recovery, rainwater management infrastructure and ISO 14046-aligned water footprint assessments provide a practical example of how this strategy will be implemented across our water-intensive operations.

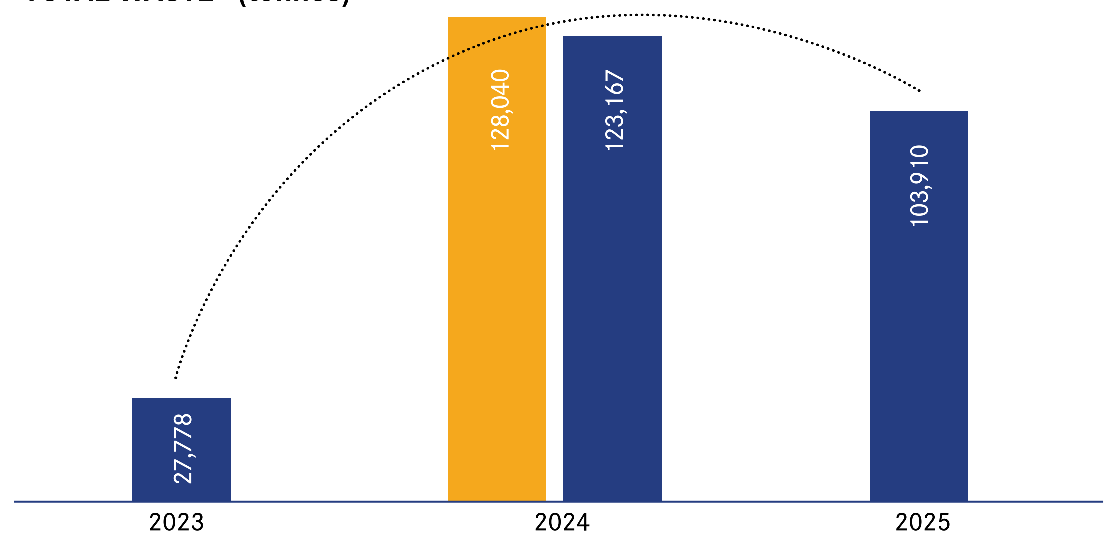
The nature of our operations across diverse industries results in different waste profiles. Manufacturing and packaging operations primarily generate production scrap, plastic waste and process-related waste, while mining activities generate mining waste, process residues and tailings requiring dedicated waste storage facilities. Automotive service operations primarily manage hazardous and non-hazardous service waste, whereas office-based operations generate comparatively lower waste volumes, making waste segregation, recycling and employee awareness initiatives key drivers of resource efficiency.

At Doğan Holding, we view waste management as more than the disposal or recycling of waste after it has been generated. Our approach prioritizes waste prevention through product and process design, increasing the use of recyclable materials within the circular economy, recovering production scrap for reuse, and ensuring that recycling and disposal activities are carried out through licensed service providers under fully traceable processes. In line with our target to achieve Zero Waste by 2035, we remain focused on reducing waste generation, strengthening recovery infrastructure and expanding circular economy practices across the Group.

When evaluating our 2025 waste performance, we also consider portfolio changes that occurred during the reporting period. The completion of the sale of our shares in Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş. and Profil Sanayi ve Ticaret A.Ş. resulted in changes to the reporting scope, affecting year-on-year comparisons. While these companies were included in the 2024 waste data, they were excluded from the 2025 reporting scope. Accordingly, our total indicators are presented both on a reported scope basis and on a comparable basis to facilitate meaningful year-on-year analysis.

In 2025, our total reported waste generation amounted to 103,910 tonnes, compared with 128,040 tonnes reported in 2024. Excluding the contribution of Ditaş and Profil Sanayi, comparable total waste generation for 2024 was 123,167 tonnes. Excluding the impact of changes in the portfolio, total waste generation decreased by 19,257 tonnes, or **approximately 15.6%**, in 2025. Despite this improvement, waste generation remains concentrated within certain operations and businesses, highlighting the importance of continued monitoring and management of production- and process-related waste streams.

	2023	2024	2025
Hazardous Waste (tonnes)	631	72,380	72,167
Non-Hazardous Waste (tonnes)	27,147	55,660	31,743
Total Waste (tonnes)	27,778	128,040	103,910



To enhance comparability, both the reported 2024 total waste generation (128,040 tonnes) and the comparable figure excluding the companies divested in 2025 (123,167 tonnes) are presented. This approach isolates the impact of portfolio changes on year-on-year performance. The reporting scope change resulting from the inclusion of Gümüştaş Madencilik, which contributed to the increase in reported waste generation in 2024 compared with 2023, was disclosed in the 2024 Sustainability Report.

Doğan Holding 2024 Sustainability Report

The concentration of waste generation within certain operations underscores the need for enhanced monitoring of production and process waste. In 2025, the majority of the Group's total waste was generated by Milta Bodrum Marina and Doğan Trend Otomotiv, whose combined waste volumes accounted for nearly all reported waste generation across the Group.

Our waste recycling rate reached 62.95% in 2025, compared with 50.64% in 2024, demonstrating the increasing importance of recycling and recovery activities within our waste management strategy. In alignment with Türkiye's national waste recovery targets established by the Ministry of Environment, Urbanization and Climate Change, we aim to maintain a waste recovery rate of at least 60% through 2035. Our 2025 performance exceeded this target. Going forward, our priorities will be to expand recycling capacity across our subsidiaries, reduce waste generation at source, and further embed circular economy principles throughout our operations.

In 2025, key priorities included the management of plastic waste, the recovery of production scrap, segregation of office waste at source and the management of hazardous and non-hazardous service waste through licensed waste management companies. While the significance of plastics varies across our businesses, directing plastic waste to licensed recycling facilities and returning production scrap to the production cycle remained integral components of our waste management approach.

Looking ahead, we will continue to prioritize waste prevention at source, strengthen recovery capacity, maximize the reuse of production scrap and improve the traceability of licensed recycling and disposal processes. In line with our 2035 Zero Waste ambition, we will continue investing in recovery infrastructure, expanding circular economy practices across the Group and further enhancing the measurability of our waste management performance.

WASTE RECYCLING RATE

2024	2025
50.64%	62.95%

GOOD PRACTICES AND INNOVATIVE PROJECTS IN WASTE MANAGEMENT

Recycling Plastic Production Scrap

Sesa Ambalaj utilizes an NGR recycling system that processes plastic scrap into reusable plastic granules. The Company targeted monthly recycling of 70 tonnes of plastic scrap and achieved an average of 71 tonnes per month during 2025.

Recycling Office Plastic Waste

At **Doğan Yatırım Bankası** 96% of plastic waste generated through office activities is segregated at source and sent to licensed recycling companies. Plastic waste is primarily associated with packaging materials and office cleaning products.

Licensed Management of Service Waste

Hazardous and non-hazardous waste generated by **Doğan Trend Otomotiv**'s automobile and motorcycle service operations is managed through licensed waste treatment and disposal companies.

Recovery of Plastic Production Scrap Generated During the Manufacturing Process

Plastic scrap generated during **Karel**'s manufacturing processes is sent to contracted recycling companies for material recovery. Although the Company does not currently operate a disposal program for products at end-of-life, production scrap generated during manufacturing is effectively recovered through established recycling processes.

Recovery of Production Scrap

Plastic production scrap generated during **Maksipak**'s manufacturing processes is monitored as part of its waste management and resource efficiency program. Approximately 95% of plastic products manufactured are delivered to customers, while around 5% becomes production scrap. This material is transferred to licensed waste management companies for recovery and recycling wherever feasible.

This practice helps prevent plastic production scrap generated during the manufacturing process from becoming unmanaged waste, enables recyclable materials to be reintroduced into the production cycle, and reduces the amount of waste that could otherwise be released into the environment. The Company aims to further reduce waste generation by increasing the proportion of recyclable materials and by incorporating recycled production scrap into future film manufacturing processes. Hazardous and non-hazardous waste streams are managed through licensed disposal companies.

Mining Waste, Plastic Waste, and Traceable Waste Management

At **Gümüştaş Madencilik** and **Doku Maden**, waste management is regarded as a critical component of environmental stewardship within mining operations. Mining waste generated following ore beneficiation is managed in engineered tailings storage facilities constructed and operated in accordance with applicable regulatory requirements. These areas are operated under environmental permits, and monitoring reports are prepared based on samples collected in accordance with the relevant parameters and monitoring frequencies.

The companies also implement Zero Waste practices by classifying waste according to national waste codes, storing waste in designated temporary storage areas and transferring recyclable and non-recyclable waste to Ministry-authorized licensed recovery and disposal companies. Waste movements are monitored through Türkiye's Mobile Waste Tracking System (MOTAT), providing full traceability of waste streams, including waste code, destination, licensed contractor and treatment method.

Plastic waste generated during mining activities is likewise transferred to licensed recycling companies. Although the companies do not manufacture plastic products, plastic packaging and similar operational waste generated during mining activities are managed through licensed companies.

Responsible Resource Utilization

We recognize the efficient use of natural resources as an integral component of decision-making across our operations, from manufacturing processes to office activities. Supporting circularity in raw material use, increasing the share of recyclable and reusable materials, reducing material losses in production, and embedding resource efficiency into operational design are among our key priorities.

In 2025, our responsible resource use agenda focused primarily on the packaging, mining, and office operations segments. Within our packaging businesses, product design, recyclability, the use of recycled content, and the recovery of production scrap remained key priorities. In mining operations, our primary focus areas included improving ore processing efficiency, reducing material handling volumes, lowering energy and chemical consumption, repurposing inactive sites, and enhancing overall resource efficiency. Across office operations, we continued to support the regular collection of consumable materials and their diversion to recycling streams.

Within the packaging industry, resource use is directly linked to the environmental impacts generated throughout a product's life cycle. Accordingly, developing recyclable and compostable products, increasing the use of recycled content, and reintroducing production scrap generated during manufacturing processes into the value chain are among our key focus areas.

In mining operations, responsible resource use is critical for improving operational efficiency and reducing environmental impacts. More efficient ore processing, pre-concentration technologies, minimizing waste generation at the source, optimizing energy consumption, and repurposing inactive fields are among the key areas for managing environmental impacts arising from mining activities.

Although office operations generally have a comparatively lower environmental footprint, systematic collection and source separation practices remain important for strengthening organizational awareness and promoting employee participation in resource efficiency initiatives within their daily work processes.

Looking ahead, we will continue to strengthen our responsible resource use practices by focusing on circular product design, resource-efficient manufacturing, increased use of recycled materials, process optimization, production scrap management, and waste segregation across office operations.

Recyclable and Compostable Products

Sesa Ambalaj manages resource use through product design and material selection. In 2025, average monthly sales of recyclable and compostable products reached approximately 120 tonnes. These products support improved end-of-life management by facilitating recycling and composting processes.

Under the PA Recyclable Retort Project, the Company is collaborating with suppliers to develop highly recyclable packaging structures that replace conventional EVOH-containing multilayer materials with alternative high-barrier technologies. The project aims to improve recyclability while maintaining the barrier performance required for demanding packaging applications.

Research & Development and Regulatory Compliance

In 2025, Sesa Ambalaj completed 10 research and development projects supporting circular packaging solutions. These included PP Burst Peel Film, barrier-free Retort PE Film, films providing lock-seal adhesion to CPET for retort applications, and films incorporating post-consumer recycled (PCR) content.

These projects contribute to improving packaging recyclability, increasing the use of recycled polymers, and developing more sustainable material solutions for a wide range of applications. The Company plans to continue its product development efforts through six additional R&D projects scheduled for 2026.

DMS Plant Project

Through its DMS Plant Project, **Gümüştaş Madencilik** plans to segregate and pre-concentrate ore based on density before it is transported to the processing plant. The project aims to reduce ore transportation volumes by at least 20%, improve ore grade by 15–20%, and reduce transportation, energy, and chemical consumption.

Tailings Storage Facility Rehabilitation and Solar Power Plant Project

The Company plans to rehabilitate a decommissioned and dewatered tailings storage facility in accordance with applicable regulations and construct a 5 MW installed capacity solar power plant on the rehabilitated site. The project is expected to generate more than 7 million kWh energy annually and avoid more than 3,000 tonnes of CO_2 emissions each year.

Collection of Office Consumables

At **Doğan Yatırım Bankası**, office consumables such as plastic, glass, batteries, and paper are collected periodically by authorized organizations for appropriate recycling and recovery. This practice supports the segregation of office waste at source and contributes to responsible resource management through established recycling processes.

Biodiversity loss features as one of the most critical environmental risks that the business world faces, alongside the climate crisis. Habitat destruction, loss of biodiversity, increasing pressure on water resources, soil degradation, and the deterioration of ecosystem services are among the issues that require enhanced management to support business continuity and maintain constructive relationships with local stakeholders.

The sectors in which our Group companies operate have varying interactions with biodiversity. For our renewable energy operations, key considerations include bird and bat populations, migratory routes, and habitat integrity. In marina operations, priority issues include the protection of marine ecosystems, sensitive species, and the management of wastewater and bilge water. Within mining operations, land use, soil integrity, water resources, and site rehabilitation represent the principal biodiversity-related considerations.

During 2025, our biodiversity initiatives focused on field-based monitoring, expert engagement, environmental impact management, and the protection of sensitive species. At our renewable energy facilities, biodiversity impact assessments, monitoring of bird and bat populations, and implementation of measures in accordance with the mitigation hierarchy remained key priorities. Within our marina operations, we continued to focus on protecting marine ecosystems by preventing marine pollution, monitoring sensitive species, and promoting environmental awareness among stakeholders. In mining operations, environmental monitoring, water quality management, dust control, responsible tailings management, and rehabilitation activities contributed to reducing pressures on biodiversity.

GOOD PRACTICES AND INNOVATIVE PROJECTS IN BIODIVERSITY

Mediterranean Monk Seal Monitoring and Marine Ecosystem Conservation

In line with the Blue Flag criteria, **Milta Bodrum Marina** has carried out continuous environmental monitoring and improvement activities for the past 28 years. Mediterranean monk seals, a protected species occasionally observed in and around the marina, are reported to professional biologists and marine mammal experts. Behavioral observations are documented, and appropriate conservation measures are evaluated where necessary. For 2026, the Marina is also assessing opportunities to develop new collaborative projects with the Mediterranean Seal Research Group of the Underwater Research Society.

Marine Pollution Prevention and Blue Flag Practices

To protect the marine ecosystem, the Marina effectively operates dedicated waste reception facilities for vessels. Waste streams that pose a risk of marine pollution—including sewage, bilge water, and waste oil—are collected and managed appropriately. Hazardous and non-hazardous waste is segregated and transferred to licensed waste management companies, while compliance with Blue Flag criteria is regularly monitored. Environmentally preferable cleaning and maintenance products are also used throughout marina operations.

AWESOME Project and Water Efficiency

Milta Bodrum Marina is contributing to the internationally funded AWESOME (Co-Designed Advanced Virtual Water Use Efficiency with Artificial Intelligence and Economics) research project, supported by TÜBİTAK for the 2025–2026 period. The project aims to improve water-use efficiency within the tourism sector through artificial intelligence applications and economic analysis.

As part of the Bodrum case study led by Muğla Sıtkı Koçman University, a collaboration protocol was signed with Milta Bodrum Marina. The project is expected to contribute to more efficient water management in marina operations and support a more integrated assessment of pressures on coastal ecosystems.

Environmental Measurement, Monitoring and Rehabilitation

Gümüştaş Madencilik conducts regular environmental monitoring and measurement activities at its mining operations and mineral processing facilities in accordance with Environmental Impact Assessment (EIA) commitments and applicable regulatory requirements. Dust emissions, particulate matter, dust deposition, stack emissions, PM10, groundwater, surface water, drinking water, and wastewater are monitored on a regular basis. Water discharged from underground galleries is managed through staged retention ponds and is released to receiving environments only after meeting applicable discharge standards and obtaining the necessary regulatory approvals. Tailings storage facilities are operated under environmental permits, with monitoring reports submitted to the relevant public authorities. Rehabilitation activities are implemented to restore mining areas following the completion of operations.

Taşpınar Wind and Solar Power Plant Bird and Bat Nesting Project

Galata Wind develops its renewable energy investments in harmony with surrounding ecosystems and implements site-specific biodiversity initiatives under its Biodiversity Policy. The Bird and Bat Nesting Project, launched in autumn 2023, continued throughout 2024 and 2025 at the Taşpınar Hybrid Wind and Solar Power Plant and remained subject to regular ecological monitoring.

As part of the project, 50 bird nest boxes and 30 bat boxes were installed across the area extending from the power plant site toward the Çınarcık Reservoir. Monitoring activities were coordinated throughout the year by ornithologist Professor Dr. Ali Erdoğan, together with academic researchers, biologists, and field teams. Seasonal observations covering spring, summer, autumn, and winter assessed nest occupancy and species use.

