DOĞUŞ OTOMOTİV

Doğuş Otomotiv 2025 Integrated Sustainability Report

Beyond Mobility:
Shaping Tomorrow

The automotive industry is undergoing one of the most profound transformations in its history. Electric vehicles, digitalization, new mobility solutions, evolving customer expectations, and sustainability-driven regulations are redefining how value is created across the industry. This transformation is also reshaping companies' business models, risk management approaches, and long-term competitiveness.

In 2025, Doğuş Otomotiv continued to go beyond merely being part of this transformation, maintaining its position as one of the companies shaping it. Accordingly, through its “Beyond Mobility: Shaping Tomorrow” approach, we forge ahead to develop a management model that creates value across every component of the mobility ecosystem, delivers long-term value for our stakeholders, and supports sustainable growth. Prepared for the first time using a consolidated approach, this report presents a holistic view of Doğuş Otomotiv's subsidiaries, relevant associates, and sustainability impact across the value chain, together with its governance, strategy, risk management, and performance.

DOĞUŞ OTOMOTİV

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A Message from the Chairperson of the Board and the CEO

Emir Ali Bilaloğlu
Chairperson of the Board and Chief Executive Officer

Dear Stakeholders,

Few industries are experiencing a transformation as far-reaching as that of the automotive industry today. Accelerating electrification, rapid advancement of digital technologies, evolving customer expectations, emerging business models, and sustainability-driven regulations are collectively redefining not only how mobility is delivered but also how long-term value is created. Mobility is no longer synonymous with vehicle ownership alone. It has evolved into an integrated ecosystem where energy, data, software, charging infrastructure, customer experience, after-sales services, and circular economy practices are increasingly interconnected.

At Doğuş Otomotiv, we aspire to go beyond being a company that merely keeps pace with this transformation. We seek to become one of the companies helping shape the future mobility ecosystem. Our sustainability vision—Beyond Mobility: Shaping Tomorrow—gives expression to this perspective. To us, mobility represents far more than the sum of products and services that meet our customers' transportation needs. It embodies our commitment to creating enduring value for all our stakeholders, strengthening the resilience of our business model, managing our environmental and social impact together with the associated risks more effectively, and embedding sustainable growth at the core of our corporate strategy.

For Doğuş Otomotiv, 2025 was a defining year in which our response to this transformation translated into tangible results. Despite prevailing macroeconomic uncertainties, persistent cost pressures, and increasingly intense industry-wide competition, we maintained our balanced and sustainable growth trajectory. Our wholesale vehicle sales exceeded 208 thousand units, while our retail market share rose above 15%. This performance was underpinned by our multi-brand business model, our broad product portfolio, and our Authorized Dealers and Service Center Network—one of the most extensive service organizations in Turkey. The strong market standing of the brands we represent, our unwavering focus on customer satisfaction, and the quality of our after-sales services remained the cornerstones of our competitiveness throughout the year.

In 2025, electrification assumed an even more central role among our strategic material issues. The accelerating demand for electric and hybrid vehicles in Turkey made it increasingly clear that the mobility ecosystem must be approached as an integrated whole, encompassing infrastructure, after-sales services, and the customer experience alike. As Doğuş Otomotiv, while bringing the electric and plug-in hybrid models of the brands we represent to our customers, we also continued to invest in complementary services that enhance the overall electric vehicle ownership experience. By year-end, our D-Charge network had expanded to a total of 621 charging sockets across 45 provinces in Turkey. We further strengthened the confidence of electric vehicle owners by increasing the number of our high-voltage battery repair centers to seven. For us, electrification represents far more than the diversification of a product portfolio; it is a comprehensive transformation extending from vehicle sales and after-sales services to charging infrastructure and used vehicle value management.

The solar power plant at our Şekerpınar Logistics Center generated 4,382 MWh of electricity, meeting 75.83% of the facility's electricity needs.

In 2025, we also continued to extend our mobility vision into new modes of transportation. By adding the Riviera brand to the Doğuş Marine portfolio, we strengthened our presence in the marine industry, while introducing micro-mobility solutions to the Turkish market under the MATE. brand. These developments demonstrate Doğuş Otomotiv's evolution beyond the boundaries of the traditional automotive distribution model towards a broader mobility solutions provider. Throughout this transformation, our objective has been to preserve the strength of the brands we represent by delivering more integrated, connected, and sustainable mobility solutions that respond to our customers' evolving expectations.

As in recent years, digitalization remained one of the principal catalysts of this transformation also this year. In 2025, we invested a total of TRY 283 million in 133 digital initiatives spanning customer experience, AI-enabled solutions, and IoT-based logistics applications. These investments generated cumulative operational efficiency gains of TRY 257 million over the course of 2025. Artificial intelligence, data analytics, robotic process automation, and connected services are enabling us to make our operations faster, more efficient, and increasingly customer-centric, while strengthening our decision-making through a more robust data infrastructure. Looking ahead, we will continue to advance digital transformation as a strategic capability that enhances our organizational agility, strengthens our risk management capacity, and elevates the quality of the services we deliver.

In 2025, we invested a total of TRY 283 million in 133 digital projects, including customer experience, artificial intelligence-powered solutions and IoT- based logistics solutions.

One of the defining developments in our sustainability approach during 2025 was the adoption, for the first time, of a consolidated reporting framework. Starting with this report, the value creation model, impact, risks, opportunities, and performance indicators of the Doğuş Otomotiv Group—including our subsidiaries and relevant associates—are being presented through a more holistic perspective. This is a natural reflection of the way we manage our business—an approach grounded in the longstanding conviction that sustainability cannot be separated from our business model, value chain, governance, strategy, risk management, and performance management processes.

The progress we continue to make in addressing climate change and advancing environmental sustainability supports our long-term decarbonization ambitions. At our Şekerpınar Logistics Center, the on-site Solar Power Plant generated 4,382 MWh of electricity during the year, meeting 75.83% of the facility's electricity demand. We remain firmly on course to achieve our 2030 targets of reducing our Scope 1 and Scope 2 emissions by 20% and sourcing 100% of our electricity consumption from renewable energy. At the same time, we recognize that a significant share of our sustainability impact arises beyond our own operations. For this reason, our suppliers, Authorized Dealers and Service Center Network, logistics operations, charging services, and the vehicle use phase all constitute integral components of our sustainability management approach.

Our human resources are the driving force behind our transformation. Together with more than 2,000 colleagues, we continue to move forward guided by our shared values, our customer-centric culture, and our innovative ways of working. In 2025, our employee loyalty rate increased to 84%. Women represented 32.6% of our workforce and 35.17% of our management team. To equip our people with the capabilities needed for the future, we delivered 33,769 hours of training throughout the year. Covering areas ranging from digital capabilities and electric vehicle technologies to leadership development and occupational health and safety, these investments in learning continue to strengthen our organization's capacity to adapt to change.

Governance remained one of our strategic material issues throughout 2025 as we continued to strengthen our approach to transparency, ethics, compliance, internal control, and risk management. During the year, our corporate governance rating increased to 9.81. Looking ahead, we will continue to enhance our governance disclosures, making them more measurable, more comparable, and more closely aligned with internationally recognized good practices. We also regard the further strengthening of our policy framework, reporting capabilities, and public disclosures in such areas as human rights, ethics reporting mechanisms, supply chain due diligence, occupational health and safety oversight, information security, and tax transparency as an important area for continued advancement. We believe this approach is integral to reinforcing stakeholder confidence and strengthening our long-term corporate resilience.

Our long-term, impact-driven approach also continued to guide our contributions to social and economic development throughout 2025. Through our "Traffic is Life!" platform, now in its twenty-first year, we continued to promote a stronger culture of safe mobility. In collaboration with the Tohum Autism Foundation, we developed educational content under the "Safe Traffic Skills" program to help individuals with autism navigate traffic more safely. Under our "Spreading Our Wings to Nature" initiative, more than 60,000 kilometers have been covered to date, documenting 395 bird species and 30 mammal species across Turkey. Taken together, these initiatives represent the tangible, on-the-ground implementation of our environmental and social impact management strategy.

Looking ahead, our focus will be on bringing together Doğuş Otomotiv's financial strength, extensive service network, digital capabilities, investments in electric mobility, and corporate governance approach within a single, integrated value creation model. Electrification, next-generation mobility solutions, data-driven services, a sustainable supply chain, a highly capable workforce, and stakeholder trust will remain the cornerstones of our long-term strategy.

> By expanding the number of our high-voltage battery repair centers to 7, we have further enhanced electric vehicle owners' trust in Doğuş Otomotiv.

This report is more than an account of our performance in 2025; it is also a clear demonstration of how we are preparing for the future. Drawing strength from our heritage, we will continue to be a company that anticipates change, understands the direction of transformation, and assumes responsibility for helping shape tomorrow.

I would like to extend my sincere appreciation to all of our colleagues, our Authorized Dealers and Service Organization, our business partners, the Doğuş Group, Volkswagen AG, whose longstanding partnership has continued to strengthen our Company over many years, our investors, our customers, and all of our stakeholders for their continued trust and confidence.

Yours sincerely,

E. Ali Bilaloğlu
Chairperson of the Board and CEO
Doğuş Otomotiv

Report Approach

This report has been prepared to provide a holistic assessment of the Doğuş Otomotiv Group's environmental, social, governance, and economic performance throughout 2025, together with its business model, value chain, strategic priorities, risk management approach, and long-term value creation objectives.

For Doğuş Otomotiv, 2025 marked a turning point in the restructuring of its sustainability management approach. Accordingly, the sustainability report has, for the first time, been prepared on a consolidated basis covering the Company's subsidiaries and relevant associates, bringing together the Group's value creation, impacts, risks, opportunities, and performance indicators within a single management framework.

The report is founded on the Impact–Risk–Opportunity (IRO) approach, which systematically assesses the impacts arising across the Doğuş Otomotiv Group's business model and value chain. Within this framework, material impact, the associated risks and opportunities, and their long-term value creation potential were assessed collectively, while sustainability topics were addressed through an integrated structure aligned with corporate governance, strategy, risk management, and performance processes.