During the first year of monitoring, both bird and bat species were observed using the installed nesting structures, demonstrating the ecological value of the initiative. By supporting insectivorous species that contribute to the natural control of agricultural pests, the project also has the potential to enhance ecosystem services for surrounding agricultural landscapes and natural ecosystems. Monitoring and reporting activities continued throughout 2025.

Biodiversity Policy and Biodiversity Impact Assessment

Galata Wind's Biodiversity Policy, published in 2023, was developed with reference to the Kunming-Montreal Global Biodiversity Framework and the EU Biodiversity Strategy for 2030. The policy requires biodiversity impact assessments for new projects and the application of the mitigation hierarchy in planning.

9

INVESTING IN THE SOCIETY

BETTER IS POSSIBLE

Our community investment approach is founded on the belief that long-term success can only be achieved through strong stakeholder relationships and an inclusive value creation approach. As Doğan Holding, we consider our employees, customers, suppliers, business partners, and the communities in which we operate as integral parts of the way we conduct our business, and we consider not only economic outcomes but also our social impacts in all our decisions and practices. While engaging with a broad stakeholder ecosystem through our Group companies operating across various sectors, we are guided by the principles of trust, transparency, equality, and responsibility at every stage of these interactions. Our aim is not only to create economic value but also to generate lasting and inclusive impact that contributes to the development of the communities in which we operate.

In this regard, we carry out initiatives across a broad range of impact areas, from practices that support employee development and wellbeing to occupational health and safety processes, approaches that enhance customer experience, and responsible supply chain management. We consider respect for human rights, equal opportunity, and an inclusive workplace culture as fundamental elements of all our operations, and we aim to create a safe and supportive working environment where our employees can realize their potential. At the same time, while developing practices that strengthen customer satisfaction and trust, we contribute to the promotion of environmental, social, and ethical standards throughout our supply chain.

Our community investment vision aims to create positive impact not only within our own organization but also across the broader ecosystems in which we operate. Through our social responsibility initiatives, stakeholder collaborations, and practices supporting sustainable development, we contribute to enhancing societal benefits. This approach, which seeks to create economic value and social benefit together, represents an important component of Doğan Holding's sustainable growth approach and shapes the foundation of the relationships we build with all our stakeholders.

Employee Welfare

At Doğan Holding, we consider our employees among the most important stakeholders contributing to our sustainable growth and long-term success. In line with this approach, we aim to create a workplace environment that protects employee rights, supports development, and respects differences. We view the diversity of our workforce as a source of strength and continue to work toward developing a corporate culture where all employees have equal access to opportunities, feel valued, and can participate in decision-making processes.

We approach employee experience not only from a compensation and benefits perspective, but as a holistic concept comprising complementary elements such as inclusion, career development, safe working conditions, employee engagement, and welfare. We shape our human resources practices accordingly and integrate equal opportunity principles into all processes, including recruitment, performance management, career planning, and promotion, while applying objective criteria. Strengthening women's representation in the workforce, creating shared value through the knowledge and experience of different generations, and promoting an inclusive workplace culture remain among our material topics.

We support our commitment to providing our employees with a safe, fair, and respectful working environment through the Doğan Group Human Rights Policy. The Policy has been developed in line with the fundamental principles of the Universal Declaration of Human Rights, the International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, the United Nations Global Compact (UNGC), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the Women's Empowerment Principles (WEPs), and is implemented across all Group companies.

Doğan Group Human Rights Policy

Within the scope of this policy, we have adopted the following Human Rights and Employee Rights Commitments:

- 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.

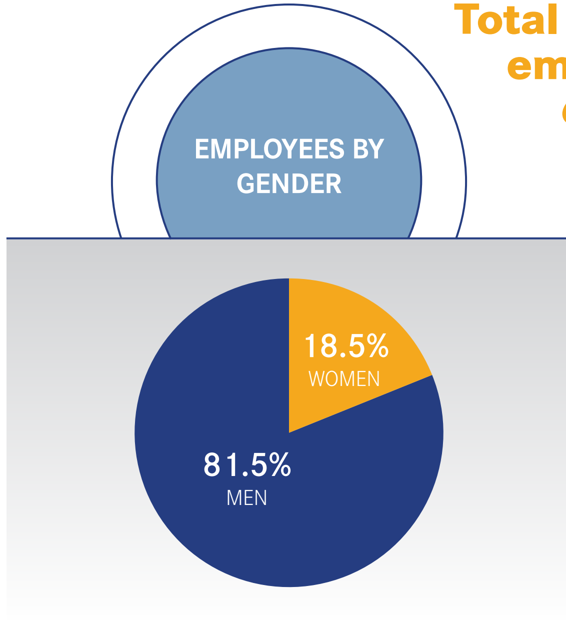
The quality and diversity of our human capital are among the fundamental elements of Doğan Group's sustainable growth approach. Accordingly, we assess our workforce profile not only through quantitative indicators but also through the value created by bringing together diverse experiences, areas of expertise, and perspectives. We continue to expand practices across the Group that support employees' development throughout their careers, promote equal opportunity, and strengthen a sense of belonging.

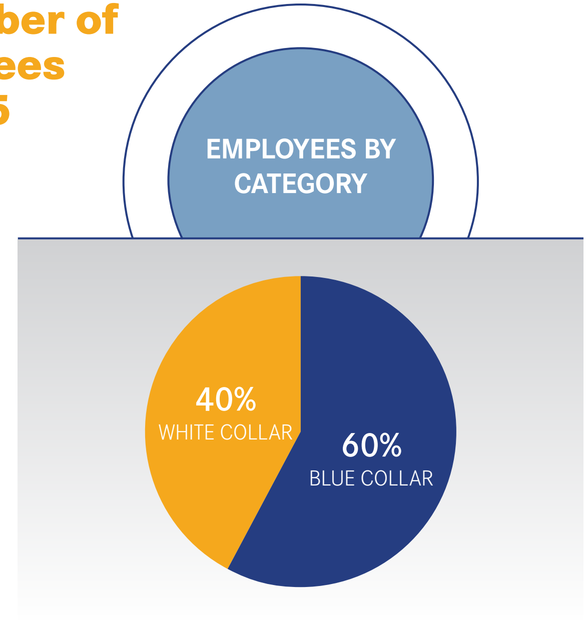
As of the end of 2025, **a total of 6,625 employees worked at our companies included within the reporting scope.** Women accounted for 18.5% of our workforce, while men accounted for 81.5%. We consider increasing women's participation in the workforce and strengthening their representation in management positions among our material topics, and we continue to expand related initiatives across the Group. Women accounted for 13.3% of new hires during 2025, with a total of 303 female employees joining our Group companies throughout the year. While continuing our efforts to increase female employment, we maintain our equal opportunity approach throughout our recruitment processes.

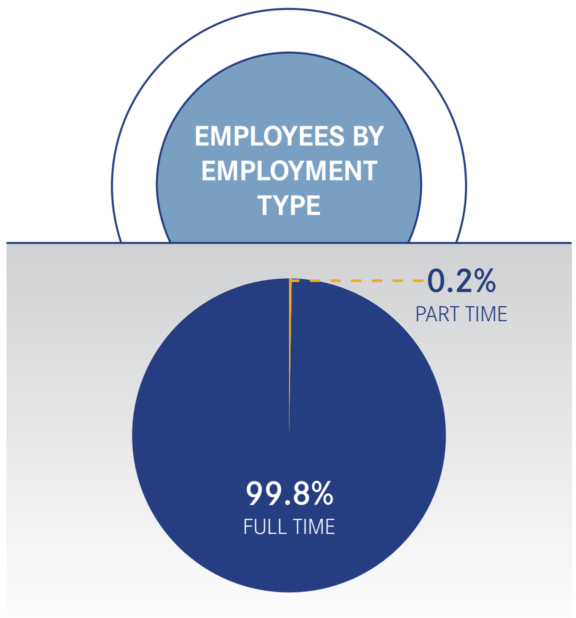
An analysis of our workforce demographics shows that 35% of our employees are under the age of 30, 57% are between the ages of 35 and 50, and 8% are above the age of 50. The presence of different generations within the same organization is considered an important factor supporting knowledge sharing, preservation of institutional knowledge, and the development of new ideas.

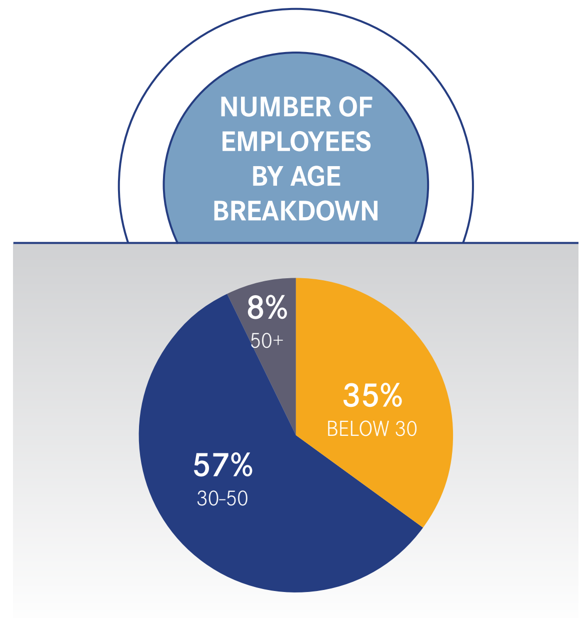
The diverse nature of our operations across different sectors is also reflected in our workforce profile. Of our total employees, 40% are white-collar employees and 60% are blue-collar employees. This distribution reflects our multidimensional workforce structure, consisting of management, engineering, sales, and support functions together with production and field operations.

Total number of employees 6,625









Strengthening women's representation in the workplace, particularly in decision-making mechanisms, remains among our key priorities. In this regard, we continue to expand initiatives aimed at increasing the proportion of female employees and managers across the Group and regularly monitor our established targets. While significant progress has been achieved toward our target of increasing the proportion of female members on the Board of Directors to 30% by 2025, the ratio stood at 18.48% at the end of the reporting period. Building on the progress achieved, we continue to work toward increasing female representation on the Board of Directors.

We consider diversity and inclusion not only as part of our human resources practices but also as an integral element of our corporate culture. Through initiatives guided by our Human Rights Policy, we support the equal participation of individuals with diverse experiences, perspectives, and capabilities in working life. Increasing employment opportunities for individuals with disabilities, encouraging intergenerational knowledge sharing, and creating a workplace environment where employees from diverse cultural backgrounds feel a sense of belonging are among the key components of this approach. As of the end of 2025, 106 employees with disabilities were employed across the Group. We continue to support practices that promote the participation of individuals with disabilities in working life and consider creating an accessible and inclusive workplace environment among our priorities.

We apply objective and competency-based assessment mechanisms throughout the employee lifecycle and uphold the principle of equal opportunity in recruitment, career development, and promotion processes. As a result of monitoring and evaluation activities conducted within the scope of our Human Rights Policy, no cases of discrimination or harassment were identified at Doğan Holding or Group companies in 2025.

The Discover Doğan Internship Program, which we conduct to introduce young talent to professional life and support the development of future leaders, is an important component of our human capital strategy.

Through the program, we engage with university students, introduce our career opportunities, and support young people in their transition into professional life. As part of our Discover Doğan Internship Program, we set targets to organize activities at a minimum of 15 campuses and employ 35 interns within Doğan Holding. During 2025, we held events at 18 campuses, and 57 interns gained experience within Doğan Holding through the program. The scope and targets of the program are regularly reviewed and updated in line with our human resources strategy.

BENEFITS AND SUPPORTIVE PRACTICES

At Doğan Group, we consider employee experience as a holistic concept that extends beyond the workplace and address our employees' health, social wellbeing, and financial wellbeing through an integrated approach. Accordingly, through the employee benefits and support mechanisms we provide, we aim to facilitate our employees' daily lives, support their overall wellbeing, and strengthen their long-term engagement.

To support the health and well-being of our employees, we offer practices such as private health insurance, life insurance, and regular health check-ups. In addition, some of our Group companies provide HPV vaccination support as part of preventive healthcare services, while initiatives such as gym memberships and similar programs contribute to supporting employees' physical and mental well-being.

In today's business environment, where different working models and individual needs are becoming increasingly diverse, we place importance on providing our employees with flexible working opportunities. Through hybrid working, remote working, and flexible working hour models implemented across our Group companies, we support our employees in achieving a better balance between their professional and personal lives. In addition, we aim to enhance employee experience through employee-focused practices such as birthday leave.

Meal and transportation support, holiday allowances, special occasion gifts, and support provided for life events such as marriage and childbirth are offered to all our employees. In addition, social benefits provided to our blue-collar employees, including fuel assistance, educational support for children, and assistance in special circumstances such as military service and bereavement, are among the practices supporting the well-being of our employees and their families.

EMPLOYEE SATISFACTION AND ENGAGEMENT

At Doğan Holding, we consider our employees' opinions and expectations as important inputs into our organizational development processes. We regularly monitor feedback related to employee experience and use the insights gained to enhance our human resources practices. Through this approach, we aim both to evaluate the effectiveness of our existing practices and to create a workplace environment that responds more effectively to the needs and expectations of our employees. In this context, the "We Grow with Our Values" cultural transformation program, launched in 2017 and shaped through the active participation of our employees, continues to guide our efforts. Based on the Values-Based Cultural Transformation approach developed by the Barrett Values Centre, the program aims to establish a strong corporate culture across the Group built around shared values.

Measurements conducted within the scope of the program indicate that our culture scores have continued to show a positive development trend compared with the 2017 baseline year. The indicators used to monitor the development of our corporate culture enable us to assess the alignment between our employees' perception of values and our organizational culture, while helping us identify areas for improvement more effectively.

The entropy score, calculated to evaluate employee engagement, leadership effectiveness, and value alignment through a data analytics-based approach, is measured every three years.

Following the latest assessment conducted in 2025, the entropy score was recorded at 20%. The results enabled us to evaluate the strengths of our corporate culture and areas for further development in a more comprehensive manner. Employee satisfaction and engagement surveys conducted in 2025 received highly representative participation from our Group companies. According to the survey results, our consolidated employee satisfaction score was 77, while our employee engagement indicators continued to demonstrate strong performance in sector benchmarks. These results represent important indicators reflecting our employees' trust in the organization, sense of belonging, and willingness to work toward common targets.

Based on the outcomes of employee surveys and cultural transformation initiatives, action plans are developed at Holding and Group company levels, and practices addressing identified development areas are regularly monitored. By transforming employee feedback into concrete improvement initiatives, we continue to embed a continuous improvement mindset as an integral part of our corporate culture.

Employee Development

At Doğan Holding, we believe that competent, growth-oriented, and future-ready human capital is fundamental to sustainable success. In this regard, we implement practices that enable our employees to realize their potential, develop new capabilities, and strengthen their long-term professional growth. Under our Human Resources Policy, we manage all recruitment, assessment, and career processes based on the principle of equal opportunity, supporting employee development through objective practices that consider employees' knowledge, experience, and competencies.

A culture of continuous learning and development is at the core of our talent management approach. We aim to establish a strong connection between our employees' individual targets and the strategic priorities of our organization, supporting this process through performance evaluation practices, regular feedback mechanisms, career planning initiatives, and development programs. Through these efforts, we strive to create a workplace environment where employees can effectively utilize their potential, demonstrate their contributions, and plan their career journeys.

The training activities conducted across the Group contribute to strengthening our employees' technical knowledge and professional capabilities, as well as enhancing their leadership, communication, digital, and personal development skills.

Our training content covers a broad range of topics, from technical expertise programs and management skills to legal and regulatory training, digital marketing, social media, and foreign language development. In addition, through training programs specifically designed based on the needs of our Group companies operating in different sectors, we provide our employees with development opportunities aligned with their roles and areas of expertise.

Beyond professional development, we also value our employees' social and personal development. Through training and awareness programs, we aim to support employees in developing the capabilities required by the evolving business environment, strengthening work-life balance, and enhancing personal resilience. By considering learning as an integral part of our corporate culture, we continue to build an inclusive learning ecosystem that supports employee development throughout every stage of their careers.

Leadership and Talent Development Programs

At Doğan Holding and our Group companies, we implement programs aimed at strengthening employees' leadership and managerial capabilities. In this context, the Management School program for managers within **Doğan Holding** and Mini MBA programs for high-potential employees are implemented, while training catalogs supporting employee development needs are regularly published. Similarly, at **Doruk Faktoring**, employee development at different career levels is supported through Leadership School, Management School, and Mini MBA programs.