Through this approach, the report goes beyond serving solely as a document reporting on the Company's past-period performance and instead functions as a management tool that presents Doğuş Otomotiv's future transformation, corporate resilience, and strategic priorities.
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2025 Report Structure

BUSINESS MODEL	Our approach to creating value, our business model, and our role in the mobility ecosystem.
VALUE CHAIN	Our end-to-end value chain, together with our operations and stakeholders.
IMPACT – RISK – OPPORTUNITY ANALYSIS	Our impacts, risks and opportunities as identified using the double-materiality approach.
STRATEGY AND RISK MANAGEMENT	Our strategic priorities, our risk management and our resilience approach.
PERFORMANCE AND TARGETS	Our performance indicators, targets and progress results.
LONG-TERM VALUE CREATION	Our contribution to a sustainable future through the long-term economic, environmental and social value we create.

Consolidated Sustainability Reporting Scope and Governance Boundaries

The 2025 Integrated Sustainability Report has been prepared using a consolidated approach that considers not only Doğuş Otomotiv's direct operations but also the sustainability impact arising across its subsidiaries, relevant associates, joint ventures, and value chain. While this approach broadens the scope of the report, it does not imply that Doğuş Otomotiv exercises the same level of governance, operational control, or authority to implement policies across all entities.

The report considers two distinct boundaries throughout. The first is the governance boundary, covering the direct governance, decision-making, policy implementation, internal control, internal audit, ethics, and compliance mechanisms of Doğuş Otomotiv Servis ve Ticaret A.Ş. The second is the broader sustainability impact encompassing subsidiaries, associates, joint ventures, the Authorized Dealer and Service Network, suppliers, OEM relationships, and customers.

Due to their operational proximity, management ties, and data accessibility, Doğuş Oto, D-Charge, and Sen-Sat are managed in conjunction with Doğuş Otomotiv's policies and processes related to ethics, compliance, human resources, occupational health and safety, the environment, the supply chain, and internal controls.

Doğuş REIT, Doğuş Technology, and Yüce Auto operate in accordance with their own legal entities, governing bodies, and internal procedures. Disclosures regarding these entities are presented by taking into account ownership relationships, data accessibility, business relationships, and the sustainability impact area, as Doğuş Otomotiv is not directly involved in their day-to-day management. With regard to Yüce Auto, competition law and the boundaries of independent management are also taken into account.

TÜVTÜRK companies are not positioned as part of Doğuş Otomotiv's directly managed policies, ethics, compliance, or internal audit mechanisms. Information regarding this organization is evaluated taking into account shareholding, business relationships, conditions during the reporting period, and data availability.

The Authorized Dealer and Service Network and suppliers are not directly owned by Doğuş Otomotiv. Expectations regarding ethics, human rights, environmental performance, quality, occupational health and safety, information security, and service standards are managed through contractual arrangements, commitments to comply with the Code of Ethics, brand standards, training, audits, and supplier evaluation processes.

Therefore, the indicators presented in this report may not all represent the same reporting scope. Some data relate solely to the operations of Doğuş Otomotiv Servis ve Ticaret A.Ş., while others cover the consolidated sustainability reporting scope, including Doğuş Oto, or reflect value chain or business relationship impacts. Where indicators have a limited scope, remain subject to ongoing data collection, or differ in terms of comparability with previous reporting periods, the relevant explanations are provided in the respective sections.

The 2025 reporting period constitutes the baseline year in which Doğuş Otomotiv, for the first time, has assessed its sustainability performance on a consolidated basis, together with its subsidiaries, relevant associates, and the sustainability impact arising across its value chain. Historical data for prior years—particularly for value chain-related indicators such as Scope 3 emissions—have not been compiled across many companies using the same scope, methodology, and level of data quality. Rather than establishing a target-setting framework based on retrospective estimates, Doğuş Otomotiv therefore intends to build its consolidated target-setting framework on reliable 2025 baseline data, with a clear definition of reporting boundaries, prioritized categories, measurable performance indicators, and clearly assigned data ownership. While the existing targets established through 2025 are made public together with their respective scopes, consolidated targets will be developed and disclosed in future sustainability reports as data quality and methodological maturity continue to improve.

2025 Mobility Landscape

The year 2025 marked a period in which the transformation of the automotive industry accelerated, although the pace of this transformation varied across markets. Electrification, digitalization, artificial intelligence, connected vehicle technologies, evolving customer expectations, and sustainability-driven regulations are reshaping the automotive value chain not only in terms of product portfolios, but also with respect to business models, competitive advantage, capital allocation, supply chains, after-sales services, and customer relationships. According to the International Energy Agency's (IEA) Global EV Outlook 2026 report, global electric car sales increased by 20% in 2025, surpassing 20 million units, with one in every four new cars sold worldwide being electric. In 2026, electric car sales are expected to reach 23 million units, accounting for nearly 30% of total vehicle sales.[1]

This demonstrates that the automotive industry is no longer facing a single wave of transformation, but rather multiple interconnected shifts. The widespread adoption of electric vehicles is simultaneously transforming charging infrastructure capacity, integration with energy systems, the technical capabilities of dealer and service networks, used vehicle valuation, battery state-of-health (SoH) assurance, and the customer experience. Therefore, as of 2025, it is no longer sufficient to view the transition to electric vehicles merely as the diversification of product portfolios or a shift in sales trends. Instead, it has evolved into a strategic business model issue requiring automotive companies to redesign their revenue structures, asset utilization, and after-sales value creation models.

[1] IEA, Global EV Outlook 2026, reports that global electric vehicle sales increased by 20% to exceed 20 million units in 2025 and projects that sales will reach 23 million units in 2026.

Electrification is no longer a niche market but a mainstream competitive arena

In 2024, the global EV market reached one of its major milestones, with electric vehicle sales exceeding 17 million units and accounting for more than 20% of global new car sales. During the same year, the global electric car fleet reached approximately 58 million vehicles, with electric cars estimated to have displaced more than one million barrels of oil consumption per day.[2] Continued growth in 2025 further demonstrates that the industry is undergoing a structural transformation rather than experiencing a temporary wave of incentives. Electrification is no longer driven solely by early adopters or selected premium segments; instead, it is expanding into the mainstream market through the combined effects of broader product availability, total cost of ownership, charging infrastructure, fuel price volatility, and regulatory pressures.[3]

Nevertheless, electrification is neither a linear nor a uniform transition. China, Europe, the United States, and emerging markets are progressing at different speeds. While battery electric vehicles dominate in some markets, hybrid, plug-in hybrid, and range-extender technologies have become important components of the transition in others. According to the IEA, the share of plug-in hybrid and range-extender models in China has increased rapidly in recent years. Although absolute sales of battery electric vehicles continued to grow in 2024, their share of total electric vehicle sales declined.[4] This reinforces the importance for automotive companies of adopting flexible product and service strategies aligned with market income levels, charging accessibility, usage patterns, and regulatory dynamics, rather than relying on a single-technology transition.

China's impact: Competition has evolved beyond brand rivalry into ecosystem competition.

By 2025, China's role in the global automotive industry had evolved beyond that of a major domestic market. Through its manufacturing capacity, battery supply chain, export strength, and price competitiveness, China has become one of the defining forces shaping the global automotive value chain. According to the IEA, Chinese automakers supplied approximately 60% of all electric vehicles sold worldwide in 2025, while China accounted for more than 80% of global battery cell production. The country's electric vehicle exports also doubled, surpassing 2.5 million units.[5]

For conventional automotive companies, this development represents far more than intensified price competition. The competitive landscape is shifting toward ecosystem efficiency, encompassing battery costs, software architecture, manufacturing speed, supply chain scale, customer data, and after-sales service models. In its special report on the future of the automotive industry, the IEA emphasizes that the rapid rise of electric vehicles over the past fifteen years has challenged the traditional automotive business model built around internal combustion engine technology, while the differing pace of technological transition across markets has added further strategic complexity for established manufacturers.[6]

For multi-brand distributors such as Doğuş Otomotiv, the implications of this transformation are even broader. Market success is no longer determined solely by brand recognition and the strength of the sales network, but increasingly by product availability, financing solutions, charging accessibility, software experience, service capabilities, battery reliability, used vehicle value management, and the effective use of customer data. As a result, competition in the mobility landscape is no longer a linear process that begins with vehicle sales and ends with after-sales services; instead, it has evolved into an integrated value creation system encompassing the customer's entire lifecycle relationship with both the vehicle and the brand.

Charging infrastructure: Where customer experience meets the energy transition

The widespread adoption of electrification has transformed charging infrastructure from a complementary element of the automotive industry into one of the fundamental components of customer experience and business model resilience. According to the IEA, the number of publicly accessible charging points worldwide has more than doubled since 2022, exceeding 5 million. In 2024 alone, more than 1.3 million public charging points were added to the global stock. Approximately two-thirds of this expansion took place in China, while the number of publicly accessible charging points in Europe grew by more than 35% in 2024, surpassing one million.[7]

Beyond its scale, the accessibility, usability, ease of payment, pricing transparency, and interoperability of charging infrastructure across different networks have become equally critical. The European Union's Alternative Fuels Infrastructure Regulation (AFIR) introduces requirements including fleet-based charging capacity targets for Member States, distance-based fast-charging obligations along the TEN-T transport network, user-friendly payment options, and pricing transparency.[8] This regulation demonstrates that charging infrastructure is no longer merely a network of physical assets requiring investment, but a strategic area of activity that must be managed alongside customer confidence, energy management, data infrastructure, and service quality.

Charging infrastructure is also redefining the boundaries between the automotive and energy industries. For electric vehicle users, purchasing decisions are increasingly influenced not only by driving range, but also by charging accessibility, charging time, station availability, and energy costs. Accordingly, success across the electric vehicle ecosystem should be assessed not only in terms of vehicle sales, but also through the reliability of the charging experience, service and maintenance infrastructure, digital navigation, route optimization, customer support capabilities, and the integration of renewable energy. For Doğuş Otomotiv, this establishes a direct link between D-Charge investments, its Authorized Dealer and Service Network, the electric vehicle customer experience, and its low-carbon mobility strategy.

Software-defined vehicles and artificial intelligence transforming the after-sales value creation model

As of 2025, the digital transformation of the automotive industry extends far beyond in-vehicle displays and digital sales channels. Vehicles are increasingly evolving into software platforms, with a growing share of their functionality being defined, updated, and continuously enhanced through software long after purchase. According to the IEA, the rise of electric vehicles has accelerated the adoption of software-based vehicle control. Battery electric vehicle (BEV) manufacturers, in particular, are leading the transition toward continuously updatable, software-defined vehicle architectures, and transforming vehicles into platforms capable of delivering subscription-based premium features, much like smartphones.[9]

Software-defined vehicle (SDV) architectures are also reshaping the automotive industry's revenue model. Whereas value creation under the traditional model occurred primarily at the point of vehicle sale and during scheduled service visits, SDVs enable performance enhancements, security updates, advanced driver assistance systems (ADAS), battery management, and digital services to be continuously upgraded throughout the vehicle's lifecycle. Over-the-air (OTA) updates make it possible to resolve software issues, deploy performance and security enhancements, and activate new features without requiring a service visit.[10]

Artificial intelligence is another key accelerator of this transformation. According to the IEA, advances in artificial intelligence and computing power are creating significant advantages for electric vehicles, particularly in autonomous driving, integrated vehicle control, battery management, and charging coordination. Machine learning-based battery management systems can improve battery state-of-health (SoH) estimation by combining laboratory data with real-world operational data collected from vehicles. This has important implications for battery life, driving range, warranty strategies, and customer confidence.[11]

These developments are also creating new requirements for distributors and retail networks. Sales teams must now be able to explain not only specifications of the vehicles, but also software functionalities, connected services, battery state-of-health indicators, software update processes, and data security considerations. Likewise, service organizations must develop capabilities extending beyond mechanical repairs to include high-voltage systems, software diagnostics, battery repair, cybersecurity, data analytics, and remote support. Consequently, digitalization in the automotive industry is no longer solely the responsibility of technology departments; it has become a shared priority across sales, after-sales services, customer experience, human resources, and risk management

Regulations becoming market signals that steer strategic direction

Sustainability-driven regulations in the automotive industry are no longer creating compliance obligations alone; they are directly influencing product strategy, fleet emissions performance, supply chain transparency, investment decisions, and access to finance.

[2] IEA, Global EV Outlook 2025, reports that electric vehicle sales exceeded 17 million units in 2024, which the global electric vehicle fleet reached approximately 58 million vehicles, and that electric vehicles displaced more than one million barrels of oil consumption per day.
[3] In its 2026 report, the IEA emphasizes that electric vehicles have become increasingly cost-competitive in many markets and that fuel price volatility may further support consumer demand.
[4] The IEA reports that plug-in hybrid electric vehicles (PHEVs) and range-extended electric vehicles (REEVs) have accounted for an increasing share of total electric vehicle sales in China.
[5] The IEA reports that, in 2025, Chinese automakers accounted for approximately 60% of global electric vehicle sales, that China represented more than 80% of global battery cell production, and that the country's electric vehicle exports exceeded 2.5 million units.
[6] In its special report What Next for the Global Car Industry, the IEA states that the rise of electric vehicles is challenging the traditional internal combustion engine (ICE)-centric automotive business model and that the pace of the transition varies across markets.
[7] IEA, Global EV Outlook 2025, reports that more than 1.3 million public charging points were added worldwide in 2024, bringing the global total to over 5 million, while the number of publicly accessible charging points in Europe surpassed one million.
[8] The European Commission states that the Alternative Fuels Infrastructure Regulation (AFIR) establishes minimum infrastructure requirements, interoperability standards, user information requirements, convenient payment options, and fleet-based charging capacity targets.
[9] The IEA concludes that software-defined vehicles (SDVs) are creating a new design paradigm in the automotive industry, transforming vehicles into software platforms capable of delivering subscription-based features.
[10] The IEA reports that over-the-air (OTA) updates enable software issues to be resolved, performance improvements and cybersecurity patches to be deployed, and new features to be introduced throughout the vehicle lifecycle.
[11] The IEA reports that artificial intelligence provides electric vehicles with advantages in autonomous driving, battery management, and charging coordination.

According to the European Commission, passenger cars account for approximately 16% of the European Union's total CO_2 emissions, while light commercial vehicles account for around 3%. The EU's CO_2 performance standards for new vehicles establish a target of zero g/km CO_2 emissions for all new passenger cars and vans from 2035 onwards, while manufacturer-specific emissions targets for 2025 and 2030 are steering the industry's transition toward electrification.[12]

At the same time, in 2025, the flexibility of regulatory implementation became as significant a topic of discussion within the European automotive industry as the direction of the regulations themselves. The European Commission adopted a flexibility mechanism allowing compliance with the 2025–2027 CO_2 targets to be assessed on the basis of a three-year average rather than annual performance. Toward the end of 2025, it also introduced a new automotive package aimed at supporting the sector's transition to clean mobility.[13] This development demonstrates that the regulatory framework provides direction for the transition to electric mobility, while the transition itself must be managed in conjunction with factors such as industrial competitiveness, cost pressures, supply chain capacity, and consumer adoption.

In this context, regulatory literacy is no longer solely the responsibility of legal or compliance functions within automotive companies. Regulations have become one of the principal strategic inputs shaping decisions on which vehicles to include in product portfolios, which technologies to prioritize, which suppliers to engage, which data sets to monitor, and which sustainability targets to disclose to investors. For companies such as Doğuş Otomotiv, with strong ties to the European automotive ecosystem, these developments have significant indirect implications for product portfolios, customer expectations, supplier performance, and reporting scope, even where they do not create direct regulatory obligations.

Turkish market entering a period of rapid adoption of electric and hybrid mobility

In 2025, the Turkish automotive market experienced a period of accelerating demand for electric and hybrid vehicles, in line with global trends. According to a Reuters report based on data from the Automotive Distributors' and Mobility Association (ODMD), Turkey's passenger car and light commercial vehicle market expanded by 13.1% in 2025, reaching an all-time high of 1.38 million units. Sales of fully electric passenger cars increased by 83% to 192 thousand units, accounting for approximately 18% of the passenger car market. Hybrid passenger car sales rose by approximately 63% to 295 thousand units, representing a market share of approximately 27%.[14]

This demonstrates that electrification in Turkey is no longer confined to the preference of a limited group of early adopters. Although challenges related to the tax structure, financing conditions, charging infrastructure, range expectations, and uncertainty surrounding used vehicle values remain, consumer interest in electric and hybrid vehicles continues to grow significantly. For Doğuş Otomotiv, this creates strategic opportunities in three key areas: positioning its electric and hybrid product portfolio effectively; strengthening an integrated customer experience encompassing charging and after-sales services; and building assurance mechanisms through battery state-of-health and used vehicle value management.

For the Turkish market, however, the critical challenge is ensuring that the service ecosystem supporting electric vehicles develops at the same pace as vehicle sales. Charging network capacity, access to high-speed charging, confidence in intercity travel, service technician expertise, spare parts availability, battery repair capabilities, customer support processes, and digital guidance services are becoming key determinants of the overall electric vehicle ownership experience. Therefore, the success of Turkey's mobility transition will be measured not merely by the number of electric vehicles sold, but by the strength of the ecosystem that enables those vehicles to be used safely, economically, seamlessly, and with a low-carbon footprint.

Strategic Implication	What It Means for the Senior Management
1. The transition to electric vehicles is a system transformation	Beyond achieving sales targets, charging infrastructure represents an integrated area of transformation that must be managed alongside after-sales services, battery management, used vehicle valuation, financing, and customer experience.
2. Competition is being redefined by scale, speed, and technology integration	China's manufacturing capacity and leadership in the battery supply chain are shifting competition beyond price toward ecosystem efficiency, scalability, and operational agility.
3. Software and artificial intelligence are creating new revenue and customer loyalty models	Customer relationships no longer end at the point of sale; they continue to evolve throughout the vehicle lifecycle through data, software updates, and connected services.
4. Regulations have become market signals shaping strategic direction	The regulatory framework has become a strategic input directly influencing product portfolios, investment decisions, supply chains, emissions performance, and reporting scope.
5. Success in rapidly evolving markets depends on ecosystem management	In markets such as Turkey, the winners will be companies that successfully integrate their product portfolios with energy solutions, digitalization, service infrastructure, and customer confidence.

In this context, Doğuş Otomotiv's "Beyond Mobility" approach provides a strategic framework for managing the future of the automotive value chain. Mobility is now far wider system than the vehicle itself; it is an integrated value ecosystem spanning energy, data, software, customer experience, service capabilities, supply chains, and community impact. In this new era, sustainable growth will be shaped not by companies that merely respond to change, but by those that anticipate its direction and proactively redesign their business models, risk management approaches, and performance frameworks accordingly.

[12] The European Commission states that passenger cars account for approximately 16% of the European Union's total CO_2 emissions, while vans account for approximately 3%, and that all new passenger cars and vans are required to achieve zero g/km CO_2 emissions from 2035 onwards.
[13] The European Commission announced a flexibility measure allowing compliance with the 2025–2027 CO_2 targets to be assessed on the basis of a three-year average, together with the proposed revisions set out in the 2025 Automotive Action Plan.
[14] According to a Reuters report based on data from the Automotive Distributors' and Mobility Association (ODMD), Turkey's passenger car and light commercial vehicle market reached a record 1.37 million units in 2025, while fully electric vehicle sales rose to approximately 190,000 units and hybrid vehicle sales increased to around 295,000 units.

About Doğuş Otomotiv

As one of the leading players in Turkey's automotive industry, Doğuş Otomotiv maintains its multi-brand distribution model through its extensive service network, strong customer experience capabilities, and investments in the mobility ecosystem. Guided by a dynamic, customer satisfaction-oriented service approach, the Company offers a broad portfolio of products and services spanning passenger cars, light commercial vehicles, heavy commercial vehicles, industrial and marine engines, micromobility and cooling systems.