Through training programs on effective communication, emotional resilience, leadership during periods of crisis, and team management conducted at **Hepsiemlak** and other Group companies, employees' managerial and individual development capabilities are strengthened. In addition, under **Galata Wind**'s Young Talent Program, employees participate in two-year Mini MBA programs.

Digital and Continuous Learning Culture

To increase access to development opportunities across the Group, we utilize digital learning tools. Through the e-learning platform managed by **Doğan Holding**, we support all employees in managing their own development journeys while providing learning opportunities across various areas through training catalogs.

Employees at **Doğan Yatırım Bankası** benefit from foreign language training, Udemy content, and The Banks Association of Türkiye training programs, while employees at **Milta Bodrum Marina** also have access to the learning platforms used across the Group. Online foreign language training programs are provided to **Daiichi** employees. Preparatory work has been completed for the new learning platform and development programs planned to be launched at **Galata Wind** in 2026, and an infrastructure has been established to measure training effectiveness through development inventories.

Technical Expertise and Future Skills

Various training programs are conducted across our Group companies to strengthen employees' technical knowledge and equip them with new capabilities required by the evolving business environment. At **Doğan Trend Otomotiv**, training programs are provided in areas including electric vehicle maintenance and repair practices, competition law, personal data protection law, and information security. At **Doğan Yatırım Bankası**, training programs cover financial analysis, treasury products, credit processes, and fundamental banking practices.

At **Gümüştaş Maden**, training programs are conducted on accounting, carbon footprint, water footprint, IFRS, and mining technologies. At **Hepsiemlak**, programs supporting future ways of working are implemented in areas such as data analytics, project management, OKR-based performance management, Scrum, and Kanban methodologies. In addition, across several Group companies, including **Sesa Ambalaj**, **Karel**, and **Hepiyi Sigorta**, employees' knowledge and skills in their respective fields of expertise continue to be enhanced through training programs covering quality management systems, environmental management, information security, occupational health and safety, and professional technical development.

We consider strengthening knowledge sharing and experience transfer among employees as an important component of our development approach. In this regard, through the Internal Coaching Program launched in 2020, we support the dissemination of corporate knowledge and encourage employees to learn from one another. Through internal coaches, mentors, and reverse mentors developed under the program, we aim to contribute to employees' development across different areas of expertise while strengthening knowledge sharing and collaboration. In 2025, new participants joined the program, expanding the scope of our coaching and mentoring network.

Through this structure, our employees not only gain technical knowledge but also benefit from experience-based learning opportunities in areas such as finance, data analytics, presentation skills, effective communication, feedback culture, and personal productivity. Leveraging internal expertise to support employee development is among the key practices contributing to the sustainability of our learning culture.

Another component of our initiatives encouraging continuous learning is the Gelişimle Doğan e-learning platform. Through this platform, which is accessible to all employees, regularly updated training catalogs are published, enabling employees to easily access content aligned with their individual development needs. By supporting self-directed learning, this structure allows employees to access the knowledge and capabilities they need at different stages of their careers in a flexible manner.

Considering the diversity of our Group companies' areas of operation, we implement sector-specific development programs alongside centralized training programs. Through these training initiatives, designed around the technical knowledge and expertise required by each sector, we aim to strengthen employees' professional capabilities and support their adaptation to emerging developments.

As of 2025, total training hours delivered across Doğan Holding and Group companies and average training hours per employee are presented in the table on the right.

Company	Total training hours	Average Annual Training Hours per Employee
D Gayrimenkul	650	12
Daiichi	1,027	7
Doğan Holding	2,706	16
Doğan Trend Otomotiv	183	1
Doğan Yatırım Bankası	1,150	16
Doğan Yayıncılık	368	4
Doku Maden	21	1
Doruk Faktoring	680	10
Galata Wind	2,106	31
Gümüştaş Maden	1,476	3
Hepiyi Sigorta	5	0
Hepsiemlak	1,152	5
Karel	113,013	28
Kelkit Doğan Besi	0	0
Maksipak	400	6
Milta Bodrum Marina	660	9
Sesa Ambalaj	5,053	9
Total	**130,650**	**19.7**

PERFORMANCE EVALUATION AND CAREER PLANNING

At Doğan Holding, we consider performance management not merely as a process for evaluating outcomes, but as a strategic management tool that supports employee development and contributes to cultivating future leaders. Accordingly, across the Group, we define targets focused on team development and talent management for our managers and senior leaders, and we consider the sustainable success of our human capital as an integral component of organizational performance.

As part of our talent management practices, we systematically assess our employees' performance and potential, while identifying critical roles and talent groups that are strategically important for our organization. Through the 9 Box Matrix approach used in this process, we closely monitor our high-potential employees and shape our leadership development, career planning, and succession planning processes based on these assessments. By encouraging employees identified as future leadership candidates to participate in development programs, we aim to build an organizational structure prepared to meet long-term business needs.

Attracting young talent and retaining existing talent remain among our key focus areas. In this context, we regularly monitor employee turnover rates and implement practices that support the development of critical talent. Indicators such as strengthening female representation, expanding coaching and mentoring practices, developing leadership capabilities, and fostering an inclusive workplace environment are also among the areas considered in management performance evaluations.

To support our performance management processes, the Performance and Development Application we use enables us to align employees' individual targets with organizational priorities. The system consists of key stages including target setting, regular feedback, performance evaluation, and the creation of development plans. Through this approach, we are able to monitor employee contributions throughout the year, identify development areas more effectively, and promote a performance-driven culture across the organization.

The outcomes of performance evaluation processes also serve as key inputs for our career planning and talent management practices. To support our employees' career journeys, we assess performance results, development needs, competency evaluations, and potential analyses collectively, shaping promotion, appointment, and development decisions through this holistic approach. Through succession plans and critical role maps established across the Group, we support organizational continuity while proactively preparing for future leadership and key roles.

Through the **"İçimizden Doğan"** internal career opportunity program, we encourage the consideration of existing employees as priority candidates for open positions. This approach strengthens employee engagement while enabling the knowledge and experience gained within the organization to be leveraged across different roles. Our career development processes are supported through role-based competency frameworks and career levels.

The technical and behavioral competencies required for each position, as well as promotion criteria, are defined by our Human Resources teams.

Particularly for managerial positions, objective and multi-dimensional assessments are conducted through independent assessment center practices. Our promotion committees make decisions by evaluating performance results, technical capabilities, and leadership behaviors collectively, thereby providing employees with transparent, fair, and development-oriented career opportunities.

Through this holistic approach, we aim to create a workplace environment where our employees can realize their potential, continue their development, and access long-term career opportunities.

Occupational Health and Safety

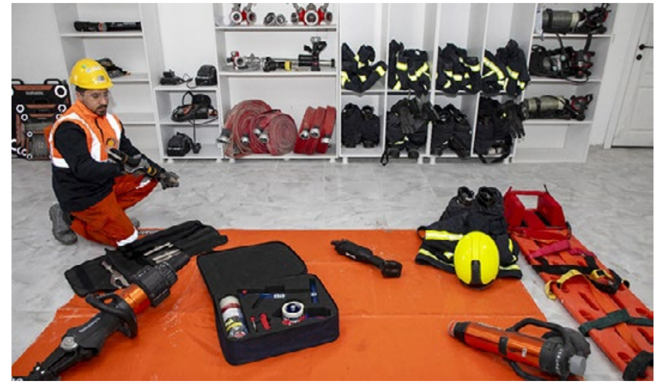
Across all areas in which we operate, we consider the health and safety of our employees as one of our primary responsibilities. In line with our Occupational Health and Safety (OHS) Policy, we adopt a systematic, preventive, and continuous improvement-based management approach focused on creating a safe and healthy working environment with **a zero-accident target**.

We manage our OHS processes through teams consisting of occupational safety specialists, workplace physicians, and other healthcare professionals operating across our Group companies. Dedicated teams or responsible individuals for occupational health and safety are present throughout the Group, and a total of 175 members serve on OHS Boards and Committees. Our boards operate in accordance with the requirements, agenda items, and meeting frequencies defined under the Regulation on Occupational Health and Safety Boards No. 28532.

In identifying occupational hazards and assessing risks, we consider both routine and non-routine activities. In accordance with the Regulation on Occupational Health and Safety Risk Assessment No. 28512, we review and update our risk assessments following process changes, near-miss and accident notifications, and at legally defined intervals where required. We manage health risks effectively under the coordination of workplace physicians and monitor employee health surveillance and referral processes within this framework.

We consider employee participation an important element of our OHS culture. We evaluate the opinions, suggestions, and concerns of our employees, employee representatives, and support personnel regarding occupational health and safety through suggestion and feedback forms, employee representative and support personnel meetings, and verbal notifications. These feedback mechanisms contribute to the early identification of risks and the planning of preventive actions.

We place importance on continuously improving our occupational health and safety management systems in alignment with international standards.



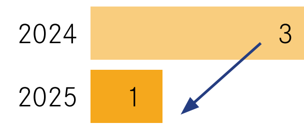
2025 Number of ISO 45001 certified companies	Number of companies within the 2025 OHS reporting scope	2025 certification coverage rate
6	17	35.3%

As of 2025, **6 out of the 17 companies** within the OHS reporting scope have ISO 45001 Occupational Health and Safety Management System certification. Doku Maden, Galata Wind, Gümüştaş Maden, Karel, Maksipak, and Sesa Ambalaj are among our Group companies holding ISO 45001 certification. Accordingly, **35.3%** of our companies included within the reporting scope are covered by ISO 45001 certification.

We monitor our OHS performance across both employees and subcontractor workers, evaluating indicators including workplace accidents, lost time injuries, lost days, working hours, and fatalities. We use these indicators not only for reporting purposes but also to prioritize risks, develop action plans, and improve OHS practices. Our key OHS performance indicators monitored in 2025 are presented below.

2025 OHS Performance Indicators	Values
Number of workplace accidents (Employee)	210
Number of workplace accidents (Subcontractor)	50
Total workplace accidents (Employee and subcontractor)	**260**
Total working hours (Employee and subcontractor)	**11,527,240**
Total recordable workplace accident frequency rate (Employee and subcontractor)	**22.56**
Number of lost time incidents (Employee)	63
Number of lost time incidents (Subcontractor)	15
Total lost time incidents (Employee and subcontractor)	**78**
Lost time incident frequency rate (Employee)	7.63
Lost time incident frequency rate (Subcontractor)	4.58
Total lost time incident frequency rate (Employee and subcontractor)	**6.77**
Number of lost days (Employee)	861
Number of lost days (Subcontractor)	35
Total lost days (Employee and subcontractor)	**896**
Number of Fatal Cases Due to Work-Related Incident	**0**
Number of Fatal Cases Due to Occupational Disease	**0**

High-consequence Injuries



In 2025, no fatal cases due to work-related incidents occurred among employees in our Group companies or subcontractor workers. The number of fatalities due to occupational disease was also zero. During the same period, the number of high-consequence injuries decreased compared with 2024 and was recorded as one case. We prioritize monitoring these indicators to identify events that may result in serious consequences and to strengthen preventive actions.

To increase OHS awareness among our employees and subcontractor workers, we conduct regular training activities. In 2025, 32,283 hours of OHS training were provided to our employees and 13,344 hours to subcontractor workers. Our training programs focus not only on compliance with legal requirements but also on topics such as workplace safety, emergency preparedness, safe use of work equipment, ergonomics, and management of workplace-related risks.

We complement our OHS approach with practices that support the physical and mental well-being of our employees. Under the coordination of our workplace physicians, we provide health surveillance and guidance services, while evaluating ergonomic and physical risks within the framework of defined procedures. In 2025, key areas of focus included improving ergonomic conditions, safe working practices with display screen equipment, emergency preparedness, and employee health awareness initiatives.

Going forward, we will focus on strengthening our OHS performance monitoring through enhanced data infrastructure, developing comparable indicators across employees and subcontractor workers, and identifying risks before they materialize. In this direction, we will continue to strengthen a safe and healthy workplace culture across the Group by monitoring near-miss notifications, field observations, root cause analyses of accidents, training indicators, and action closure status through a more integrated approach.

Customer Loyalty

We manage our customer relationships in accordance with the principles of transparency, accessibility, a solution-focused approach, and data privacy. As our Group companies operate across different sectors and customer segments, we address customer experience not through a one-size-fits-all approach, but through practices tailored to the specific requirements of each business model. In this context, we focus on understanding customer expectations, regularly evaluating feedback, improving service quality, and strengthening long-term customer relationships.

In 2025, we provided service to a total of 35,320,935 customers across the Group. Individual customers accounted for 99.95% of our customer portfolio, while corporate customers represented 0.05%. Within our predominantly individual customer-oriented structure, our digital platforms, automotive, real estate, and service-based business models engage with broad customer groups, while our companies serving corporate customers focus on more customized and long-term business partnerships.

Number of Customers in 2025

B2C Customers	35,302,592
B2B Customers	18,343

We design our customer loyalty initiatives according to the characteristics of each company's operating model. At Doğan Trend Otomotiv, initiatives include periodic service campaigns, sales campaigns targeting loyal customers, dealer personnel training, dealer complaint management systems, and dealer-level action plans based on customer satisfaction surveys.

At Hepsiemlak, a customer lifecycle approach is adopted to strengthen proactive rather than reactive customer engagement, while artificial intelligence-supported solutions enable faster customer support. At Milta Bodrum Marina, social events for yacht guests, special discounts, the VIYA CARD loyalty program, personalized welcome services, and guest experience initiatives support customer loyalty. At D Gayrimenkul, free social, cultural, and sporting events are organized for shopping mall visitors.

Understanding customer expectations
Surveys, visits, feedback

Quick access and solution
Contact center, dealer complaint system, AI-supported channels

Personalised experience
Loyalty campaigns, special discounts, customer segment-specific solutions

Trust and data privacy
Zero privacy breach complaints, information security training

Continuous improvement
Complaint analysis, dealer-based actions, process development

In corporate customer relationships, needs-based and one-to-one communication practices come to the forefront. Doğan Yatırım Bankası provides customer-specific structured solutions to selected corporate companies and financial institutions. At Gümüştaş Maden and Doku Maden, direct communication through customer visits, sales and senior management teams, market analyses, and feedback evaluations contribute to maintaining long-term business relationships. At companies such as Karel, Daiichi, and Sesa Ambalaj, customer satisfaction surveys, customer visits, and improvement initiatives based on customer feedback are implemented.

We consider customer feedback an important source of insight for improving our service quality. In 2025, a total of 10,706 complaints were submitted through customer communication centers, of which 10,699 were responded to and resolved. Accordingly, **the response and resolution rate for customer complaints was 99.93%**. In our complaint management processes, we consider customer requests not only as problem notifications but also as opportunities to improve customer experience.

We monitor customer satisfaction through regular surveys, customer visits, and feedback channels. In 2025, a total of 31,011 customers participated in customer satisfaction surveys. Doğan Trend Otomotiv achieved the highest survey participation with 27,423 respondents, while Hepsiemlak strengthened its digital customer experience insights through feedback from 3,530 customers. Customer satisfaction scores of **100% at Galata Wind, 97% at Milta Bodrum Marina, 93.9% at Sesa Ambalaj, 90.2% at Doğan Trend Otomotiv, 86.42% at Karel, and 85.4% at Daiichi** demonstrate strong performance across our Group companies.

Proactive Customer Lifecycle Management and AI-Supported Solutions

Hepsiemlak supports the transition from reactive communication to proactive customer engagement through a customer lifecycle approach. AI-supported solutions aim to provide faster responses and accelerate resolution processes.

ISO 10002 Customer Satisfaction Management

Galata Wind has established a customer satisfaction policy and obtained ISO 10002 Customer Satisfaction Management certification. Customer complaint management processes are monitored through regular certification audits within the scope of ISO 9001 Quality Management System practices.

Customer Feedback and Long-Term Partnerships

Gümüştaş Maden supports long-term customer relationships through customer visits, direct communication managed by sales and senior management teams, market analyses, and feedback evaluations.

Doğan Trend Otomotiv: Dealer-Based Actions and Complaint Management

Doğan Trend Otomotiv transforms customer satisfaction survey feedback into dealer-level improvement actions. Periodic service campaigns, loyalty-focused sales campaigns, dealer training, and complaint management systems strengthen customer experience.

Service Continuity Through Business Continuity Management

Through ISO 22301 Business Continuity Management System initiatives, Sesa Ambalaj aims to ensure the continuity of critical operations during disruptions. This approach supports customer service continuity and organizational resilience.

Milta Bodrum Marina: Personalized Guest Experience and Loyalty Initiatives

Milta Bodrum Marina personalizes guest experiences through dedicated social events, discounts based on length of stay, VIYA CARD benefits, birthday and annual berth anniversary celebrations, Marina Fener Club, fitness facilities, buggy services, and waste collection services.

We recognize that data privacy and information security practices play an important role in maintaining customer trust. In 2025, there were no confirmed complaints related to breaches of customer privacy. During the same period, 2,715 employees across the Group received information security training. These trainings support the protection of customer data, enhancement of information security awareness, and secure delivery of digital services.

Number of Employees Provided with Information Security Training

2024	2025
2,479	2,715

We consider the continuity of digital services an integral component of customer experience. Accordingly, business continuity plans, emergency response plans, and incident response procedures are implemented across our Group companies based on the requirements of different business models. At Doğan Trend Otomotiv, processes are reviewed quarterly; annual tests are conducted at Doğan Yatırım Bankası and Doruk Faktoring. At Hepiyi Sigorta, relevant plans are tested twice a year, while Sesa Ambalaj implements business continuity policies and exercises. At Galata Wind, activities continue in line with the critical infrastructure requirements of the energy sector, including cyber incident response, ISO 27001 practices, penetration testing, and operational technology system security.

Among our leading practices supporting customer loyalty are service continuity, data security, social experience, and customer-specific value creation approaches. Galata Wind's ISO 10002 Customer Satisfaction Certification, Hepsiemlak's AI-supported rapid response solutions, Doğan Trend Otomotiv's dealer-based action plans, Milta Bodrum Marina's loyalty and guest experience initiatives, Gümüştaş Maden's integration of customer feedback into process improvements, and Sesa Ambalaj's business continuity management system initiatives represent examples of good practices in this area.

Going forward, we will continue to strengthen customer loyalty by analyzing customer feedback more systematically, providing fast and secure services through digital touchpoints, enhancing data privacy and information security practices, and increasing the sharing of best practices among our companies.

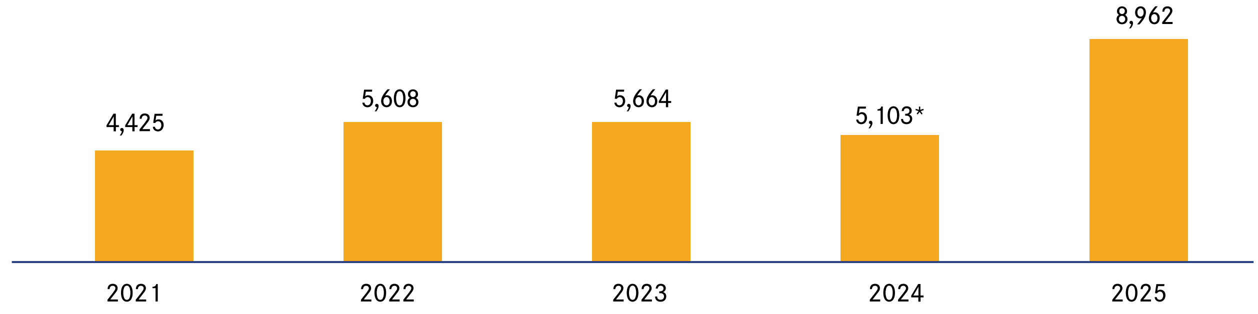
Supply Chain Management

We consider our supply chain not only as an operational structure that ensures business continuity, but also as an important value creation area through which our responsible business practices are extended across the Group. Accordingly, we evaluate transparency, ethical compliance, adherence to legal requirements, environmental responsibility, respect for human rights, and occupational health and safety principles collectively throughout our supply processes.

Our Group companies implement different supplier management practices based on the requirements of their respective sectors and supplier structures. In supplier selection processes, factors such as environmental performance, social compliance, business continuity, contribution to the local economy, ethical business practices, and relevant certifications are considered alongside price, quality, technical capabilities, and operational suitability. The prevention of child labor, forced labor, discrimination, workplace violence and harassment, inappropriate working conditions, and occupational health and safety risks are among the material social topics monitored across our supply chain.

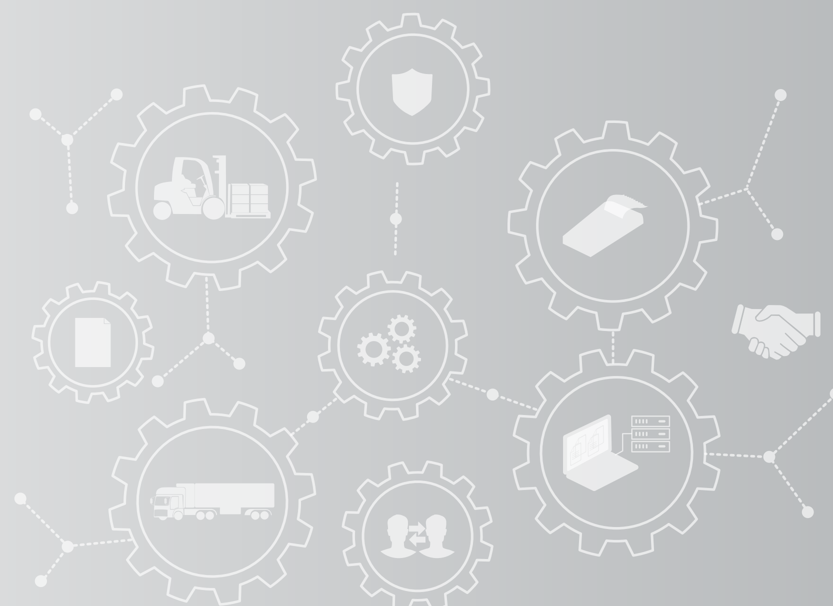
In 2025, our total number of suppliers across the Group reached 8,962. During the same period, we engaged with 1,927 new suppliers, while the number of local suppliers was 6,898. Local suppliers represented approximately 77% of our total supplier portfolio. This structure demonstrates that our supply processes are conducted through a diversified supplier ecosystem that supports local value creation and responds to operational requirements.

TOTAL NUMBER OF SUPPLIERS



**Supplier data for previous years, excluding 2025, has been adjusted to exclude the impact of Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş. and Profil Sanayi ve Ticaret A.Ş., whose share transfers were completed in 2025.*

SUPPLIER RATIOS



The management of impacts, risks, and opportunities related to value chain workers is addressed at different levels of maturity depending on the operating structures of our Group companies. In 2025, Daiichi, Doğan Holding, Doğan Trend Otomotiv, Galata Wind, Hepiyi Sigorta, and Milta Bodrum Marina had policies or practices related to value chain workers. These policies cover areas including working conditions, social dialogue, prevention of forced labor and child labor, occupational health and safety, prevention of discrimination, diversity and inclusion, and training and skills development. In companies where formal policies are not yet in place, practices are primarily implemented through existing procurement procedures, operational processes, or supplier relationship management activities.

In 2025, value chain mapping activities were conducted by Doğan Holding, Galata Wind, Karel, and Kelkit Doğan Besi. Through its digital Sustainable Supply Management Mechanism, Galata Wind implemented a sustainable supplier assessment questionnaire and ESG scoring system for Tier 1 suppliers. Karel monitors value chain stages extending from raw material sourcing to production, logistics, sales, and after-sales processes. Kelkit Doğan Besi defines procurement, transportation, maintenance and feeding, animal health monitoring, and sales processes within the scope of its value chain.

Supplier evaluation processes demonstrated increased consideration of social and environmental criteria in 2025. The number of suppliers assessed against social and environmental criteria was 869. These indicators demonstrate progress toward more systematic monitoring of sustainability performance across the supply chain.

Environmental and climate-related supplier engagement varies according to the operating areas of our companies. D Gayrimenkul collaborates with suppliers of lighting systems, pump motor groups, and heating and cooling systems within the scope of energy efficiency projects. Karel engages with strategic and high-volume suppliers on greenhouse gas emissions reduction and energy efficiency initiatives. Sesa Ambalaj includes environmental and climate-related questions within its supplier assessment questionnaire. Kelkit Doğan Besi focuses on animal welfare, fuel consumption, and emissions reduction in livestock procurement and transportation processes. At Gümüştaş Maden and Doku Maden, local sourcing, water and energy efficiency, compliance with environmental regulations, and supplier selection that contributes to regional development are among the key focus areas.

The digital Sustainable Procurement Management Mechanism implemented by Galata Wind in 2025 represents one of the leading practices in supply chain management. Through this mechanism, suppliers' sustainability performance and ESG risk levels are assessed through digital questionnaires. Suppliers are categorized as critical or non-critical, and monitoring and audit processes are defined for high-, medium-, and low-risk suppliers. This structure supports supplier performance monitoring from a risk management and business continuity perspective.

Within the scope of managing social impacts across the supply chain, we prioritize local development, fair working conditions, and an improvement-oriented approach in supplier relationships. At Gümüştaş Maden, actions were taken regarding wage practices identified in local transportation processes, and cooperation was established with an alternative supplier that supports fairer income opportunities for local communities performing the same work. This practice demonstrates our approach of implementing corrective actions when social impacts are identified within the supply chain.

Hepiyi Sigorta's practice of collecting damaged and scrap spare parts from service providers and directing them to recycling processes represents a good practice supporting the circular economy approach within the supply chain. In 2025, 477,833 damaged or scrap spare parts from 70,540 claims files were collected from service providers and recovered through recycling processes. Evaluating repair options instead of replacement contributes to resource efficiency and waste reduction.

Strengthening environmental criteria in supplier selection was one of the key development areas in 2025. Daiichi requires its main OEM suppliers to hold ISO 14001 certification and aims to monitor certification status more systematically through a supplier portal planned to be launched in 2026. Karel evaluates ISO 14001 certification status during supplier selection processes. Sesa Ambalaj includes sustainability and ISO 14001-related questions in its supplier assessment questionnaire. At Hepiyi Sigorta, glass suppliers are evaluated against environmental criteria, representing 16% of the total supplier network.

Going forward, we will focus on expanding value chain mapping practices, strengthening supplier ESG assessment processes, monitoring critical and high-risk suppliers more systematically, and enhancing our suppliers' capacity to comply with social, environmental, and ethical standards. Through the sharing of best practices across the Group, supplier training programs, and enhanced assessment mechanisms, we aim to build a more resilient, inclusive, and sustainable supply chain.

Corporate Social Responsibility

Our approach to corporate social responsibility is founded on creating positive social impact in the communities where we operate, supporting local development, expanding access to education and culture and the arts, strengthening environmental awareness, and contributing to a more inclusive future. Through Doğan Holding, our Group companies, and the Aydın Doğan Foundation, we implement initiatives designed to create long-term, sustainable value in areas that address society's most significant needs.

Together with the Doğan Group family companies, **approximately TRY 585 million** was allocated to social investments in 2025. Of this amount, **TRY 265 million was contributed by Doğan Holding's consolidated companies and the Aydın Doğan Foundation** alone. By raising this amount annually, we aim to create sustainable and measurable value every year in society's material areas of need.

Our social contribution activities focus on education, youth empowerment, supporting girls' education, culture and the arts, local development, post-disaster recovery, environmental awareness, health, sports, and social inclusion. We view these initiatives not simply as charitable donations and sponsorship, but as social value creation efforts that generate measurable outcomes through collaboration with our stakeholders.

DOĞAN HOLDING

Our corporate social responsibility approach is guided by our commitment to contributing to sustainable social development and creating lasting value across the ecosystems in which we operate. Through initiatives focused on education, cultural heritage, local development, youth development, and social solidarity, we support programs that address the needs of diverse stakeholder groups.

Anatolian Awards

In 2025, we continued our support for the Anatolian Awards, an initiative that promotes Türkiye's cultural diversity while recognizing and strengthening the country's creative and productive potential. Organized by the Baksı Culture and Arts Foundation and sponsored by Doğan Holding for the sixth consecutive year, the 2025 program was held under the theme **"Beyond the Shore".** The awards recognized distinguished contributors to literature, cinema, music, visual arts, and architecture whose work has enriched Türkiye's cultural landscape. During the ceremony, awards were presented to Murathan Mungan, Tuncel Kurtiz, Erkan Oğur, Ali Kazma, and Selva Gürdoğan. The Baksı Honor Award was presented to Osman Dinç, while the Doğan Value Award was presented to Murat Morova.

Kelkit Initiative

Our efforts to support the economic, social, and cultural development of Kelkit continued throughout 2025. Under the model implemented through Kelkit Doğan Besi İşletmeleri, the feed needs of the livestock operation are met through agricultural production carried out in collaboration with local farmers. 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.** This model strengthens local producers' income-generating capacity while supporting the long-term sustainability of regional agricultural production and contributing to the resilience of the local economy. Kelkit Besi also provides training and information on the quality and appropriate feed production in the region.

School Support Association Collaboration

Our online course support project, implemented in cooperation with the School Support Association (Okul Destek Derneği), continued during the 2024–2025 academic year to help strengthen the pipeline of talent in basic sciences. Through the project, **195 middle school students from 13 provinces-including 95 girls and 100 boys-received free online educational support**. In collaboration with the Ministry of National Education (MoNE), the program prioritizes students living in earthquake-affected and socioeconomically 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.

AYDIN DOĞAN FOUNDATION

The Aydın Doğan Foundation is one of the principal drivers of the Doğan Group's social contribution strategy, implementing programs in education, culture and the arts, girls' empowerment, youth development, scholarship programs, and public awareness. Through its initiatives that promote girls' equal access to education and full participation in social life, the Foundation creates long-term social value by advancing gender equality.

In 2025, the Aydın Doğan Foundation supported **12 student-led projects through its micro-grant program**, directly benefiting **726 students, young people, women, and girls**. Following a train-the-trainer program delivered for civil society organizations, participants subsequently provided training to **1,005 young women**. In addition, 432 senior high school students residing in the Daddy Send Me to School dormitories received university entrance examination preparation sets. The Foundation's activities are organized under the following focus areas: Education support and scholarships, girls' empowerment, youth and leadership programs, culture and the arts, competitions and awards.

Education and Girls' Empowerment

The Aydın Doğan Foundation's education initiatives focus primarily on improving girls' access to equitable educational opportunities. In 2025, **580 students received scholarships; 34 field-based activities were implemented; 948 students benefited from educational support; and education-focused programs were delivered across 12 provinces.** Through education, the Foundation seeks to strengthen girls' self-confidence, leadership capabilities, digital literacy, and social participation. In addition, thousands of young people have benefited from the free online education programs offered through the Aydın Doğan Foundation Academy, which provides learning opportunities designed to support the development of young people's twenty-first-century skills.

Youth, Leadership, and Public Awareness

The Foundation's youth programs prioritize young people's participation in decision-making processes while strengthening leadership capabilities and expanding access to opportunities in science, technology, and artificial intelligence. In 2025, the Foundation organized **6 youth camps, 2 workshops, 1 panel discussion, 1 conference**. These programs encouraged young people to engage with social issues, develop solutions, and access platforms where they could express their perspectives.

Turkish Journalists' Association Aydın Doğan Young Communicators Competition

The Aydın Doğan Young Communicators Competition, organized by the Foundation to help prepare future communications professionals with contemporary industry skills, has been held in partnership with the Turkish Journalists' Association for the past six years. Recognized as one of Türkiye's longest-running and most prestigious communications competitions, the event was held for the **34th time** in 2025.

The competition attracted **523 students** from 36 universities who submitted 464 projects across the categories of print, visual, audio, and online broadcasting. At the 2025 awards ceremony, 59 students representing 18 universities received awards for 43 projects selected by the independent jury.

Culture, the Arts, and Creative Expression

The Aydın Doğan Foundation's culture and arts initiatives support individuals and institutions working across diverse artistic disciplines while contributing to the preservation and transmission of cultural heritage to future generations. Celebrating its 40th anniversary in 2025, the Aydın Doğan International Cartoon Competition once again brought together leading cartoonists from around the world. The competition received **1,137 entries from 529 cartoonists** representing **67 countries**, maintaining its position as one of the world's most prestigious events dedicated to cartoon art. Often referred to as the "Oscars of Cartoon," the competition presented awards to seven winners during a ceremony held in Istanbul.

HIGHLIGHTS FROM GROUP COMPANIES AS PART OF CORPORATE SOCIAL RESPONSIBILITY

Our Group companies implement a range of initiatives across education, local development, environmental stewardship, healthcare, culture and the arts, gender equality, youth development, and social solidarity, taking into consideration the social impacts of the sectors in which they operate. The corporate social responsibility initiatives highlighted across our Group companies in 2025 are presented below.

Through Trump Shopping Mall, **D Gayrimenkul** delivers community engagement initiatives centered on culture and the arts, children and family programs, environmental awareness, and social inclusion. Trump Stage hosts theatrical performances, concerts, and children's productions, while the shopping mall also organizes free arts workshops for children from economically disadvantaged backgrounds, yoga classes, inclusive events for persons with disabilities, and activities promoting zero-waste awareness. In addition, awareness campaigns are conducted in collaboration with organizations including LÖSEV, KEDV, KAÇUV, Darüşşafaka, and the Aydın Doğan Foundation. Future initiatives planned include a bowling tournament for individuals with visual impairments in collaboration with the Altı Nokta Blind Association, a dance performance by the Fire of Anatolia Kıvılcım Group, sports activities in partnership with the Fenerbahçe Gymnastics School, and children’s activities including dance, Zumba, painting workshops, and autograph sessions.