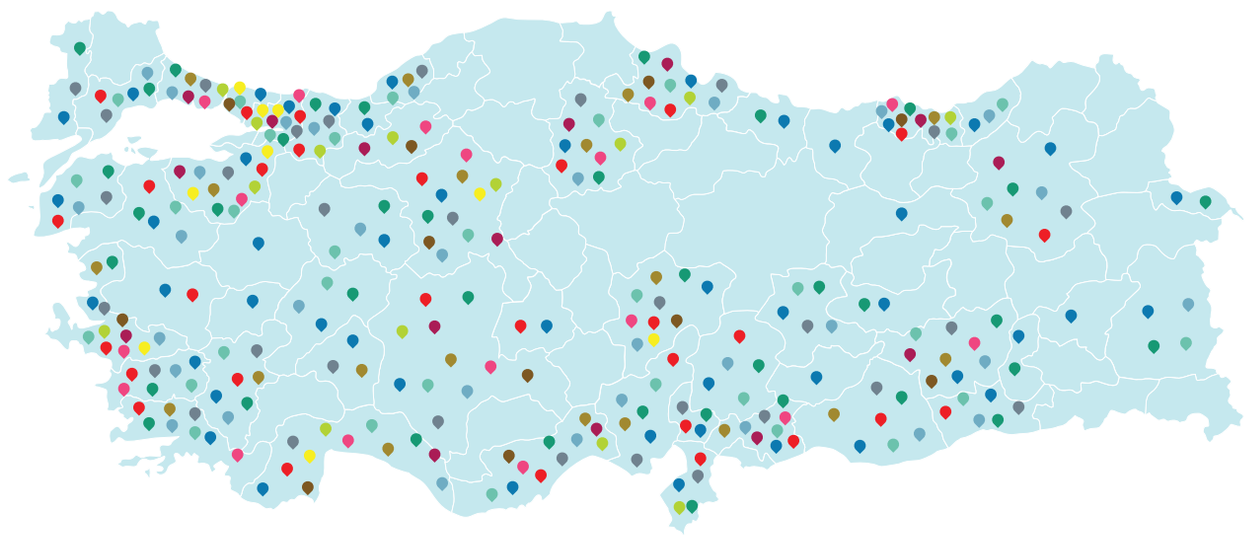
As of 2025, Doğuş Otomotiv represents 17 international brands and 18 associated product groups, offering customers more than 80 models across the Volkswagen Passenger Cars, Audi, SEAT, CUPRA, Škoda, Bentley, Lamborghini, Porsche, Volkswagen Commercial Vehicles, Scania, Meiller, Thermo King, Wielton, Novamarine, Riviera, Aerofoils, and MATE. brands.

Doğuş Otomotiv's business model is built on an integrated structure that extends beyond distribution activities to provide complementary services across different stages of the automotive value chain. Through its DOD brand, the Company has been serving the used vehicle market for 26 years. At the Doğuş Otomotiv Plus Customer Experience Center located at Galataport Istanbul, it brings its brands together with customers through an experience-driven platform. Through D-Charge, it contributes to the expansion of electric vehicle charging infrastructure, while Doğuş Marine extends its portfolio into marine solutions and MATE. introduces new micromobility solutions.

The year 2025 marked a strong performance for Doğuş Otomotiv in terms of both its scale of operations and its position within the mobility ecosystem. During the year, the Company recorded wholesale vehicle sales of 208,170[15] units, achieved a 15.1%[16] share of the retail market, and sold 20,453 used vehicles under the DOD brand. Financially, net sales amounted to TRY 255,780,842 thousand, while EBITDA reached TRY 14,864,838 thousand.

The Company's customer reach and service network are among the key factors underpinning Doğuş Otomotiv's position in Turkey's automotive industry. As of 2025, the total vehicle fleet associated with Doğuş Otomotiv had reached 2,616,350[17] vehicles, while the total number of customers to whom the Company delivers value had grown to 10,860,000.[18] Operating with more than 1,000 customer touchpoints across Turkey and a workforce of over 2,000 employees, the Company has one of the largest Authorized Dealer and Service Networks in the country.

Authorised Dealer and Service Center Network



VW | Audi | Škoda | SEAT | CUPRA | Porsche | Scania | Scania Power Solutions | Meiller | Wielton | Thermo King | DOD

[15] Škoda included.
[16] Škoda included.
[17] Škoda included.
[18] Škoda included.

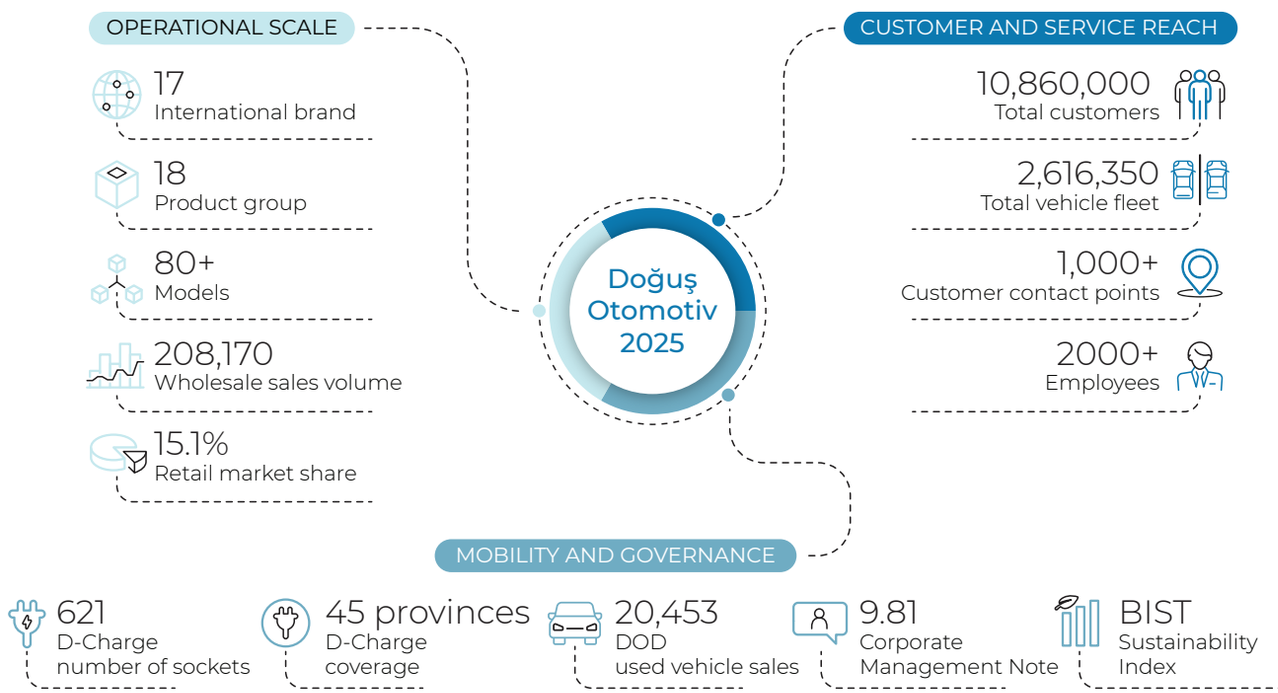
Electric mobility is playing an increasingly important role in Doğuş Otomotiv's expanding value creation model. In 2025, D-Charge expanded its network to a total of 621 charging sockets—254 AC and 367 DC—across 45 provinces in Turkey, ranking 11th among 182 charging network operators. Through these investments, Doğuş Otomotiv has further strengthened its holistic mobility approach, recognizing that the electric vehicle experience extends well beyond vehicle sales to encompass charging infrastructure, digital customer experience, and after-sales services.

Doğuş Otomotiv's long-standing commitment to corporate governance and sustainability is another defining element of its corporate identity. The Company published Turkey's first Corporate Sustainability Report in the automotive industry in 2009, became a signatory to the United Nations Global Compact in 2010, and qualified for inclusion in the BIST Sustainability Index in 2025. Its Corporate Governance Rating increased to 9.81 in 2025.

The 2025 Integrated Sustainability Report is the first to evaluate Doğuş Otomotiv's expanding sphere of operations within a broader and more holistic sustainability reporting framework. While this section presents the Company's operational scale and business model, the following sections examine its subsidiaries, relevant associates, and sustainability impact across the value chain in greater detail.

Operational Scale and Scope for 2025

Doğuş Otomotiv's scale within the Turkish automotive sector, its customer reach, service network,and its position within the mobility ecosystem as of 2025.



About Doğuş Group

Founded in 1951 by Ayhan Şahenk with a vision to serve society, Doğuş Group continues to operate today as one of Turkey's most established multi-sector groups, with over 250 companies and more than 26,000 employees working across various regions.

Spanning a wide range of sectors from automotive to hospitality, from food and beverage to property, and from energy to media and technology, Doğuş Group; is founded on a philosophy centred on quality and trust. As part of the Group's philosophy of creating long-term and sustainable value by bringing together different sectors, it has long-standing partnerships with global companies such as Volkswagen AG, Hyatt International Ltd., The Peninsula Hotels, Azumi Group, Chenot and Paraguas Group.

Whilst adapting to a changing world, Doğuş Group focuses on sustainable growth and aims to create employment and adding value to society through its people- and experience-centred approach.
Acting with a sense of responsibility towards future generations, the Group will continue, as it does today, to draw strength from its values to strive for ever greater achievements, create lasting legacies and build the future with determination.

Click here for the Doğuş Group Sustainability Report.

About Report

Sustainability Business Universe and Impact

Doğuş Otomotiv's 2025 Integrated Sustainability Report has been prepared to go beyond the Company's direct operations and to encompass its sustainability impact. Within this framework, subsidiaries, relevant affiliates, joint ventures, the Authorized Dealer and Service Network, suppliers, OEM relationships, customers, and complementary mobility services have been assessed together with their respective roles in Doğuş Otomotiv's value creation model.
In determining the reporting scope, ownership structure, degree of operational control, financial impact, data availability, business relationships, and value chain linkages were considered collectively. Accordingly, entities have been evaluated not only on the basis of their legal status or equity ownership, but also in terms of their sales and service operations, charging infrastructure, the used vehicle ecosystem, digital infrastructure, financing and insurance linkages, and real estate assets, as well as the environmental, social, economic, and governance impact they generate through their customer touchpoints.

Within this framework, Doğuş Oto, Doğuş REIT, and D-Charge are regarded as subsidiaries with a high level of direct impact from the perspective of Doğuş Otomotiv's sustainability reporting. Doğuş Teknoloji, Doğuş Sigorta, vdf Servis ve Ticaret A.Ş., and Yüce Auto are included within the reporting scope as relevant entities in line with their affiliate structures, business relationships, and roles within the value chain. TÜVTÜRK North and TÜVTÜRK South have also been assessed from the perspective of sustainability impact, taking into account the nature of the joint venture and the conditions prevailing during the reporting period.

Doğuş Otomotiv's core business activities comprise distribution, brand management, importation, logistics, spare parts, and after-sales services. Its subsidiaries and affiliates extend this structure into complementary areas, including sales and service operations, charging infrastructure, real estate management, technology, insurance, financing, brand distribution, and customer experience. Consequently, the sustainability business universe is shaped not by the boundaries of a single company but by the broader value chain connected to Doğuş Otomotiv's operations.