In 2025, **Doğan Yatırım Bankası** contributed to post-disaster reconstruction, sustainable financing, and equal opportunity in education. The Bank completed the first international financing transaction for the Disaster Reconstruction Fund, established under Law No. 7441. On 13 October 2025, a financing agreement totaling EUR 485 million was signed with an international banking consortium led by Abu Dhabi Commercial Bank. The financing is intended to support economic recovery, infrastructure development, and reconstruction projects in areas designated as disaster-affected regions.

The Bank also contributed to education by providing scholarships to: two students through the Boğaziçi University Foundation Scholarship Program (BÜVAK); and three students through the Turkish Education Foundation (TEV) – Middle East Technical University (METU) scholarship program. Employee participation in community investment was further encouraged through a program under which donations are made to Darüşşafaka in lieu of birthday gifts, supporting equal access to education.

Gümüştaş Maden's corporate social responsibility initiatives focus on environmental sustainability, education, community healthcare, infrastructure development, and local economic development. During 2025, the company implemented projects including landscaping of community facilities, school roof renovations, initiatives to improve access to healthcare services, and water supply infrastructure projects. These investments contribute to improving quality of life, strengthening community infrastructure, supporting agricultural production, and local development.

Projects planned for the coming period include construction of the Kar Boğazı sediment retention structure at the Bolkar operation; construction of a perimeter wall around the Gümüşköy social facilities; additional school roof renovations; donation of a patient transport vehicle to the Ulukışla District Governor's Office; and implementation of the F4 Mining Village Water Supply Project.

Galata Wind seeks to reduce its environmental footprint through clean energy generation while supporting the development of the communities in which it operates. Its community investment strategy focuses on equitable access to education, gender equality, biodiversity conservation, and animal welfare. Employee participation is encouraged through the Positive Energy Ambassadors volunteer platform.

Under the Biodiversity, Environmental and Inclusion Program implemented at the Taşpınar Hybrid Wind and Solar Power Plant, initiatives were undertaken to protect local biodiversity by supporting bird and bat populations. During 2025, 50 bird nesting boxes and 30 bat shelters were installed across the project site. Academic experts continue to monitor and evaluate biodiversity outcomes. The nesting boxes were manufactured by the Gemlik Open Prison Carpentry Workshop, adding a social inclusion dimension to the project. Galata Wind also continued its "We Protect Our Furry Friends" project across its plant sites, promoting animal welfare and biodiversity conservation through employee volunteerism.

Hepiyi Sigorta continued to support youth career development and women's advancement within the insurance sector. Through its "Supporting the Careers of Young Insurance Professionals" initiative, company executives met with university students to share insights into career opportunities within the insurance industry. The company also sponsored the Women in Insurance Summit, supporting greater representation of women across the insurance sector. These initiatives contribute to young talent development and equal opportunity within the industry.

Doku Maden is committed to building transparent, trust-based relationships with local communities while creating positive social impact in the regions where it operates. Its approach to local development includes prioritizing local employment, giving preference to regional suppliers, service providers and subcontractors, and supporting vocational development. The company maintains regular dialogue with village leaders, municipalities, and other local stakeholders to better understand community priorities and align its activities with local needs.

Karel's corporate social responsibility approach centers on transferring engineering expertise to future generations and expanding access to technology. Through university partnerships, young engineer development programs, internships, and mentoring initiatives, the company contributes to strengthening technical knowledge and fostering a production-oriented culture. In 2025, Karel supported the YGA Science Mobilization Project, enabling science kits to be distributed to children with limited access to technology through employee birthday donation campaigns. In addition, through its field operations, Karel supports the deployment, operation, and continuity of telecommunications infrastructure, contributing to the uninterrupted delivery of essential public services and the restoration of communications following disasters.

Kelkit Doğan Besi considers community engagement and local partnership to be integral components of its corporate responsibility approach. The company provides internship opportunities for students from Aydın Doğan Vocational High School, shares technical expertise with university students studying animal husbandry, and provides assistance to local communities when needed. The company's community-focused initiatives also include providing refreshments for primary school students, supporting maintenance and repair needs at local universities, and delivering community assistance programs that strengthen regional solidarity.

Milta Bodrum Marina implements social impact initiatives focused on maritime safety, environmental protection, education, culture and the arts, sports, and local community engagement. Through its Free Sea Rescue Ambulance Service, the marina contributes to maritime safety and public welfare within the region. As part of the international Blue Flag Program, the marina organizes environmental education and awareness activities, while its environmental management practices and service quality are reinforced through its Zero Waste Facility Certificate and Gold Anchor accreditation. In addition, Milta Bodrum Marina supports numerous local culture, arts and sporting events, including 17 April "Hello Day" celebrations, the BAAF Art Fair, the Bodrum Ballet Festival, BAYK sailing regattas, and windsurfing competitions. Future plans include continuing Blue Flag educational activities, supporting the Sea Rescue Association, and expanding environmental sustainability projects.

Doğan Trend Otomotiv focuses its corporate social responsibility efforts on improving girls' access to education and increasing school enrollment. During 2025, the company supported educational initiatives. An impact assessment is planned upon completion of the relevant processes to evaluate their outcomes and measure their effectiveness.

We aim to further strengthen our social contribution initiatives by enhancing their measurability, inclusiveness, and long-term impact. By disseminating successful practices across the Group in areas including education, local development, environment, culture and the arts, post-disaster support, and social equality, we will continue to create shared value in the communities where we operate.

Doruk Faktoring primarily delivers its corporate social responsibility activities through support for programs implemented by the Aydın Doğan Foundation. The company further supports access to education by covering the annual educational expenses of a Koç University student, contributing to the development of young talent.

ANNEXES

Click on the section you want to access.

Greenhouse Gas Emissions

Companies	Emission Category (tCO2e)	2023	2024	2025
Doğan Holding	Scope 1	598.87	553.23	584.77
	Scope 2 - Location	514.20	517.65	390.37
	Scope 2 - Market	0	0	0
	Scope 3	145.44	127.55	133.43
Karel	Scope 1	2,782.62	1,051.66	1,247.45
	Scope 2	3,650.98	3,669.63	3,488.22
	Scope 3	438.29	838.98	623.28
Daiichi	Scope 1	165.05	94.52	167.72
	Scope 2	39.94	64.76	92.96
	Scope 3	15.28	0	0.02
Sesa Ambalaj	Scope 1	1,753.06	1,754.02	1,962.14
	Scope 2	7,335.37	8,539.53	8,274.47
	Scope 3	247.41	208.38	114.12
Maksipak	Scope 1	30.82	34.45	18.21
	Scope 2	476.27	588.43	692.49
	Scope 3	30.36	30.07	9.97
Ditaş*	Scope 1	1,535.06	1,526.49	767.51
	Scope 2	5,386.23	5,399.91	2,796.25
	Scope 3	115.71	91.95	81.80
*Profil Sanayi**	Scope 1	76.58	136.85	N/A
	Scope 2	1,155.08	898.24	N/A
	Scope 3	68.48	71.65	N/A
Kelkit Doğan Besi	Scope 1	103.45	155.46	60.15
	Scope 2	96.26	117.45	76.29
	Scope 3	16.93	17.73	0
Hepsiemlak	Scope 1	464.61	500.85	625.52
	Scope 2	17.59	37.65	16.95
	Scope 3	0	6.49	7.91
Doğan Yayıncılık	Scope 1	175.99	183.00	157.17
	Scope 2	119.84	116.13	113.69
	Scope 3	0	82.15	54.34
Doğan Trend Otomotiv	Scope 1	651.07	634.58	491.61
	Scope 2	578.69	884.33	633.45
	Scope 3	27.28	190.58	97.72
Hepiyi Sigorta	Scope 1	128.53	81.76	139.14
	Scope 2	25.65	34.56	34.06
	Scope 3	2.58	3.92	18.31

Companies	Emission Category (tCO2e)	2023	2024	2025
Doruk Faktoring	Scope 1	99.69	176.85	155.54
	Scope 2	83.06	85.52	82.00
	Scope 3	39.08	41.79	2.45
Doğan Yatırım Bankası	Scope 1	101.59	125.70	152.20
	Scope 2	22.86	49.45	61.67
	Scope 3	47.35	37.85	43.38
Milta Bodrum Marina	Scope 1	116.34	113.61	99.82
	Scope 2	1,196.20	1,386.87	1,257.57
	Scope 3	0	0	0
D Gayrimenkul	Scope 1	53.05	50.70	41.51
	Scope 2	22.85	25.04	20.62
	Scope 3	0	0	0
Gümüştaş Maden**	Scope 1	0	2,143.05	3,296.14
	Scope 2	0	15,056.48	20,354.02
	Scope 3	0	107.85	121.96
Doku Maden**	Scope 1	0	563.23	410.96
	Scope 2	0	322.77	429.50
	Scope 3	0	0	6.41
Galata Wind	Scope 1	251.21	243.73	419.85
	Scope 2 - Location	864.71	999.15	869.22
	Scope 2 - Market	0	0	869.22
	Scope 3	32.81	133.36	114.87
Total	**Scope 1**	**9,087.59**	**10,123.75**	**10,797.43**
	Scope 2 - Location	**21,585.78**	**38,793.55**	**39,683.77**
	Scope 2 - Market	**20,206.87**	**37,276.75**	**39,293.40**
	Scope 3	**1,226.98**	**1,990.31**	**1,429.97**

**Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş. was divested from the Holding's portfolio on 16 July 2025. Accordingly, its 2025 emissions data include consumption for the first six months of the year only. In previous reporting periods, data for Profil Sanayi were reported separately; in this reporting period, these data have been consolidated into Ditaş's disclosures.*

***Gümüştaş and Doku Madencilik were incorporated into the Holding's portfolio as of 2024. Accordingly, 2023 performance data for these companies have not been included in the reporting scope.*

ENVIRONMENTAL PERFORMANCE INDICATORS

Energy Consumption

Energy Consumption by Companies (MWh)*	2023	2024	2025
Doğan Holding	3,461.66	3,099.15	2,864.78
Doğan Yatırım Bankası	442.29	596.28	695.46
Doruk Faktoring	572.24	946.20	787.13
Hepiyi Sigorta	621.00	405.27	632.34
D Gayrimenkul	139.06	144.81	197.71
Milta Bodrum Marina	2,893.86	3,330.38	3,032.66
Galata Wind	2,845.51	2,783.22	2,091.31
Doğan Yayıncılık	963.41	978.31	871.07
Hepsiemlak	1,824.02	2,012.39	2,454.23
Doku Maden**	N/A	2,644.06	2,391.99
Gümüştaş Maden**	N/A	41,202.94	58,012.92
Doğan Trend Otomotiv	3,977.19	4,666.69	3,312.31
Ditaş	19,519.86	19,467.80	10,548.11
Profil Sanayi	2,895.77	2,385.25	N/A
Karel	12,596.33	12,278.21	13,319.34
Daiichi	364.13	524.66	687.80
Kelkit Doğan Besi	573.08	818.95	385.04
Sesa Ambalaj	24,856.18	27,599.63	27,329.57
Maksipak	1,199.45	1,468.90	1,666.75
Total	**79,745.04**	**127,353.11**	**131,280.54**

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Renewable Energy Consumption (MWh)*	2023	2024	2025
Renewable Use	3,527	1,266	506
Renewable Production	729,745	811,367.36	881,397.00

**Kanal D Romania and Aslancık were not included.*

Sectoral Energy Consumption Distribution	2024	2025
Industry & Trade	64,543.41	53,936.61
Internet & Entertainment	2,990.70	3,325.30
Mining	43,847.00	60,404.91
Automotive Trade & Marketing	4,666.69	3,312.31
Holding	3,099.15	2,864.78
Financing & Investment	1,947.74	2,114.94
Electricity Generation	2,783.22	2,091.31
Real Estate Investments	3,475.19	3,230.37
Total	**127,353.11**	**131,280.54**

Water Consumption Indicators

Water Withdrawal by Source (m³)*	2023	2024	2025
Doğan Holding	4,847.00	5,110.00	3,481.00
Third Party Water Suppliers (Grid) (m³)	-	5,110.00	3,481.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Galata Wind	686.00	737.54	934.04
Third Party Water Suppliers (Grid) (m³)	-	737.54	-
Groundwater (m³)	-	-	934.04
Sea Water (m³)	-	-	-
Doğan Yatırım Bankası	427.00	464.00	1,302.00
Third Party Water Suppliers (Grid) (m³)	-	464.00	1,302.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Doruk Faktoring	20.00	181.00	420.00
Third Party Water Suppliers (Grid) (m³)	-	181.00	420.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Hepiyi Sigorta	329.74	530.00	454.28
Third Party Water Suppliers (Grid) (m³)	-	530.00	454.28
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
D Gayrimenkul	426.00	500.00	654.95
Third Party Water Suppliers (Grid) (m³)	-	500.00	654.95
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Milta Bodrum Marina	30,349.00	31,958.00	27,111.00
Third Party Water Suppliers (Grid) (m³)	-	13,914.00	14,481.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	18,044.00	12,630.00
Doğan Yayıncılık	621.00	3,272.61	1,391.53
Third Party Water Suppliers (Grid) (m³)	-	3,272.61	1,391.53
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Doğan Trend Otomotiv	12,399.00	12,479.83	7,794.00
Third Party Water Suppliers (Grid) (m³)	-	12,479.83	7,794.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Hepsiemlak	20.00	1,935.00	6,570.00
Third Party Water Suppliers (Grid) (m³)	-	1,935.00	6,570.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-

Water Withdrawal by Source (m³)*	2023	2024	2025
Doku Maden	-	30,000.00	953.50
Third Party Water Suppliers (Grid) (m³)	-	30,000.00	-
Groundwater (m³)	-	-	953.50
Sea Water (m³)	-	-	-
Gümüştaş Maden	-	511,350.00	578,900.00
Third Party Water Suppliers (Grid) (m³)	-	-	-
Groundwater (m³)	-	511,350.00	578,900.00
Sea Water (m³)	-	-	-
Ditaş	95,966.00	82,126.00	N/A
Third Party Water Suppliers (Grid) (m³)	-	3,184.00	N/A
Groundwater (m³)	-	78,942.00	N/A
Sea Water (m³)	-	-	N/A
Profil Sanayi	3,117.00	3,247.00	N/A
Third Party Water Suppliers (Grid) (m³)	-	3,247.00	N/A
Groundwater (m³)	-	-	N/A
Sea Water (m³)	-	-	N/A
Karel	19,071.00	25,683.00	22,147.90
Third Party Water Suppliers (Grid) (m³)	-	25,683.00	22,147.90
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Daiichi	791.00	759.00	777.24
Third Party Water Suppliers (Grid) (m³)	-	759.00	777.24
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Sesa Ambalaj	13,424.00	14,522.00	14,600.00
Third Party Water Suppliers (Grid) (m³)	-	14,522.00	14,600.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Maksipak	-	869.00	855.00
Third Party Water Suppliers (Grid) (m³)	-	869.00	855.00
Groundwater (m³)	-	-	-
Sea Water (m³)	-	-	-
Total Third Party Water Suppliers (Grid) (m³)	-	117,387.98	74,928.90
Total Groundwater (m³)	-	590,292.00	580,787.54
Total Sea Water (m³)	-	18,044.00	12,630.00
Total	**181,373.00**	**725,723.98**	**668,346.44**

**Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş. was divested from the Holding's portfolio and, accordingly, was excluded from the 2025 water management data.*

Water Consumption Indicators

Water Discharge by Source (m^3)*	2024	2025
Doğan Holding	4,599.00	3,132.90
Third Party Water Suppliers (Grid) (m^3)	4,599.00	3,132.90
Groundwater (m^3)	-	-
Sea Water (m^3)	-	-
Galata Wind	659.20	840.64
Third Party Water Suppliers (Grid) (m^3)	659.20	840.64
Groundwater (m^3)	-	-
Sea Water (m^3)	-	-
Doğan Yatırım Bankası	417.60	1,171.80
Third Party Water Suppliers (Grid) (m^3)	417.60	1,171.80
Groundwater (m^3)	-	-
Sea Water (m^3)	-	-
Doğan Trend Otomotiv	12,479.83	7,014.60
Third Party Water Suppliers (Grid) (m^3)	12,479.83	7,014.60
Groundwater (m^3)	-	-
Sea Water (m^3)	-	-
Doruk Faktoring	162.90	378.00
Third Party Water Suppliers (Grid) (m^3)	162.90	378.00
Groundwater (m^3)	-	-
Sea Water (m^3)	-	-
Hepiyi Sigorta	477.00	454.28
Third Party Water Suppliers (Grid) (m^3)	477.00	454.28
Groundwater (m^3)		-
Sea Water (m^3)		-
D Gayrimenkul	500.00	654.95
Third Party Water Suppliers (Grid) (m^3)	500.00	654.95
Groundwater (m^3)	-	-
Sea Water (m^3)	-	-
Milta Bodrum Marina	31,086.00	13,555.00
Third Party Water Suppliers (Grid) (m^3)	6,957.00	7,240.00
Groundwater (m^3)	-	-
Sea Water (m^3)	24,129.00	6,315.00
Doğan Yayıncılık	2,944.00	1,252.38
Third Party Water Suppliers (Grid) (m^3)	2,944.00	1,252.38
Groundwater (m^3)	-	-
Sea Water (m^3)	-	-
Hepsiemlak	1,741.50	5,913.00
Third Party Water Suppliers (Grid) (m^3)	1,741.50	5,913.00
Groundwater (m^3)	-	-
Sea Water (m^3)	-	-

Water Discharge by Source (m^3)*	2024	2025
Doku Maden	-	-
Third Party Water Suppliers (Grid) (m^3)	-	-
Groundwater (m^3)	-	-
Sea Water (m^3)	-	-
Gümüştaş Maden	-	-
Third Party Water Suppliers (Grid) (m^3)	-	-
Groundwater (m^3)	-	-
Sea Water (m^3)	-	-
Ditaş	1,847.00	N/A
Third Party Water Suppliers (Grid) (m^3)	1,847.00	N/A
Groundwater (m^3)	-	N/A
Sea Water (m^3)	-	N/A
Profil Sanayi	2,922.30	N/A
Third Party Water Suppliers (Grid) (m^3)	2,922.30	N/A
Groundwater (m^3)	-	N/A
Sea Water (m^3)	-	N/A
Karel	23,114.70	19,933.11
Third Party Water Suppliers (Grid) (m^3)	23,114.70	19,933.11
Groundwater (m^3)	-	-
Sea Water (m^3)	-	-
Daiichi	683.00	777.24
Third Party Water Suppliers (Grid) (m^3)	683.00	777.24
Groundwater (m^3)	-	-
Sea Water (m^3)	-	-
Sesa Ambalaj	1,950.00	1,950.00
Third Party Water Suppliers (Grid) (m^3)	1,950.00	1,950.00
Groundwater (m^3)	-	-
Sea Water (m^3)	-	-
Maksipak	782.00	855.00
Third Party Water Suppliers (Grid) (m^3)	782.00	855.00
Groundwater (m^3)	-	-
Sea Water (m^3)	-	-
Total Third Party Water Suppliers (Grid) (m3)	62,237.03	51,567.90
Total Groundwater (m3)	-	-
Total Sea Water (m3)	24,129.00	6,315.00
Total	**86,366.03**	**57,882.90**

**Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş. was divested from the Holding's portfolio and, accordingly, was excluded from the 2025 water management data.*

Waste Performance Indicators

Company	Waste Type(tonnes)	2023	2024	2025
D Gayrimenkul	Hazardous waste	7.20	39.84	22.41
	Non-hazardous waste	165.00	19.75	18.78
Ditaş*	Hazardous waste	38.90	67.25	N/A
	Non-hazardous waste	2,625.59	3,450.96	N/A
*Profil Sanayi**	Hazardous waste	6.56	3.92	N/A
	Non-hazardous waste	1,319.44	1,350.84	N/A
Doğan Trend Otomotiv	Hazardous waste	21.80	57,857.00	61,272
	Non-hazardous waste	8.50	24,614.00	3,549
Doku Maden**	Hazardous waste	-	13,529.85	3,829.00
	Non-hazardous waste	-	0.20	-
Galata Wind	Hazardous waste	12.11	9.60	15.04
	Non-hazardous waste	17.91	11.32	4.15
Gümüştaş Maden**	Hazardous waste	-	197.04	376.05
	Non-hazardous waste	-	62.00	151.00
Hepiyi Sigorta	Hazardous waste	-	-	-
	Non-hazardous waste	3.00	-	-
Karel	Hazardous waste	135.47	172.00	476.00
	Non-hazardous waste	0.32	368.00	297.00
Daiichi	Hazardous waste	0.01	0.06	0.03
	Non-hazardous waste	6.66	2.80	3.95
Milta Bodrum Marina	Hazardous waste	5.72	1.99	5,581.00
	Non-hazardous waste	19,405.00	22,214.00	23,401.00
Sesa Ambalaj	Hazardous waste	403.16	501.29	595.59
	Non-hazardous waste	3,583.16	3,561.19	4,099.00
Maksipak	Hazardous waste	-	-	-
	Non-hazardous waste	12.56	4.91	219.00
Total	Hazardous waste	630.93	72,379.83	72,167.11
	Non-hazardous waste	27,147.13	55,659.97	31,742.88
	Total	27,778.05	128,039.79	103,910.00

**Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş. was divested from the Holding's portfolio and, accordingly, was excluded from the 2025 waste management data.*

***Gümüştaş and Doku Madencilik were incorporated into the Holding's portfolio as of 2024. Accordingly, 2023 performance data for these companies have not been included in the reporting scope.*

SOCIAL PERFORMANCE INDICATORS

Number of Employees by Gender Company	2023			2024			2025		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Doğan Holding	53	112	165	56	113	169	59	114	173
Karel	710	3,852	4,562	538	3,319	3,857	523	3,474	3,997
Daiichi	41	99	140	59	127	186	44	114	158
Sesa Ambalaj	90	412	502	102	444	546	103	449	552
Maksipak	13	48	61	22	55	77	17	48	65
Ditaş	23	318	341	26	317	343	N/A	N/A	N/A
Profil Sanayi	37	170	207	25	140	165	N/A	N/A	N/A
Kelkit Doğan Besi	5	21	26	5	21	26	4	19	23
Hepsiemlak	109	141	250	96	126	222	91	136	227
Doğan Yayıncılık	52	31	83	53	34	87	51	33	84
Doğan Trend Otomotiv	106	271	377	103	273	376	77	202	279
Hepiyi Sigorta	77	79	156	113	103	216	90	103	193
Doruk Faktoring	25	41	66	23	42	65	25	41	66
Doğan Yatırım Bankası	30	37	67	34	39	73	29	41	70
Milta Bodrum Marina	15	60	75	15	61	76	15	55	70
D Gayrimenkul	18	41	59	18	39	57	17	39	56
Gümüştaş Maden*	N/A	N/A	N/A	38	336	374	61	463	524
Doku Maden*	N/A	N/A	N/A	6	104	110	2	19	21
Galata Wind	15	41	56	19	49	68	19	48	67
Total	1,419	5,774	7,193	1,351	5,742	7,093	1,227	5,398	6,625

Number of Employees by Age Breakdown 2025 Company	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
Doğan Holding	9	33	17	9	70	35	18	103	52
Doğan Yatırım Bankası	6	16	7	11	27	3	17	43	10
Doruk Faktoring	3	14	8	10	19	12	13	33	20
Hepiyi Sigorta	33	55	2	39	60	4	72	115	6
D Gayrimenkul	2	14	1	6	29	4	8	43	5
Milta Bodrum Marina	3	9	3	8	31	16	11	40	19
Galata Wind	7	10	2	6	36	6	13	46	8
Doğan Yayıncılık	8	35	8	3	24	6	11	59	14
Hepsiemlak	16	74	1	25	107	4	41	181	5
Doku Maden	0	2	0	2	11	6	2	13	6
Gümüştaş Maden	22	37	2	145	262	56	167	299	58
Doğan Trend Otomotiv	26	49	2	42	137	23	68	186	25
Ditaş	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Profil Sanayi	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Karel	192	312	19	1,425	1,840	209	1,617	2,152	228
Daiichi	15	28	1	32	74	8	47	102	9
Kelkit Doğan Besi	0	3	1	0	17	2	0	20	3
Sesa Ambalaj	49	53	1	148	266	35	197	319	36
Maksipak	5	11	1	17	26	5	22	37	6
Total	396	755	76	1,928	3,036	434	2,324	3,791	510

SOCIAL PERFORMANCE INDICATORS

ANNEX-1

Employees by Gender and Employment Term 2025	FEMALE			MALE			TOTAL		
Company	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
Doğan Holding	31	8	20	35	8	71	66	16	91
Doğan Yatırım Bankası	17	12	0	35	6	0	52	18	0
Doruk Faktoring	8	3	14	24	7	10	32	10	24
Hepiyi Sigorta	90	0	0	103	0	0	193	0	0
D Gayrimenkul	9	2	6	20	4	15	29	6	21
Milta Bodrum Marina	4	4	7	20	10	25	24	14	32
Galata Wind	13	1	5	39	5	4	52	6	9
Doğan Yayıncılık	26	10	15	10	13	10	36	23	25
Hepsiemlak	58	23	10	93	35	8	151	58	18
Doku Maden	0	2	0	10	5	4	10	7	4
Gümüştaş Maden	41	19	1	363	61	39	404	80	40
Doğan Trend Otomotiv	73	4	0	179	20	3	252	24	3
Ditaş	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Profil Sanayi	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Karel	346	91	86	2,725	527	222	3,071	618	308
Daiichi	36	5	3	89	17	8	125	22	11
Kelkit Doğan Besi	0	1	3	1	4	14	1	5	17
Sesa Ambalaj	75	20	8	235	130	84	310	150	92
Maksipak	12	5	0	30	11	7	42	16	7
Total	**839**	**210**	**178**	**4,011**	**862**	**525**	**4,850**	**1,073**	**702**

Number of Employees by Contract Type 2025	FULL TIME		PART TIME	
Company	White Collar	Blue Collar	White Collar	Blue Collar
Doğan Holding	110	63	0	0
Karel	1,051	2,944	2	0
Daiichi	154	0	4	0
Sesa Ambalaj	117	434	0	1
Maksipak	31	34	0	0
Ditaş	N/A	N/A	N/A	0
Profil Sanayi	N/A	N/A	N/A	0
Kelkit Doğan Besi	5	18	0	0
Hepsiemlak	227	0	0	0
Doğan Yayıncılık	84	0	0	0
Doğan Trend Otomotiv	231	47	1	0
Hepiyi Sigorta	190	3	0	0
Doruk Faktoring	62	4	0	0
Doğan Yatırım Bankası	66	0	4	0
Milta Bodrum Marina	22	48	0	0
D Gayrimenkul	34	22	0	0
Gümüştaş Maden	169	355	0	0
Doku Maden	18	3	0	0
Galata Wind	63	3	1	0
Total	**2,634**	**3,978**	**12**	**1**
	6,612		**13**	
		Total	**6,625**	

SOCIAL PERFORMANCE INDICATORS

Number of Employees (by Category) 2025	FEMALE		MALE		TOTAL	
Company	White Collar	Blue Collar	White Collar	Blue Collar	White Collar	Blue Collar
Doğan Holding	56	3	54	60	110	63
Karel	288	235	765	2,709	1,053	2,944
Daiichi	44	0	114	0	158	0
Sesa Ambalaj	42	61	75	374	117	435
Maksipak	10	7	21	27	31	34
Ditaş	N/A	N/A	N/A	N/A	N/A	N/A
Profil Sanayi	N/A	N/A	N/A	N/A	N/A	N/A
Kelkit Doğan Besi	2	2	3	16	5	18
Hepsiemlak	91	0	136	0	227	0
Doğan Yayıncılık	51	0	33	0	84	0
Doğan Trend Otomotiv	74	3	158	44	232	47
Hepiyi Sigorta	90	0	100	3	190	3
Doruk Faktoring	25	0	37	4	62	4
Doğan Yatırım Bankası	29	0	41	0	70	0
Milta Bodrum Marina	9	6	13	42	22	48
D Gayrimenkul	17	0	17	22	34	22
Gümüştaş Maden	26	35	143	320	169	355
Doku Maden	2	0	16	3	18	3
Galata Wind	19	0	45	3	64	3
Total	**875**	**352**	**1,771**	**3,627**	**2,646**	**3,979**
	1,227		**5,398**		**6,625**	

Number of Disabled Employees by Gender 2025

Company	FEMALE	MALE	TOTAL
Doğan Holding	0	3	3
Doğan Yatırım Bankası	1	1	2
Doruk Faktoring	0	1	1
Hepiyi Sigorta	0	4	4
D Gayrimenkul	1	2	3
Milta Bodrum Marina	0	1	1
Galata Wind	0	0	0
Doğan Yayıncılık	1	1	2
Hepsiemlak	1	1	2
Doku Maden	0	0	0
Gümüştaş Maden	3	8	11
Doğan Trend Otomotiv	1	6	7
Ditaş	N/A	N/A	N/A
Profil Sanayi	N/A	N/A	N/A
Karel	10	42	52
Daiichi	0	1	1
Kelkit Doğan Besi	0	0	0
Sesa Ambalaj	0	16	16
Maksipak	1	0	1
Total	**19**	**87**	**106**

Number of Subcontractor by Gender at Companies 2025

Company	FEMALE	MALE	TOTAL
Doğan Holding	15	22	37
Doğan Yatırım Bankası	1	1	2
Doruk Faktoring	0	1	1
Hepiyi Sigorta	7	4	11
D Gayrimenkul	52	129	181
Milta Bodrum Marina	1	20	21
Galata Wind	0	195	195
Doğan Yayıncılık	22	38	60
Hepsiemlak	0	0	0
Doku Maden	0	0	0
Gümüştaş Maden	7	597	604
Doğan Trend Otomotiv	10	23	33
Ditaş	N/A	N/A	N/A
Profil Sanayi	N/A	N/A	N/A
Karel	38	40	78
Daiichi	6	7	13
Kelkit Doğan Besi	0	0	0
Sesa Ambalaj	13	9	22
Maksipak	0	0	0
Total	**172**	**1,086**	**1,258**

SOCIAL PERFORMANCE INDICATORS

Employees Leaving Job 2025	FEMALE			MALE			TOTAL		
Company	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
Doğan Holding	4	9	2	3	14	5	7	23	7
Doğan Yatırım Bankası	7	5	0	9	6	0	16	11	0
Doruk Faktoring	0	0	0	2	2	2	2	2	2
Hepiyi Sigorta	1	3	0	5	7	0	6	10	0
D Gayrimenkul	2	0	0	0	4	2	2	4	2
Milta Bodrum Marina	1	1	0	6	5	3	7	6	3
Galata Wind	0	0	0	1	2	0	1	2	0
Doğan Yayıncılık	2	5	0	4	6	1	6	11	1
Hepsiemlak	4	26	0	3	23	0	7	49	0
Doku Maden	2	2	0	14	68	12	16	70	12
Gümüştaş Maden	3	8	1	28	37	15	31	45	16
Doğan Trend Otomotiv	0	10	0	0	23	0	0	33	0
Ditaş	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Profil Sanayi	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Karel	192	332	15	1,425	1,965	208	1,617	2,297	223
Daiichi	0	0	0	0	1	0	0	1	0
Kelkit Doğan Besi	0	0	0	0	0	0	0	0	0
Sesa Ambalaj	24	14	0	120	36	3	144	50	3
Maksipak	0	0	0	0	0	0	0	0	0
Total	**242**	**415**	**18**	**1,620**	**2,199**	**251**	**1,862**	**2,614**	**269**

New Hires 2025	FEMALE			MALE			TOTAL		
Company	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
Doğan Holding	1	5	0	4	7	3	5	12	3
Doğan Yatırım Bankası	6	3	0	8	10	0	14	13	0
Doruk Faktoring	1	1	0	4	1	0	5	2	0
Hepiyi Sigorta	7	13	0	10	27	0	17	40	0
D Gayrimenkul	0	2	0	1	5	0	1	7	0
Milta Bodrum Marina	2	0	0	5	1	0	7	1	0
Galata Wind	1	0	0	0	2	0	1	2	0
Doğan Yayıncılık	5	3	0	0	2	0	5	5	0
Hepsiemlak	6	20	0	5	30	1	11	50	1
Doku Maden	0	0	0	2	3	3	2	3	3
Gümüştaş Maden	18	16	0	85	123	23	103	139	23
Doğan Trend Otomotiv	6	10	0	14	19	3	20	29	3
Ditaş	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Profil Sanayi	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Karel	69	54	2	809	552	20	878	606	22
Daiichi	5	0	0	11	0	0	16	0	0
Kelkit Doğan Besi	0	0	0	0	0	0	0	0	0
Sesa Ambalaj	31	12	0	134	34	0	165	46	0
Maksipak	0	1	3	8	6	2	8	7	5
Total	**158**	**140**	**5**	**1,100**	**822**	**55**	**1,258**	**962**	**60**