From a sustainability reporting perspective, two distinct boundaries are managed concurrently. The first boundary covers the direct management and operational control of Doğuş Otomotiv Servis ve Ticaret A.Ş. Disclosures relating to corporate governance, the Board of Directors, committees, the policy framework, risk management, internal control, internal audit, and ethics and compliance mechanisms are presented based on the structure of the parent company. The second boundary encompasses the sustainability impact arising through subsidiaries, affiliates, the Authorized Dealer and Service Network, suppliers, OEMs, customers, and complementary mobility services.

In this context, the indicators presented in this report may not always represent the same scope. Some data relate solely to the operations of Doğuş Otomotiv Servis ve Ticaret A.Ş., while others reflect the consolidated sustainability reporting scope, including subsidiaries, and others reflect impacts arising across the value chain or through business partnerships. Indicators with limited scope, ongoing data collection, or differences in comparability with previous reporting periods are further explained in the relevant sections.

During the 2025 reporting period, this structure was further systematized through the Impact–Risk–Opportunity (IRO) approach. The environmental, social, and economic impact arising across Doğuş Otomotiv's business model and value chain is assessed together with the risks and opportunities associated with those impacts, as well as the degree of operational control, data availability, and potential financial impact. As a result, the reporting scope provides a more realistic representation of the Company's value creation model, sustainability performance, and long-term resilience.

Throughout this report, the term "Doğuş Otomotiv Group" is used to refer to the report's consolidated sustainability reporting scope and the impact assessed together with subsidiaries and relevant affiliates. The term "Doğuş Otomotiv Servis ve Ticaret A.Ş." is used where references are made to the governance structure of the parent company, including its legal entity, Board of Directors, committees, corporate governance, internal audit, ethics and compliance, and policy framework. The term "Doğuş Otomotiv," in turn, is used as the principal reference throughout the report in relation to the Company's brand identity, business model, strategy, performance, and overall narrative. Data audited under the limited assurance statement is indicated with a check mark.

Consolidated Structure and Sustainability Impact

The table below presents Doğuş Otomotiv's subsidiaries, affiliates, and joint ventures together with their business activities, their respective roles within the sustainability business universe, and their management/impact relationships within the reporting scope .[19]

Entity	Relationship Type	Ownership Interest	Business Activity	Role within the Sustainability Business Universe	Management / Impact Relationship
Doğuş Otomotiv Servis ve Ticaret A.Ş.	Parent company	—	Distribution, brand management, importation, logistics, after-sales services, spare parts, digital infrastructure	Primary reporting entity; the center of the business model, value chain, and corporate governance	Direct management and operational control
Doğuş Oto Pazarlama ve Ticaret A.Ş.	Subsidiary	96.20%	Vehicle trade and after-sales services	Customer-facing sales and service operations; a critical area in terms of the electric vehicle transition, service-related waste, customer experience, and workforce impact.	High operational impact; priority subsidiary to be included within the reporting scope
Doğuş Gayrimenkul Yatırım Ortaklığı A.Ş.	Subsidiary	94.44%	Real estate investment trust	Environmental impact through its real estate portfolio, energy management, building-related emissions, and water and resource efficiency	Financial consolidation and asset management impact
Doğuş Şarj Sistemleri Pazarlama ve Ticaret A.Ş. / D-Charge	Subsidiary	100%	Charging point operatorship	Electric mobility, low-carbon transportation, charging infrastructure, customer experience, and the energy transition opportunity	Direct strategic opportunity area; ecosystem with low-carbon mobility
Doğuş Bilgi İşlem ve Teknoloji Hizmetleri A.Ş.	Affiliate	21.76%	Information technology infrastructure and software	Digital infrastructure, data management, cybersecurity, operational efficiency, and AI capabilities	Strategic technology impact; data and digitalization associations

[19] Although Doğuş Holding A.Ş. is presented as a financial asset in the Annual Report, it has no impact on operations within this sustainability business universe model, and therefore noted on the Report solely as an ownership relationship.

Entity	Relationship Type	Ownership Interest	Business Activity	Role within the Sustainability Business Universe	Management / Impact Relationship
Doğuş Sigorta Aracılık Hizmetleri A.Ş.	Affiliate	41.99%	Insurance brokerage services	Insurance solutions within the mobility service value chain, customer confidence, and risk management connections	Customer service value chain and financial risk associations
vdf Servis ve Ticaret A.Ş.	Affiliate	48.79%	Automotive products and services	Parent company of vdf Finans, vdf Filo, vdf Faktoring, and vdf Sigorta, providing links to the financing and fleet ecosystem	Doğuş Otomotiv has direct equity interests in these entities, and its relationship with the subsidiary companies is assessed through that ownership structure
Yüce Auto Motorlu Araçlar Ticaret A.Ş.[20]	Affiliate	50.00%	Škoda Turkish distributorship	Brand portfolio, electric/hybrid vehicle transition, and Authorized Dealer and Service Network impact	Strategic brand and distribution impact
TÜVTÜRK Güney Taşıt Muayene İstasyonları Yapım İşletim A.Ş.	Joint venture	33.00%	Vehicle inspection stations	Vehicle safety, road safety, service accessibility, and operational impact	Joint venture impact; reporting scope is assessed based on the reporting period and data availability
TÜVTÜRK Kuzey Taşıt Muayene İstasyonları Yapım İşletim A.Ş.	Joint venture	33.00%	Vehicle inspection stations	Vehicle safety, road safety, service accessibility, and operational impact	Joint venture impact; reporting scope is assessed based on the reporting period and data availability
Authorized Dealer and Service Center Network	Business relationship / value chain	—	Sales, servicing, customer experience, and technical services	One of the most significant downstream value chain areas in terms of energy, waste, occupational health and safety, customer satisfaction, electric vehicle capabilities, and data reporting	No direct ownership; steered through dealership agreements, standards, audits, and programs
OEMs and Original Manufacturers	Business relationship / upstream value chain	—	Product supply and source for brands and technologies	Primary source of the product portfolio, emissions profile, supply chain, and sustainability expectations	No direct control; guidance exercised through distribution relationships and brand standards

Scope and Boundary

The term "consolidated structure" used throughout this report does not refer to a holding company structure that is legally or operationally managed as a single entity by Doğuş Otomotiv. Rather, it describes the reporting approach adopted to assess collectively the financial consolidation boundaries of Doğuş Otomotiv Servis ve Ticaret A.Ş., its ownership interests, subsidiaries, affiliates, joint ventures, and the sustainability impact arising across its value chain

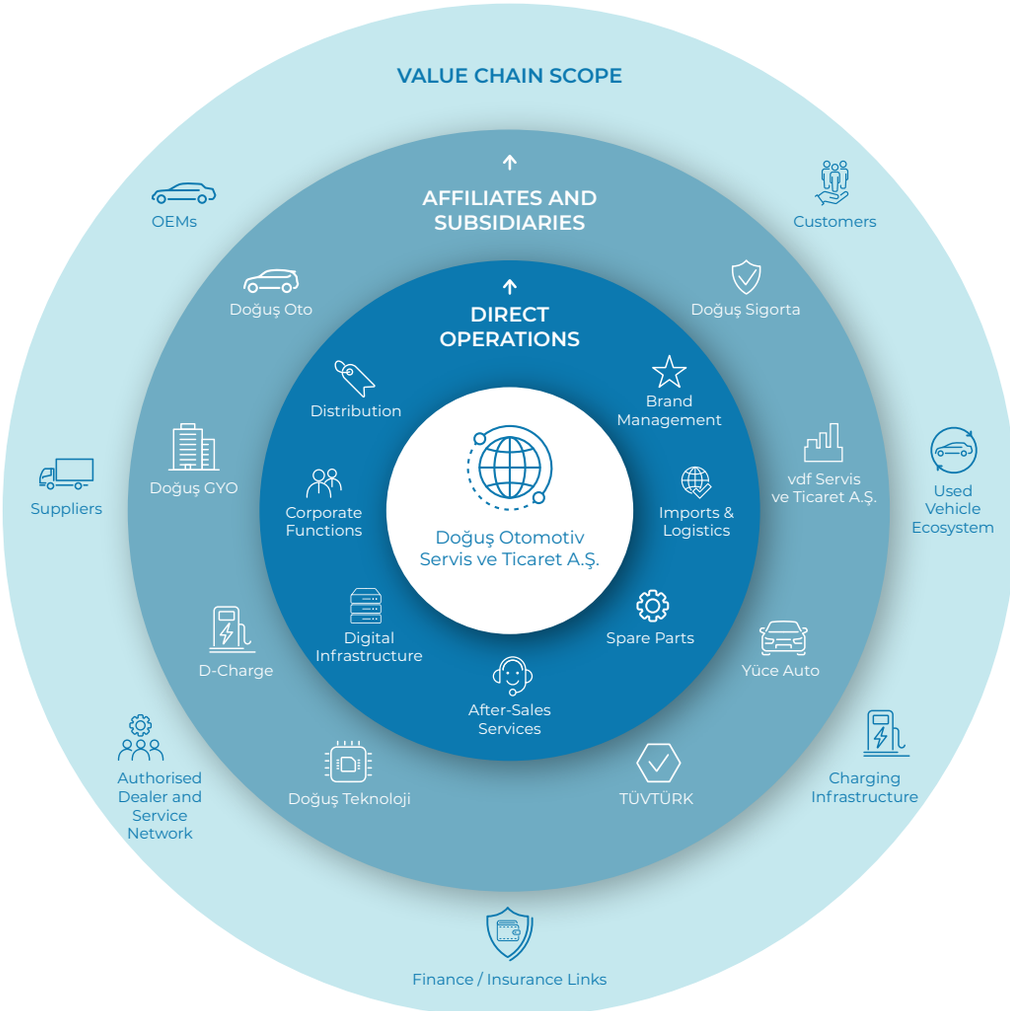
Corporate governance disclosures are presented based on Doğuş Otomotiv Servis ve Ticaret A.Ş., the publicly listed parent company. Disclosures relating to the Board of Directors, committee structures, the policy framework, risk management, internal control, internal audit, and ethics and compliance mechanisms are provided within the governance structure of the parent company. Disclosures concerning subsidiaries and affiliates are included in the report with due consideration given to ownership interests, operational control, financial impact, value chain relationships, data availability, and sustainability impact.

The scope of the environmental, social, economic, and governance indicators presented in this report may vary depending on the nature of each indicator. Some indicators relate solely to the operations of the parent company, while others reflect the consolidated sustainability reporting scope, including subsidiaries, or represent impacts arising across the value chain, through joint ventures, or within the Authorized Dealer and Service Network. Indicators with limited scope, estimates, ongoing data collection, or limited comparability with previous reporting periods are explained in the relevant sections through footnotes.