SOCIAL PERFORMANCE INDICATORS

Occupational Health and Safety Indicators - Employees - 2025

Number of Lost Time Incident	
Doğan Holding	0
Ditaş	N/A
Profil Sanayi	N/A
D Gayrimenkul	0
Doğan Trend Otomotiv	3
Doğan Yatırım Bankası	0
Doğan Yayıncılık	0
Doku Maden	0
Doruk Faktoring	1
Galata Wind	0
Gümüştaş Maden	20
Hepiyi Sigorta	0
Hepsiemlak	1
Karel	15
Daiichi	0
Kelkit Doğan Besi	0
Milta Bodrum Marina	0
Sesa Ambalaj	19
Maksipak	4
Total	63

Number of Fatal Cases Due to Work-Related Incident	
Doğan Holding	0
Ditaş	N/A
Profil Sanayi	N/A
D Gayrimenkul	0
Doğan Trend Otomotiv	0
Doğan Yatırım Bankası	0
Doğan Yayıncılık	0
Doku Maden	0
Doruk Faktoring	0
Galata Wind	0
Gümüştaş Maden	0
Hepiyi Sigorta	0
Hepsiemlak	0
Karel	0
Daiichi	0
Kelkit Doğan Besi	0
Milta Bodrum Marina	0
Sesa Ambalaj	0
Maksipak	0
Total	0

Number of Occupational Diseases	
Doğan Holding	0
Ditaş	N/A
Profil Sanayi	N/A
D Gayrimenkul	0
Doğan Trend Otomotiv	0
Doğan Yatırım Bankası	0
Doğan Yayıncılık	0
Doku Maden	0
Doruk Faktoring	0
Galata Wind	0
Gümüştaş Maden	0
Hepiyi Sigorta	0
Hepsiemlak	0
Karel	0
Daiichi	0
Kelkit Doğan Besi	0
Milta Bodrum Marina	0
Sesa Ambalaj	0
Maksipak	0
Total	**0**

Accident Frequency Rate	
Doğan Holding	0
Ditaş	N/A
Profil Sanayi	N/A
D Gayrimenkul	0
Doğan Trend Otomotiv	8.77
Doğan Yatırım Bankası	0
Doğan Yayıncılık	0
Doku Maden	0
Doruk Faktoring	7.55
Galata Wind	0
Gümüştaş Maden	44.06
Hepiyi Sigorta	0
Hepsiemlak	1.94
Karel	12.39
Daiichi	2.90
Kelkit Doğan Besi	0
Milta Bodrum Marina	11.95
Sesa Ambalaj	153.51
Maksipak	1,709.40
Total	25.44

SOCIAL PERFORMANCE INDICATORS

Occupational Health and Safety Indicators - Contractors - 2025

Number of Lost Time Incident	
Doğan Holding	0
Ditaş	N/A
Profil Sanayi	N/A
D Gayrimenkul	5
Doğan Trend Otomotiv	0
Doğan Yatırım Bankası	0
Doğan Yayıncılık	0
Doku Maden	0
Doruk Faktoring	0
Galata Wind	0
Gümüştaş Maden	10
Hepiyi Sigorta	0
Hepsiemlak	0
Karel	0
Daiichi	0
Kelkit Doğan Besi	0
Milta Bodrum Marina	0
Sesa Ambalaj	0
Maksipak	0
Total	15

Number of Fatal Cases Due to Work-Related Incident	
Doğan Holding	0
Ditaş	N/A
Profil Sanayi	N/A
D Gayrimenkul	0
Doğan Trend Otomotiv	0
Doğan Yatırım Bankası	0
Doğan Yayıncılık	0
Doku Maden	0
Doruk Faktoring	0
Galata Wind	0
Gümüştaş Maden	0
Hepiyi Sigorta	0
Hepsiemlak	0
Karel	0
Daiichi	0
Kelkit Doğan Besi	0
Milta Bodrum Marina	0
Sesa Ambalaj	0
Maksipak	0
Total	0

Number of Occupational Diseases	
Doğan Holding	0
Ditaş	N/A
Profil Sanayi	N/A
D Gayrimenkul	0
Doğan Trend Otomotiv	0
Doğan Yatırım Bankası	0
Doğan Yayıncılık	0
Doku Maden	0
Doruk Faktoring	0
Galata Wind	0
Gümüştaş Maden	0
Hepiyi Sigorta	0
Hepsiemlak	0
Karel	0
Daiichi	0
Kelkit Doğan Besi	0
Milta Bodrum Marina	0
Sesa Ambalaj	0
Maksipak	0
Total	**0**

Accident Frequency Rate	
Doğan Holding	0
Ditaş	N/A
Profil Sanayi	N/A
D Gayrimenkul	14.73
Doğan Trend Otomotiv	23.15
Doğan Yatırım Bankası	0
Doğan Yayıncılık	0
Doku Maden	0
Doruk Faktoring	0
Galata Wind	0
Gümüştaş Maden	16.47
Hepiyi Sigorta	0
Hepsiemlak	0
Karel	0
Daiichi	0
Kelkit Doğan Besi	0
Milta Bodrum Marina	20.68
Sesa Ambalaj	0
Maksipak	0
Total	15.28

SOCIAL PERFORMANCE INDICATORS

Trainings - 2025

Total Training Hours *(hours)*		Training Hours per Employee *(hours/person)*		OHS Training Provided to Employees *(hours)*		OHS Training Provided to Contractors *(hours)*	
Doğan Holding	2,706	Doğan Holding	16	Doğan Holding	16	Doğan Holding	240
Ditaş	N/A	Ditaş	N/A	Ditaş	N/A	Ditaş	N/A
Profil Sanayi	N/A	*Profil Sanayi*	N/A	*Profil Sanayi*	N/A	*Profil Sanayi*	N/A
D Gayrimenkul	650	D Gayrimenkul	12	D Gayrimenkul	0	D Gayrimenkul	1,443
Doğan Trend Otomotiv	183	Doğan Trend Otomotiv	1	Doğan Trend Otomotiv	0	Doğan Trend Otomotiv	144
Doğan Yatırım Bankası	1,150	Doğan Yatırım Bankası	16	Doğan Yatırım Bankası	88	Doğan Yatırım Bankası	16
Doğan Yayıncılık	368	Doğan Yayıncılık	4	Doğan Yayıncılık	480	Doğan Yayıncılık	400
Doku Maden	21	Doku Maden	1	Doku Maden	1,072	Doku Maden	272
Doruk Faktoring	680	Doruk Faktoring	10	Doruk Faktoring	520	Doruk Faktoring	8
Galata Wind	2,106	Galata Wind	31	Galata Wind	794	Galata Wind	632
Gümüştaş Maden	1,476	Gümüştaş Maden	3	Gümüştaş Maden	18,264	Gümüştaş Maden	9,916
Hepiyi Sigorta	5	Hepiyi Sigorta	0	Hepiyi Sigorta	1,048	Hepiyi Sigorta	0
Hepsiemlak	1,152	Hepsiemlak	5	Hepsiemlak	0	Hepsiemlak	0
Karel	113,013	Karel	28	Karel	9,519	Karel	0
Daiichi	1,027	*Daiichi*	7	*Daiichi*	108	*Daiichi*	76
Kelkit Doğan Besi	0	Kelkit Doğan Besi	0	Kelkit Doğan Besi	276	Kelkit Doğan Besi	0
Milta Bodrum Marina	660	Milta Bodrum Marina	9	Milta Bodrum Marina	72	Milta Bodrum Marina	192
Sesa Ambalaj	5,053	Sesa Ambalaj	9	Sesa Ambalaj	18	Sesa Ambalaj	5
Maksipak	400	*Maksipak*	6	*Maksipak*	8	*Maksipak*	0
Total	130,650	**Total**	19.7	**Total**	32,283	**Total**	13,344

SOCIAL PERFORMANCE INDICATORS

Maternity Leave - 2025

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

Company	FEMALE	MALE	TOTAL
Doğan Holding	0	1	1
Doğan Yatırım Bankası	0	0	0
Doruk Faktoring	0	0	0
Hepiyi Sigorta	4	0	4
D Gayrimenkul	0	0	0
Milta Bodrum Marina	0	0	0
Galata Wind	0	1	1
Doğan Yayıncılık	0	0	0
Hepsiemlak	4	0	4
Doku Maden	0	0	0
Gümüştaş Maden	1	0	1
Doğan Trend Otomotiv	3	10	13
Ditaş	N/A	N/A	N/A
Profil Sanayi	N/A	N/A	N/A
Karel	18	48	66
Daiichi	1	8	9
Kelkit Doğan Besi	0	0	0
Sesa Ambalaj	1	23	24
Maksipak	1	0	1
Total	**33**	**91**	**124**

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

Company	FEMALE	MALE	TOTAL
Doğan Holding	0	1	1
Doğan Yatırım Bankası	0	0	0
Doruk Faktoring	0	0	0
Hepiyi Sigorta	2	0	2
D Gayrimenkul	0	0	0
Milta Bodrum Marina	0	0	0
Galata Wind	0	1	1
Doğan Yayıncılık	0	0	0
Hepsiemlak	2	0	2
Doku Maden	0	0	0
Gümüştaş Maden	1	0	1
Doğan Trend Otomotiv	1	10	11
Ditaş	N/A	N/A	N/A
Profil Sanayi	N/A	N/A	N/A
Karel	15	48	63
Daiichi	1	8	9
Kelkit Doğan Besi	0	0	0
Sesa Ambalaj	1	23	24
Maksipak	1	0	1
Total	**24**	**91**	**115**

SOCIAL PERFORMANCE INDICATORS

ANNEX-1

Senior Management Company	2023		2024		2025	
	Senior Management Male	Senior Management Female	Senior Management Male	Senior Management Female	Senior Management Male	Senior Management Female
Doğan Holding	20	9	6	15	6	15
Karel	118	29	117	25	111	25
Daiichi	8	2	8	2	8	1
Sesa Ambalaj	6	0	30	0	11	0
Maksipak	1	0	2	0	2	0
Ditaş	11	1	2	1	N/A	N/A
Profil Sanayi	5	0	5	0	N/A	N/A
Kelkit Doğan Besi	2	0	1	0	1	0
Doğan Trend Otomotiv	43	15	37	9	27	8
Hepsiemlak	16	3	2	1	2	1
Doğan Yayıncılık	3	2	3	3	3	3
Doruk Faktoring	3	3	3	1	3	1
Doğan Yatırım Bankası	2	2	3	2	3	2
Hepiyi Sigorta	5	0	5	0	5	0
Galata Wind	6	3	4	2	4	2
Milta Bodrum Marina	2	1	0	1	0	1
D Gayrimenkul	0	1	0	2	0	2
Gümüştaş Maden	UD	UD	3	1	5	1
Doku Maden	UD	UD	0	0	0	0
Total	**251**	**71**	**231**	**65**	**191**	**62**

Board of Directors Company	2023		2024		2025	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
Doğan Holding	5	7	5	7	5	7
Karel	0	3	1	8	0	9
Daiichi	0	5	0	5	0	5
Ditaş	1	6	0	6	N/A	N/A
Profil Sanayi	0	7	0	7	N/A	N/A
Kelkit Doğan Besi	1	2	1	2	1	2
Sesa Ambalaj	0	3	0	3	0	4
Maksipak	1	6	1	6	1	6
Doruk Faktoring	0	5	0	5	0	5
Hepiyi Sigorta	1	4	1	6	1	6
Doğan Yatırım Bankası	0	3	0	8	0	8
Hepsiemlak	1	4	1	0	1	0
Doğan Yayıncılık	2	0	3	0	3	0
Doğan Trend Otomotiv	1	4	2	5	2	5
Galata Wind	1	4	1	4	1	4
Milta Bodrum Marina	1	4	1	3	1	2
D Gayrimenkul	1	0	1	2	1	2
Doku Maden	UD	UD	1	5	0	5
Gümüştaş Maden	UD	UD	0	5	0	5
Total	**16**	**67**	**19**	**87**	**17**	**75**

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

Human Rights	**Principle 1:** Business world should support the declared human rights and respect to them.	Corporate Governance/ Business Ethics and Compliance	Doğan Group Human Rights Policy	
	Principle 2: The Business world should not be complicit in human rights violations.	Corporate Governance/ Business Ethics and Compliance	Doğan Group Human Rights Policy	
Working Standards	**Principle 3:** The Business world should support employees' freedom to unionize and bargain collectively.	Investing in the Society/ Employee Welfare	Doğan Group Human Rights Policy	
	Principle 4: The practice of forced and compulsory labor must be ended.	Investing in the Society/ Employee Welfare	About Doğan Holding/ Our Responsible Investment Holding Perspective	Doğan Group Human Rights Policy
	Principle 5: Child labor of any kind must be ended.	Investing in the Society/ Employee Welfare	About Doğan Holding/ Our Responsible Investment Holding Perspective	Doğan Group Human Rights Policy
	Principle 6: Discrimination in recruitment and placement must be stopped.	Investing in the Society/ Employee Welfare	Doğan Group Human Resources Policy	Doğan Group Human Rights Policy
Environment	**Principle 7:** The business world should support precautionary approaches towards environmental issues.	Investing in the Planet	Doğan Group Environment Policy	
	Principle 8: All kinds of activities and entity that would increase environmental responsibility should be supported.	Sustainability Governance/ Doğan Impact Plan/ International Initiatives and Global Commitments	Doğan Group Environmental Policy	
	Principle 9: Development and popularization of environmentally friendly technologies should be supported.	Investing in the Future/ Sustainability-Oriented R&D and Innovation	Investing in the Future/ Digital Transformation	
Combat Against Corruption	**Principle 10:** The Business world must combat all kinds of corruption, including bribery and racketeering.	Corporate Governance/ Business Ethics and Compliance	Doğan Group Anti-Bribery and Anti-Corruption Policy	

United Nations Women Empowerment Principles (UN WEPS) Content Index

Principle 1	Providing ultimate corporate leadership for gender equality	Corporate Governance/ Investing in the Society	
Principle 2	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 the Society/ Employee Welfare	Doğan Group Human Rights Policy
Principle 3	Ensuring health, safety, and welfare of all female and male employees	Corporate Governance/ Investing in the Society	Doğan Group Human Rights Policy
Principle 4	Supporting the training, course, and professional development opportunities of women	Investing in the Society/ Employee Welfare	
Principle 5	Implementation of entrepreneurial development, supply chain, and marketing methods for women's empowerment	Investing in the Society/Corporate Social Responsibility (Material Topic)	
Principle 6	Encouragement of equality through social initiatives and advocacy	Investing in the Society	
Principle 7	Evaluating and publicly reporting achievements regarding gender equality	Investing in the 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
Quality of the Governance Body	Structure of the Governance Body	Sustainability Governance Corporate Governance
	Remuneration	Doğan Group Wages Policy
	Strategical Performance	Our Sustainability Targets
Stakeholder Participation	Important Topics Affecting Stakeholders	Sustainability Governance/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

İnsan

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

Planet

THEME	METRICS	Relevant Sections/References in the Report
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

Refah

THEME	METRICS	Relevant Sections/References in the Report
Employment and Wealth Generation	Absolute Employment Number and Rate	Investing in the 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	Society Relations/Corporate Social Responsibility
	Total and additional tax distribution by country for important locations	Doğan Holding Annual Report Doğan Holding Financial Report