This approach supports disclosures relating to the organization's boundaries, activities, business relationships, and value chain under the GRI Standards 2021; the assessment of material risks and opportunities arising across the value chain under the TSRS (Turkish Sustainability Reporting Standards); and the definition of the business model, value chain, Impact–Risk–Opportunity (IRO) approach, and reporting boundaries under the ESRS (European Sustainability Reporting Standards).

[20] Although Doğuş Otomotiv holds a 50% equity interest in Yüce Auto, the distributor of Škoda-branded vehicles, it does not exercise control over the Company's operations.

The Model of Business Universe and Impact



The scope of the report assesses both the sustainability impacts within Doğuş Otomotiv's direct sphere of control and those arising throughout the value chain.

Doğuş Otomotiv's Business Model and Integrated Value Creation

Doğuş Otomotiv's business model is built on a broad value creation structure that integrates its multi-brand distribution capabilities with sales, after-sales services, spare parts and logistics, used vehicle operations, charging infrastructure, digital customer experience, financing and insurance linkages, and new mobility solutions. Within the framework of the integrated reporting approach, Doğuş Otomotiv's value creation model demonstrates how financial, manufactured, intellectual, human, social and relationship, and natural capital are utilized and transformed within the Company's business model to create long-term value for its stakeholders. The model makes visible not only the Company's economic performance, but also the multidimensional value it creates through customer confidence, workforce capability, value chain resilience, environmental impact management, digital transformation capacity, and the quality of its corporate governance.

Doğuş Otomotiv's value creation process is shaped by a lifecycle approach that begins with vehicle sales and continues through after-sales services, used vehicle value management, charging accessibility, roadside assistance, digital support, customer engagement, and value chain development. Accordingly, the Company's business model focuses not only on product accessibility and sales performance, but also on delivering reliable, seamless, and sustainable value throughout the customer's mobility experience. This framework also forms the basis of the governance, strategy, risk management, and performance disclosures presented in the following sections of this report. The capital elements, activities, outputs, and outcomes defined within the value creation model constitute the fundamental building blocks supporting Doğuş Otomotiv's long-term resilience and its "Beyond Mobility: Shaping Tomorrow" approach.

Business Model and Integrated Value Creation

Doğuş Otomotiv creates sustainable and lasting value for its stakeholders by offering solutions that meet its customers' lifelong needs within the mobility ecosystem.

Principles of Value Creation

- Customer-oriented
- Investing in the Future
- Ethics and Transparency
- Innovation and Digitalisation
- Human Beings and Society
- Environmental Responsibility

RESOURCES (INPUTS)

Financial Capital
A strong financial structure, investment capacity and access opportunities

Production / Operations Capital
Extensive dealer and service network, digital infrastructure, technology and physical assets

Intellectual Capital
Brand strength, know-how, digital solutions and data assets

Human Capital
Competent and motivated staff, corporate culture and leadership capabilities

Social and Relational Capital
Customer trust, strong business partnerships, community and stakeholder relations

Natural Capital
Energy, water, raw materials and natural resources

OUR BUSINESS MODEL AND VALUE CREATION PROCESS

Understanding Priorities
We understand stakeholder expectations and identify trends and key issues.

Strategy and Planning
We formulate our strategy, set our objectives and plan our resources effectively.

Value Creation Activities
Through our trade, services and mobility solutions, we conduct our operations in an efficient and responsible manner.

Performance and Management
We monitor our performance, manage risks and ensure continuous improvement.

Communication and Transparency
We share our results with our stakeholders,thereby strengthening trust and transparency.

OUR MAIN ACTIVITIES

Vehicle Trade
Sales and marketing activities with a broad brand portfolio
2025: 17 Brands; 18 product groups; 208,170 total sales

After-Sales Services
Authorised service centre, spare parts and customer services
2025: 2,616,350 vehicle fleet

Financial Services and Insurance
Loan, leasing and insurance solutions
2025: 10.86 million customers

Used Vehicle and Digital Platforms
Secure second-hand solutions and digital platforms
2025: 20,453 DOD second-hand sale

New Mobility Solutions
Electric vehicle charging, subscriptions, fleet and mobility services
2025: 621 charging points; 45 provinces

GOVERNANCE AND CORPORATE CULTURE

- Corporate Governance Principles
- Ethics, Complianceand Transparency
- Risk Management and Internal Audit
- Innovation and Digital Transformation
- Sustainability Management

THE VALUE WE CREATE (OUTPUTS)

Financial Value
Creates economic value through sustainable revenue and profitability.
Net sales: TRY 255,780,842 billion
EBITDA: TRY 14,864,838 billion

Product and Service Value
Through high-quality products and services, it enhances customer satisfaction.
DİM call respond rate: 94%
Roadside assistance satisfaction: 89%
Customer satisfaction: 98.2%[21]

Intellectual Value
Digital solutions, data and innovation generate results.
Digital investment: TRY 283 million
Operational savings: TRY 257 million

Human Value
Supports employee development, health, safety and engagement.
Employee engagement: 84%
Training per person: 38.68 hours

Social Value
Creates social value, employment and economic value.
Traffic Is Life! social media engagement: 93 million+

Environmental Value
Enables low-carbon operations and resource efficiency.
SPP production: 4,382 MWh
Share of solar energy in electricity consumption: 75.83%
Green CapEx: TRY 149,773,000
Green OpEx: TRY 124,739,000[22]

LONG-TERM IMPACT (RESULTS)

Contributing to the Development of Sustainable Mobility
High-voltage battery repair centre: 7
High-voltage specialist: 36

Combating Climate Change
SPP Inventory of Authorised Dealer and Service Network: 44 locations

A Better Society and Quality of Life
D-Charge 2026 target: 720 sockets
Digital project portfolio: 79 active projects

Digital and New Mobility Strengthening the Ecosystem
Traffic is Life!: 21st year
The City's Smartest Children: 173,259 students

Long-Term Stakeholder Value and Trust
Corporate Governance Compliance Score: 9.81
BIST Sustainability and FTSE4Good indices
LSEG, S&P Global and Sustainalytics ratings: a strong position
Dividends paid out over the last 10 years: TL32.6 billion

KEY FACTORS THAT SUPPORT VALUE CREATION

- Employee Experience and Talent Development
- Diversity, Inclusion and Equal Opportunities
- Technology and Digital Infrastructure
- Data Security and Privacy
- Supply Chain Management
- Stakeholder Communication and Cooperation

This model has been prepared in accordance with the International Integrated Reporting Framework (IIRC) and the <IR> principles.
[21] Sales and services have been assessed together.
[22] The total amount of environmental tax payable by Doğuş Oto and Doğuş Otomotiv for 2025 is 2,492 thousand TL. The amount of environmental fines, however, is 0 TL.

GOVERNANCE AT DOĞUŞ OTOMOTİV

Governance at Doğuş Otomotiv concerns how the Company makes decisions, at what level it identifies and oversees risks, and how it ensures accountability before its stakeholders. As a result, its governance structure also forms the foundation of its long-term value creation, investor confidence, an ethical business culture, and corporate resilience. For the 2025 reporting period, governance disclosures are presented based on the governance structure of Doğuş Otomotiv Servis ve Ticaret A.Ş., the publicly listed parent company.

While subsidiaries, relevant affiliates, and impact of the value chain are addressed within the consolidated sustainability reporting scope, the Board of Directors, Board committees, policies, risk management, internal control, internal audit, and ethics and compliance mechanisms are described through the governance framework of the parent company.

This section presents Doğuş Otomotiv's governance architecture as a system that supports the quality of decision-making and transparency. Within this framework, it examines the oversight role of the Board of Directors, the responsibilities of the Board committees, their connection to sustainability management, ethics reporting mechanisms, internal control processes, shareholders' rights, and areas for further governance development.

Corporate Governance Approach

Taking the Company's publicly listed status and its expanding business universe into account, Doğuş Otomotiv's corporate governance approach demands a robust foundation of accountability. Its multi-brand distribution model, extensive Authorized Dealer and Service Network, subsidiaries, affiliates, and long-term relationships with customers necessitate that the implications of corporate decisions be assessed not only in terms of their financial outcomes but also in terms of their impact on stakeholders and across the value chain. The Board of Directors is at the center of this governance structure. Determining the Company's strategic direction, overseeing the risk management systems, reviewing the findings of internal control and internal audit activities, monitoring sustainability objectives, and deciding on actions in response to stakeholder expectations are among the Board's principal oversight responsibilities. Previous reports clearly defined the Board's role in integrating environmental, social, and governance performance into the corporate strategy. In the 2025 Report, however, this role is addressed within a broader context encompassing the consolidated sustainability reporting scope and impact of the value chain.

The rationale for combining the roles of Chair of the Board of Directors and Chief Executive Officer is based on the changes in the size and composition of the Board, together with Mr. Ali Bilaloğlu's extensive experience and long-standing track record in successfully performing both roles. The continuity and competency profile of the Board are also significant components of governance quality. In accordance with the Articles of Association, members of the Board of Directors are elected for terms of up to three years, may be re-elected, and may be removed from office by the General Assembly. The Company has a succession plan in place. The performance of Executive Board members is evaluated annually, while career development and key executive backup arrangements are monitored through Round Table Meetings and those arrangements are presented annually to the Chair of the Board of Directors. The practice of conducting an independent Board performance evaluation every two years with the support of an external consultancy is an important mechanism for monitoring the Board's effectiveness.

In corporate governance, trust is often built on the details of disclosures. Doğuş Otomotiv makes no direct or indirect, monetary or in-kind contributions to political parties or lobbying activities, and no members of its governing bodies have direct political affiliations. These disclosures constitute an important component of the Company's governance framework, reinforcing impartiality, ethical conduct, and the prevention of conflicts of interest.

The Company's approach to shareholders' rights should likewise be considered within the framework of transparency and equal treatment. The principle of one share, one vote applies, and there are no privileged shares, voting caps, cross-shareholdings, or secret voting practices. The Company does not provide golden parachute arrangements for senior executives, nor does it operate active share-based bonus schemes, stock option plans, or long-term equity incentive plans for employees or executives. These matters are discussed in greater detail in the section on remuneration and shareholders' rights.

To improve the transparency and traceability of governance disclosures, the 2025 Report addresses Board committee structures, ethics and compliance processes, internal audit, related-party transactions, conflict-of-interest management, tax policies, information security, human rights, and supply chain responsibility under separate headings. The objective is to make clearly visible how the policies, decision-making, monitoring, reporting, and corrective action mechanisms that define the fundamental characteristics of Doğuş Otomotiv's corporate governance structure operate.

Areas Subject to Board Oversight

Doğuş Otomotiv Servis ve Ticaret A.Ş. has a one-tier governance structure. In this Report, disclosures relating to the Board of Directors are presented based on the governance model of the publicly listed parent company, while subsidiaries and relevant affiliates are considered within the sustainability reporting scope in accordance with data availability and their sustainability impact.

The Board's governance processes are monitored through three principal control mechanisms: timely information flow, regular Board meetings and documented Board decisions, and oversight of executive management performance and succession planning. Strategy, financial and operational performance, risk, internal control, sustainability, and leadership continuity are brought before the Board within this governance framework. The responsibilities of the Board committees and their roles in sustainability oversight are discussed in the following section.

Metric	2025 Status
Governance structure	One-tier Board structure
Number of Board members	6
Executive Board members	1
Non-executive Board members	5
Independent Board members	2
Current term of office	1 year (effective as of the General Assembly held on 27 March 2025)
Maximum term of office under the Articles of Association	3 years, with the option to be reelected
Number of Board meetings	13
Board performance evaluation	Every two years, with the support of an independent external consultant
Succession plan	In place
Key executive backup arrangements	Presented annually to the Chair of the Board of Directors
Directors' and Officers' (D&O) liability insurance	USD 10 million

Topics Subject to Board Oversight

Topics	Board Agenda Focus	Related Section of the Report
Strategy and business model	Long-term management, investment priorities, and the mobility transition	Strategy, Business Model and Integrated Value Creation
Performance	Financial, operational, and sustainability objectives	Metrics and Targets
Risks	Enterprise risks, early warning mechanisms, and business continuity	Risk Management and Resilience
Internal control	Audit results, the control environment, and the reliability of reporting	Internal Control and Internal Audit
Ethics and compliance	Code of Ethics, reporting mechanisms, and legal compliance	Ethics, Compliance and Transparency
Sustainability	Consolidated reporting scope, objectives, and performance monitoring	Sustainability Governance
Leadership continuity	Executive Board performance review, succession plan, and key executive backup arrangements	Employees and the Work Environment

Board Committees and Sustainability Oversight

The Board of Directors exercises its oversight responsibilities through a committee structure that enables more focused and effective oversight. At Doğuş Otomotiv, the Board committees serve as complementary governance bodies that support the Board in matters relating to financial reporting, internal control, the early identification of risks, corporate governance principles, sustainability, shareholders' rights, ethics, and compliance.

The Company's risk methodology, risk classification framework, scenario analysis, and resilience approach are presented in the Risk Management and Resilience section of this Report. The purpose of this section is to illustrate through which committees the Board receives information, which matters it oversees, and how sustainability-related issues are brought before the Board. An overview of the committees' responsibilities, their connection to sustainability, and their 2025 activities is provided in the table below.

Committee	Primary Responsibilities	Sustainability Relevance	2025 Activities
Audit Committee	Financial reporting, internal control, independent audit, and internal audit processes	Reporting reliability, data quality, internal control, and assurance mechanisms	Held **8 meetings** in 2025. Submitted **4 written reports** to the Board of Directors regarding the financial statements and provided **4 briefings** to the Board on audit findings.
Corporate Governance and Sustainability Committee	Corporate governance principles, sustainability practices, shareholders' rights, and public disclosure processes	Sustainability strategy, policy framework, transparency, stakeholder relations, and reporting approach	Held **4 meetings** in 2025 and regularly reported its findings and decisions to the Board of Directors.
Early Detection of Risk Committee	Early identification of risks that may affect the Company's existence, development, and continuity	Enterprise risks, climate-related risks, business continuity, and strategic resilience	Held **4 meetings** in 2025 and submitted regular monthly reports to the Board of Directors.
Remuneration and Nomination Committee	Board and senior management nominations, remuneration principles, and Board effectiveness	Board competency, succession planning, remuneration transparency, and performance alignment	Held **4 meetings** in 2025. The matters discussed, activities undertaken, and outcomes achieved were presented to the Board of Directors.
Human Resources and Disciplinary Committee	Advises on human resources and disciplinary matters and monitors related activities	Employee experience, ethical culture, working environment, standards of conduct, disciplinary processes, and overall human resources practices	Held **3 meetings** in 2025, and its observations were reported to the Board of Directors

This governance structure demonstrates that sustainability is managed as a shared governance responsibility across the Board of Directors, its committees, and the relevant management functions. The flow of information through the committee structure provides the governance foundation for the strategy, risk management, performance, and target disclosures presented in the following sections of this Report.

Sustainability Governance

Sustainability governance at Doğuş Otomotiv is designed as a governance framework that functions between strategic decision-making structure and operational implementation. This framework is supported by the flow of information established among the Board committees, the Corporate Sustainability Council, the Environmental Committee, the Compliance Function, the Risk Management function, relevant departments, data owners, and employee representation mechanisms.

The Corporate Governance and Sustainability Committee serves as the primary junction point through which sustainability matters are brought before the Board of Directors. Additionally, activities of the Corporate Sustainability Council, which represents the vast majority of the Company's business functions, are shared regularly with this Committee as well. This enables environmental, social, economic, and governance activities carried out to be monitored and managed throughout the year. At the operational level, sustainability data are collected from the relevant departments, subsidiaries, and entities included within the reporting scope. As part of this process, the data owner, data source, reporting boundary, and assurance requirements are evaluated separately for each indicator. With the transition to a consolidated sustainability reporting approach, the data collection process has been expanded to include subsidiaries, relevant associates, and those areas of the value chain that are significant from a sustainability perspective. The most critical function of this framework is to embed sustainability within the Company's management system rather than assigning responsibility to a single department. Environmental performance, human resources, customer experience, supply chain, digitalization, ethics, compliance, internal audit, and risk management are managed within their respective functions, while matters requiring cross-functional coordination are integrated through working groups and committee structures.

Employee participation in governance processes is also regarded as an integral component of sustainability governance. In 2025, the Employee Representative was elected by majority vote of the Employee Committee, further strengthening the mechanism for communicating employees' views and recommendations to the Executive Board and the Board of Directors. This governance model provides the foundation for the discussions on strategy, risk management, performance, and targets presented in the subsequent sections of this report. Sustainability-related matters are managed through an integrated governance framework that connects policies, committee oversight, operational data flows, and employee feedback.

Ethics, Compliance, and Transparency

While ethics is recognized as a set of rules to be followed, at Doğuş Otomotiv it is also regarded as one of the fundamental pillars of governance that shapes how decisions are made, how business relationships are conducted, and how trust is maintained with stakeholders.

The Company's overarching framework in this area is the Doğuş Otomotiv Code of Ethics. First introduced in 2012, the Code of Ethics serves as the corporate code of ethics for Doğuş Otomotiv Servis ve Ticaret A.Ş. and Doğuş Oto Pazarlama ve Ticaret A.Ş., establishing a common standard of conduct in relationships with employees, customers, business partners, competitors, and other stakeholders. The Code defines the principles of transparency, integrity, fairness, respect, and responsibility across a broad spectrum of activities, ranging from decision-making processes and operational activities to stakeholder relations and supplier management. For Doğuş Otomotiv, ethics management extends beyond the prevention of misconduct. It also serves as a governance tool that strengthens the Company's way of doing business, its relationships across the value chain, and the trust it builds with its stakeholders.

Key Issues Covered by the Code of Ethics

The Code of Ethics brings together a broad range of issues that employees may encounter in their day-to-day business decisions within a single guiding framework. This structure ensures that ethical principles do not remain merely high-level statements, but also provide practical guidance on how employees, managers, and business partners are expected to act in specific situations.

Code of Ethics Issue	Corresponding Section in the Report
Equalitarian and healthy working environment	Employees and the Working Environment
Prevention of discrimination and harassment	Diversity, Equity, and Inclusion
Workplace safety and the environment	Occupational Health and Safety, Environmental Performance
Prevention of conflicts of interest	Ethics, Compliance, and Transparency
Protection of Company information	Information Security and Data Privacy
Insider trading	Corporate Governance and Compliance
Customer information security	Customers and Mobility
Fair marketing and fair sales	Product and Service Responsibility
Supplier selection and supplier relationships	Supply Chain and Our Business Partners
Giving and receiving gifts	Ethics, Compliance, and Transparency
Bribery, corruption, and improper benefits	Corporate Policies and Compliance
Relationships with competitors and competition rules	Corporate Governance and Compliance
Relationships with affiliates and related parties	Corporate Policies

Training and Awareness

The effectiveness of the Code of Ethics depends on employees being familiar with its principles and able to apply them whenever needed. In 2025, Code of Ethics training was provided to a total of **618 employees** at Doğuş Otomotiv and Doğuş Oto as part of the companies' e-orientation program. The training covered topics such as business ethics, the protection of Company information, rules governing the giving and receiving of gifts, respectful conduct, the prevention of insider trading, the avoidance of conflicts of interest, reporting the abuse of authority, the promotion of diversity, the prevention of discrimination, and the protection of human rights

Extending ethical awareness throughout the value chain also became an area of increasing importance in 2025. Under Volkswagen AG's Code of Conduct for Business Partners training program, training sessions were delivered to the senior management of distributors and the Authorized Dealer and Service Network, providing **a total of 48 hours of training to 96 senior executives**. The program covered compliance with applicable laws and regulations, sustainability expectations, environmental protection, human rights, labor law, business ethics, responsible supply chains, and the reporting of misconduct. Compliance awareness is not promoted through training alone. In 2025, the Company also published **four Bulletins on Compliance** and **four Bulletins on the Protection of Personal Data** to keep employees informed of policy and compliance-related matters. In addition, the Compliance Function, together with its dedicated working group, held **three committee meetings** during the year.