Sustainable Development Goals We Contribute

THEME	SUPPORTED SDG	Relevant Section in the Report
Risk Management	9 SANAYİ, YENİLİKÇİLİK VE ALTYAPI; 13 İKLİM EYLEMİ	Corporate Governance
Business Ethics and Compliance	8 İNSANA YAKIŞIR İŞ VE EKONOMİK BÜYÜME; 16 BARIŞ, ADALET VE GÜÇLÜ KURUMLAR	Corporate Governance
Sustainability-Oriented R&D and Innovation	9 SANAYİ, YENİLİKÇİLİK VE ALTYAPI; 12 SORUMLU ÜRETİM VE TÜKETİM	Investing in the Future
Digital Transformation	9 SANAYİ, YENİLİKÇİLİK VE ALTYAPI	Investing in the Future
Data Security and Privacy	9 SANAYİ, YENİLİKÇİLİK VE ALTYAPI; 16 BARIŞ, ADALET VE GÜÇLÜ KURUMLAR	Investing in the Future
Transition to a Low-Carbon Economy	7 ERİŞİLEBİLİR VE TEMİZ ENERJİ; 13 İKLİM EYLEMİ	Investing in the Planet
Energy Management	7 ERİŞİLEBİLİR VE TEMİZ ENERJİ; 9 SANAYİ, YENİLİKÇİLİK VE ALTYAPI; 12 SORUMLU ÜRETİM VE TÜKETİM; 13 İKLİM EYLEMİ	Investing in the Planet
Water Management	6 TEMİZ SU VE SANİTASYON; 12 SORUMLU ÜRETİM VE TÜKETİM; 14 SUDAKİ YAŞAM	Investing in the Planet
Waste Management	12 SORUMLU ÜRETİM VE TÜKETİM	Investing in the Planet
Responsible Resource Utilization	12 SORUMLU ÜRETİM VE TÜKETİM; 13 İKLİM EYLEMİ	Investing in the Planet
Biodiversity	14 SUDAKİ YAŞAM; 15 KARASAL YAŞAM	Investing in the Planet
Employee Welfare	3 SAĞLIK VE KALİTELİ YAŞAM; 8 İNSANA YAKIŞIR İŞ VE EKONOMİK BÜYÜME; 10 EŞİTSİZLİKLERİN AZALTILMASI	Investing in the Society
Employee Development	4 NİTELİKLİ EĞİTİM; 8 İNSANA YAKIŞIR İŞ VE EKONOMİK BÜYÜME	Investing in the Society
Occupational Health and Safety	3 SAĞLIK VE KALİTELİ YAŞAM; 8 İNSANA YAKIŞIR İŞ VE EKONOMİK BÜYÜME	Investing in the Society
Customer Loyalty	9 SANAYİ, YENİLİKÇİLİK VE ALTYAPI; 12 SORUMLU ÜRETİM VE TÜKETİM; 16 BARIŞ, ADALET VE GÜÇLÜ KURUMLAR; 17 AMAÇLAR İÇİN ORTAKLIKLAR	Investing in the Society
Supply Chain Management	8 İNSANA YAKIŞIR İŞ VE EKONOMİK BÜYÜME; 12 SORUMLU ÜRETİM VE TÜKETİM	Investing in the Society
Corporate Social Responsibility	11 SÜRDÜRÜLEBİLİR ŞEHİRLER VE TOPLULUKLAR; 16 BARIŞ, ADALET VE GÜÇLÜ KURUMLAR; 17 AMAÇLAR İÇİN ORTAKLIKLAR	Sustainability Governance, Investing in the Society

GRI Index

Statement of use	Doğan Holding has reported in accordance with the GRI Standards for the period 1 January- 31 December 2025.
Kullanılan 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	6-12	
	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	104-106	
	2-6 Activities, value chain and other business relationships	About the Report/Reporting Scope Investing in the Society Doğan Holding Annual Report	3 57-77	
	2-7 Employees	Investing in the Society/Employee Development, Employee Welfare	58-65	
	2-9 Governance structure	Corporate Governance	23-30	
	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	25-26	
	2-11 Chair of the highest governance body	Corporate Governance/ Board of Directors and Senior Management	25-26	
	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	25-26	
	2-13 Responsibility for managing the impacts arising from the activity	About Doğan Holding/Our Approach of Responsible Investment Holding Corporate Governance	8 23-30	
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance/Sustainability Governance	18-19	
	2-15 Processes to prevent conflicts of interest	Corporate Governance/Business Ethics and Compliance	29-30	
	2-16 The process of escalating critical issues to the highest governance body	Corporate Governance	23-30	
	2-17 Competencies of the highest governance body	Corporate Governance	23-30	
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance	23-30	
	2-19 Remuneration policies	Doğan Group Wages Policy		

GRI Standards	Disclosures	Location	Page No	Explanation of Information Not Given
GRI 2: Genel Başlıklar 2021	2-20 Process to determine remuneration	Doğan Group Wages Policy		
	2-22 Statement on sustainable development strategy	Sustainability Governance	13-22	
	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 and Control, Risk Management, Business Ethics and Compliance	27-30	
	2-26 Mechanisms for seeking advice and raising concerns about issues related to ethical and legal conduct	Corporate Governance/Business Ethics and Compliance	29-30	
	2-28 Corporate memberships	Sustainability Governance/Doğan Impact	16	
	2-29 Stakeholder engagement	Sustainability Governance/Stakeholder Engagement	22	
	2-30 Collective bargaining agreements	Doğan Group Human Rights Policy		
MATERIAL TOPICS				
GRI 3: Material Topics 2021	3-1 Process for determining the materiality topics	Sustainability Governance/Materiality Analysis	20	
	3-2 List of material topics	Sustainability Governance/Materiality Analysis	20	
RISK MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topic	Corporate Governance/Risk Management	27-28	
BUSINESS ETHICS AND COMPLIANCE				
GRI 3: Material Topics 2021	3-3 Management of material topic	Corporate Governance/Business Ethics and Compliance	29-30	
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	29-30	
	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	29-30	
	205-3 Confirmed cases of corruption and actions taken	Corporate Governance/Business Ethics and Compliance Doğan Group Anti-Bribery and Anti-Corruption Policy	29-30	
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	29-30	
SUSTAINABILITY-ORIENTED R&D AND INNOVATION				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Governance/Materiality Analysis About Doğan Holding/Our Responsible Investment Approach Investing in the Future/Sustainability-Oriented R&D and Innovation	20 8 32-37	

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 Governance/Materiality Analysis About Doğan Holding/Our Responsible Investment Approach Investing in the Future/Digital Transformation	20 8 38-39	
DATA SECURITY AND PRIVACY				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Governance/Materiality Analysis Investing in the Future/Data Security and Privacy	20 40	
TRANSITION TO A LOW-CARBON ECONOMY				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Governance/Materiality Analysis Investing in the Planet/ Transition to Low-Carbon Economy	20 43-44	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Investing in the Planet/Transition to a Low-Carbon Economy Performance Indicators	43-44 79-93	
	305-2 Energy indirect (Scope 2) GHG emissions	Investing in the Planet/Transition to a Low-Carbon Economy Performance Indicators	43-44 79-93	
	305-3 Other indirect (Scope 3) GHG emissions	Investing in the Planet/Transition to a Low-Carbon Economy Performance Indicators	43-44 79-93	
	305-4 GHG emissions intensity	Investing in the Planet/Transition to a Low-Carbon Economy	43-44	
	305-5 Reduction of GHG emissions	Investing in the Planet/Transition to a Low-Carbon Economy	43-44	
ENERGY MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Governance/Materiality Analysis Investing in the Planet/Energy Management	20 45-46	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Investing in the Planet/Energy Management Performance Indicators	45-46 79-93	
	302-2 Energy consumption outside of the organization	Investing in the Planet/Energy Management	45-46	
	302-3 Energy intensity	Investing in the Planet/Energy Management Performance Indicators	45-46 79-93	
	302-4 Reduction of energy consumption	Investing in the Planet/Energy Management Performance Indicators	45-46 79-93	

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 Governance/Materiality Analysis Investing in the Planet/Water Management	20 47-49	
GRI 303: Water and Effluents 2018	303-1 Interaction with water as a shared resource	Investing in the Planet/Water Management	47-49	
	303-2 Management of impacts related to water discharging	Investing in the Planet/Water Management	47-49	
	303-3 Water withdrawal	Investing in the Planet/Water Management Performance Indicators	47-49 79-93	
	303-4 Water discharge	Investing in the Planet/Water Management Performance Indicators	47-49 79-93	
	303-5 Water consumption	Investing in the Planet/Water Management Performance Indicators	47-49 79-93	
WASTE MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Governance/Materiality Analysis Investing in the Planet/Waste Management	20 50-52	
GRI 306: Wastes 2020	306-1 Waste generation and significant waste-related impacts	Investing in the Planet/Waste Management	50-52	
	306-2 Management of significant waste-related impacts	Investing in the Planet/Waste Management	50-52	
	306-3 Waste generated	Investing in the Planet/Waste Management Performance Indicators	50-52 79-93	
	306-4 Waste diverted from disposal	Investing in the Planet/Waste Management Performance Indicators	50-52 79-93	
	306-5 Waste directed to disposal	Investing in the Planet/Waste Management Performance Indicators	50-52 79-93	
RESPONSIBLE RESOURCE UTILIZATION				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Governance/Materiality Analysis Investing in the Planet/Responsible Resource Utilization	20 53-54	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Investing in the Planet/Responsible Resource Utilization	53-54	
	301-2 Recycled input materials used	Investing in the Planet/Responsible Resource Utilization	53-54	
	301-3 Recovered products and packaging materials	Our Sustainability Targets Investing in the Planet/Waste Management Investing in the Planet/Responsible Resource Utilization	21 50-53 53-54	

GRI Standards	Disclosures	Location	Page No	Explanation of Information Not Given
BIODIVERSITY				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Governance/Materiality Analysis Investing in the Planet/Biodiversity	20 55-56	
GRI 304: Biodiversity 2016	304-2: Significant impacts of activities, products and services on biodiversity	Investing in the Planet/Biodiversity	55-56	
	304-3: Protected or restored habitats	Investing in the Planet/Biodiversity	55-56	
EMPLOYEE WELFARE				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Governance/Materiality Analysis Performance Indicators	20	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover rates	Investing in the Society/Employee Welfare	79-93	
	401-2 Fringe benefits provided to full-time employees that are not provided to temporary or part-time employees	Investing in the Society/Employee Welfare	58-61	
	401-3 Parental leave	Our Sustainability Targets	58-61	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of management bodies and employees	Investing in the Society/Employee Welfare	21 58-61	
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 Doğan Group Human Rights Policy	8	
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 Doğan Group Human Rights Policy	8	
EMPLOYEE DEVELOPMENT				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Governance/Materiality Analysis	20	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Investing in the Society/Employee Development Performance Indicators	62-65 79-93	
	404-2 Programs to develop employee skills and support the transition process	Investing in the Society/Employee Development	62-65	

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 Governance/Materiality Analysis	20	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Investing in the Society/Occupational Health and Safety Doğan Group Occupational Health and Safety Policy	66-67	
	403-4 Employee participation, consultation, and communication on OHS	Investing in the Society/Occupational Health and Safety	66-67	
	403-5 Worker training on occupational health and safety	Investing in the Society/Occupational Health and Safety	66-67	
	403-8 Workers covered by an OHS management system	Investing in the Society/Occupational Health and Safety	66-67	
	403-9 Work-related injuries	Investing in the Society/Occupational Health and Safety Performance Indicators	66-67 79-93	
	403-10 Job-related illness cases	Investing in the Society/Occupational Health and Safety Performance Indicators	66-67 79-93	
CUSTOMER LOYALTY				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Governance/Materiality Analysis	20	
GRI 418: Customer Confidentiality 2016	418-1 Substantiated complaints regarding customer privacy breaches and loss of customer data	Investing in the Society/Customer Loyalty	68-70	
SUPPLY CHAIN MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Governance/Materiality Analysis	20	
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	21 71-72	
	308-2 Negative environmental impacts in the supply chain and actions taken	Investing in the Future/Supply Chain Management	71-72	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Our Sustainability Targets Investing in the Future/Supply Chain Management	21 71-72	
	414-2 Negative social impacts in the supply chain and measures taken	Investing in the Future/Supply Chain Management	71-72	
CORPORATE SOCIAL RESPONSIBILITY				
GRI 3: Material Topics 2021	3-3 Management of material topic	Sustainability Governance/Materiality Analysis Doğan Group Social Responsibility Policy	20	
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 the Society/Corporate Social Responsibility	8 73-77	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 the Society/Corporate Social Responsibility	8 73-77	

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

INDEPENDENT ASSURANCE REPORT

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 2025 Sustainability Report for the year ended 31 December 2025.

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 Assurance Engagements on Greenhouse Gas Statements (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 2025 (the "2025 Sustainability Report") 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 2025 Sustainability Information or any other information related to the 2025 Sustainability Report (including any images, audio files, documents embedded in a website 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 2025 Sustainability Report for the year ended 31 December 2025. The scope of the indicators subject to limited assurance procedures and found on pages 79-83 marked with an of the 2025 Sustainability Report for the year ended 31 December 2025 is as follows:

Environmental Indicators

Energy Consumption

- Total Energy Consumption (MWh)
- Greenhouse Gas Emissions by Company – Total Scope 1 (tons CO_2e)
- Greenhouse Gas Emissions by Company – Total Scope 2 (tons CO_2e)
- Greenhouse Gas Emissions by Company – Total Scope 3 (tons CO_2e)
- Sectoral Energy Consumption

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Water Consumption

- Water Consumption (m³)

Waste Management

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

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.

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.

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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 2025 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 2025 Sustainability Report for the year ended 31 December 2025, 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 2025, 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 Sirkecioğlu
Partner

İstanbul, 24 July 2026

3/3

Doğan Holding 2025 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") 2025 Sustainability Report ("Sustainability Report 2025") 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 2025 financial year which ended on 31 December 2025 (1 January –31 December 2025), 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.
Environmental Indicators	Water Consumption by Source (m^3)	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.
Environmental Indicators	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.
Environmental Indicators	Non-Hazardous Waste (tonnes)	Represents the total amount of non-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.
Environmental Indicators		**Greenhouse Gas Emissions by Company**
Environmental Indicators	Total Scope 1 (tCO_2e)	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 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.
Environmental Indicators	Total Scope 2 (tCO_2e)	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.
Environmental Indicators	Total Scope 3 (tCO_2e)	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.
Social Indicators	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.

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 (m^3), 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_2e) Calculations use CO_2-equivalent (CO_2e) factors based on carbon dioxide (CO_2), methane (CH_4), and nitrous oxide (N_2O) 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 (CO2-e) value is calculated by multiplying it with the appropriate emission factors.

(Total Scope 1 GHG Emissions (tCO_2e.) = Stationary Combustion Emissions (tCO_2e.) + Mobile Combustion Emissions (tCO_2e.) + Chemical-based Emissions (tCO_2e))

*Emission Amount (tCO_2e) = (Activity Data (MWh) * Emission Factor (KgCO_2e/mwh)) / 1000*

Emission Source - Scope 1	Emission Factor	Emission Factor Unit
Natural Gas (m^3)	1.942	kgCO_2e/m^3
Natural Gas (kWh)	0.20257	kgCO_2 e/kWh
Diesel (generators)	2.6405	kgCO_2e/liter
Diesel (company vehicles)	2.6664	kgCO_2e/liter
Diesel (off road vehicles)	2.9055	kgCO_2e/liter
Gasoline (company vehicles)	2.3086	kgCO_2e/liter
LPG (off-road vehicles)	2.8854	kgCO_2e/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/m^3	8,250	Kcal/sm^3
Gasoline	0.735	kg/L	10,400	Kcal/kg

Emission Source - Scope 1	Global Warming Potential (GWP)	GWP Unit
Refrigerant Gases – R22	1,960	kgCO2 -e/K
Refrigerant Gases – R134A	1,530	kgCO2 -e/K
Refrigerant Gases – R407C	1,907.93	kgCO2 -e/K
Refrigerant Gases – R410A	2,256	kgCO2 -e/K
Refrigerant Gases – R600A	3	kgCO2 -e/K
Refrigerant Gases – SF6	25,200	kgCO2 -e/K
Fire Extinguishers - HFC 227	3,600	kgCO2 -e/K
Fire Extinguishers – CO2	1	kgCO2 -e/K
Fire Extinguishers – HFC 236	8,690	kgCO2 -e/K

Scope 2 Greenhouse Gas (GHG) Emissions (tonneCO_2e)

Scope 2 GHG emissions include GHGs resulting from the Group's electricity consumption. Calculations are expressed in tonnes of CO_2 equivalent (tCO_2e). In these calculations, the following formula is applied.

Emission Amount (tonneCO_2e) = Activity Data * Emission Factor

Emission Source – Scope 2	Emission Factor	Emission Factor Unit
Türkiye Electric Energy (Grid-sourced)	0.434	tonneCO_2 -e/MWh

Scope 3 Greenhouse Gas Emissions (tonneCO_2e)

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 2025) and GWP values from the IPCC Sixth Assessment Report. The resulting tonnes of CO_2-equivalent (CO_2-e) are calculated by multiplying with the appropriate factors. In these calculations, the following formula is applied.

Emission Amount (tonneCO_2e) = Activity Data * Emission Factor

Category 7 Employee Commuting

Emission Amount (tCO2e) = (Activity Data [km] * Emission Factor [kgCO_2e/km]) / 1000

Scope 3 – Category 6: Business Travel Flights

Emission Amount (tCO_2e) = (Activity Data [passenger * km] * Emission Factor [kg CO_2e/passenger * km]) 1000

Emission Source – Scope 3	Emission Factor	Emission Factor Unit
Employee Shuttle Services	0.10385	kgCO_2 e/km
Business Flights – Intercontinental	0.15282	kgCO_2 e/km (passenger*km)
Business Flights – Short-Haul	0.12786	kgCO_2 e/km (passenger*km)
Business Flights – Domestic	0.10385	kgCO_2 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 2025

KNOWS AND CREATES VALUE

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