Ethics Hotline and Reporting Process

The Doğuş Otomotiv Ethics Hotline serves as the primary channel through which employees can report conduct that is inconsistent with the Code of Ethics or raise concerns about potential violations. The Ethics Hotline is administered by an independent third party, and reports may be submitted either openly or anonymously. The Code of Ethics also explicitly safeguards individuals who report concerns. Failure to report conduct that violates the Code, deliberately disregarding such conduct, or obstructing individuals seeking to prevent or report potential violations is likewise regarded as a violation of the Coder.[23]

Ethics Management and Reporting Process

The assessment of ethical disclosures and the improvement process

[23] The "Reporting and Whistleblowing" section of the Doğuş Otomotiv Code of Ethics explains in detail that conduct inconsistent with the Code of Ethics is regarded as a serious violation and that employees may report such conduct through the Ethics Hotline either openly or anonymously.

Metrics[24]	Doğuş Otomotiv	Doğuş Oto
Reports through Ethics Hotline	1	14
Total reports	3	17
Reports submitted to the Investigation / Disciplinary Committee	2	11
Reports shared with the relevant departments for information purposes	1	6
Confirmed cases of discrimination	0	0

2025 Compliance Metrics

Compliance performance at Doğuş Otomotiv cannot be assessed solely on the basis of whether violations have occurred. The use of reporting mechanisms, the classification of cases, their referral to the relevant departments, and indicator-based reporting are also important metrics demonstrating the effectiveness of the compliance system.

In 2025, neither Doğuş Otomotiv nor Doğuş Oto incurred any finalized monetary penalties or compensation payments arising from ethics, discrimination, or human rights violations. No instances of non-compliance were reported in relation to product and service safety, product information and labeling, customer privacy, or confirmed data breaches. Two compliance-related cases were recorded in connection with marketing communications.

Metrics	2025 Status
Confirmed cases of discrimination	0
Finalized penalties or compensation arising from ethics, discrimination, or human rights violations	0
Product and service safety non-compliance	0
Product information and labeling non-compliance	0
Customer privacy violations / confirmed data breaches	0
Significant violations of laws and regulations	0
Compliance-related cases concerning marketing communications	2
Reports through Ethic Hotline	Doğuş Otomotiv: 1 / Doğuş Oto: 14
Total ethics-related reports	Doğuş Otomotiv: 3 / Doğuş Oto: 17

Ethical Conduct Expectations across the Value Chain

Doğuş Otomotiv's approach to ethics management extends across an integrated structure encompassing the Company's business model, its Authorized Dealer and Service Network, suppliers, service providers, OEM relationships, business partners, and affiliates. Consequently, the Code of Ethics serves as one of the primary reference documents governing relationships throughout the value chain. Commitment to compliance with the Code of Ethics is incorporated into supplier contracting processes. Procurement processes evaluate quality, financial reliability, ethical compliance, and sustainability criteria together, while the scope of critical suppliers continues to expand over time. In 2025, the number of critical suppliers increased to 122.

Doğuş Otomotiv regards strengthening ethical conduct expectations across the value chain by making them clearer, more traceable, and more actionable as one of the key areas for further development within its sustainability governance framework.

Transparency

The Doğuş Otomotiv Code of Ethics is publicly available on the Company's official website. Annual reports, sustainability reports, corporate policies, financial information, and performance metrics also constitute the principal transparency tools made available to stakeholders. The availability of reporting mechanisms, the disclosure of compliance-related cases on an indicator basis, the specification of reporting boundaries, and the transparent identification of areas for improvement likewise form integral elements of the Company's approach to transparency.

Ethics and Compliance Management within the Consolidated Reporting Scope

The Doğuş Otomotiv Code of Ethics applies directly to Doğuş Otomotiv Servis ve Ticaret A.Ş. and Doğuş Oto Pazarlama ve Ticaret A.Ş. The Code of Ethics serves as the corporate code of ethics for these two companies, providing a common framework for employee conduct and business relationships. Doğuş Oto is the subsidiary most closely integrated with Doğuş Otomotiv's operations. Accordingly, ethics reporting, assessment, and disciplinary processes are managed within the same governance framework as Doğuş Otomotiv, and ethics reporting data are presented separately for Doğuş Otomotiv and Doğuş Oto throughout this Report.

In business operations that are more closely integrated with Doğuş Otomotiv's operational structure, such as D-Charge, Doğuş Sigorta, and Sen-Sat, ethics and compliance expectations are monitored in alignment with the parent Company's policies and governance approach. For these entities, the reporting approach is determined based on the nature of their day-to-day operations, data availability, and the extent of their integration with Doğuş Otomotiv's management system. By contrast, entities such as Doğuş REIT, Doğuş Teknoloji, and Yüce Auto operate under their own legal entities, governing bodies, and internal procedures. The governance structure of Doğuş REIT is assessed independently from that of Doğuş Otomotiv, as its principal business activity is the management and leasing of real estate assets. Likewise, Doğuş Teknoloji operates under a separate corporate governance structure.

Yüce Auto is a separate company serving as the distributor of the Škoda brand in Turkey. Doğuş Otomotiv's relationship with the Company is limited to its shareholding and business relationship. In accordance with competition law requirements and the principles of independent management, Doğuş Otomotiv does not participate in Yüce Auto's day-to-day ethics, compliance, or operational management processes. Accordingly, information relating to Yüce Auto is included in this Report only where relevant, taking into account data availability and its sustainability impact.

vdf Servis ve Ticaret A.Ş. and the TÜVTÜRK companies are not considered part of the ethics and compliance mechanisms directly administered under this framework. Their relationship with Doğuş Otomotiv is addressed within the Report's consolidated sustainability reporting scope and business universe, taking into consideration shareholding relationships, business relationships, data availability, and the circumstances of the reporting period.

The Authorized Dealer and Service Network and suppliers are not directly owned by Doğuş Otomotiv. In these entities, ethical conduct expectations are managed through contractual arrangements, commitments to comply with the Code of Ethics, brand standards, training, audits, and supplier selection and evaluation processes. Therefore, making ethical conduct expectations across the value chain clearer, more traceable, and more actionable is regarded as one of the areas for further development within Doğuş Otomotiv's sustainability governance framework.

Internal Control and Internal Audit

At Doğuş Otomotiv, the internal control and internal audit framework serves as an assurance mechanism supporting the reliable, effective, and uninterrupted conduct of the Company's operations. This framework enables the Board of Directors to exercise effective oversight over financial reporting, operational processes, regulatory compliance, the safeguarding of assets, the reliability of information, and the integrity of reporting. The objective of the internal control framework is to safeguard the rights of shareholders and stakeholders, ensure that financial and non-financial information is reliable and accessible, secure compliance with applicable legislation and the Articles of Association, and promote the effective and efficient conduct of operations.

At Doğuş Otomotiv, the control environment is reinforced through the Three Lines of Defense model. The first line of defense consists of the day-to-day internal control activities carried out by process owners, managers, and employees. The second line comprises control functions such as Financial Control and Risk Management and Legal. The third line is represented by the Internal Audit Department.

[24] Ethics-related reports were monitored separately for Doğuş Otomotiv and Doğuş Oto in 2025.

The Internal Audit Department operates under the supervision of the Audit Committee in accordance with applicable legislation and international standards. The audit plan is prepared using a risk-based approach and approved by the Board of Directors. Within this framework, business processes and internal control activities are audited on a regular basis, and audit findings are communicated to the relevant levels of management. In 2025, activities carried out by the Internal Audit Department were planned to cover financial, operational, compliance, and fraud risks. Audits assessed compliance with policies and procedures, the accuracy of financial and operational information, the safeguarding of assets, the effectiveness of business processes, and the operation of control systems. Information technology was also one of the specific areas covered under the 2025 audit agenda. Reviews were conducted in the areas of IT Governance, Information Security and Access Management, Infrastructure Operations, and Change Management, while follow-up activities were carried out to monitor compliance with the CMB's Communiqué on Information Systems Management.

The Internal Audit function is also becoming increasingly data-driven. Remote auditing techniques, continuous auditing practices, system-enabled daily, weekly, and monthly reporting capabilities, and audit methodologies that analyze entire datasets rather than relying on sampling all support this transformation.

From a sustainability reporting perspective, the role of Internal Audit is particularly significant. Reviews of data collection, data accuracy, and reporting processes were conducted for the 2023 and 2024 sustainability reports. Areas identified for improvement through these reviews, which were performed in accordance with the principles of independence and objectivity, were reported to the relevant managers and the Audit Committee. The transition to a consolidated sustainability reporting scope in the 2025 reporting period requires a more systematic approach to monitoring data ownership, reporting boundaries, verification requirements, and audit trails. In view of that, the internal control and internal audit approach presented in the 2025 Report also treats the collection of consolidated sustainability data, the clarification of the reporting scope of information received from subsidiaries and relevant affiliates, the traceability of data sources, and the consistency of reported indicators as integral components of the control environment.

Internal Control and Internal Audit Structure

Control Layer	Primary Role	Significance for Reporting
Process owners and employees	Implementation of day-to-day controls and first-line management of operational risks	Ensuring that data is generated accurately at its source and that process ownership is clearly defined
Financial Control, Risk Management, Legal, and other control functions	Monitoring, assessment, compliance, and risk control	Supporting the consistency of financial and non-financial information
Internal Audit Department	Risk-based auditing, independent assessment, and reporting of audit findings	Enhancing reporting reliability, strengthening the control environment, and identifying areas for improvement
Audit Committee	Oversight of internal audit, internal control, independent audit, and reporting processes	Providing assurance and oversight support to the Board of Directors

Internal Audit Focus Areas in 2025

Topics	Issues Addressed in 2025
Financial and operational processes	Accuracy of financial and operational information, process effectiveness, and safeguarding of assets
Compliance with legislation and policies	Assessment of compliance with applicable legislation and the Company's policies and procedures
Fraud and ethics reporting	Assessment of reports received through the Ethics Hotline and other reporting channels, with referral to the Disciplinary Committee where necessary
Information technology	IT Governance, Information Security and Access Management, Infrastructure Operations, and Change Management
Continuous auditing	System-generated reporting, data analytics, and audit methodologies based on analysis of entire datasets
Sustainability reporting	Assessment of data collection, data accuracy, reporting processes, and areas for improvement

Corporate Policies and Governance Commitments

Corporate policies at Doğuş Otomotiv are governance instruments that define the Company's way of doing business, decision-making principles, and responsibilities toward its stakeholders. This policy framework covers areas including ethics, compliance, human rights, employee rights, occupational health and safety, the environment, energy, sustainable procurement, product and service responsibility, information security, anti-bribery and anti-corruption, remuneration, and tax management.

In line with Doğuş Otomotiv's principles, these policies guide the practices of the relevant business units, define areas of responsibility and governance linkages, and establish the framework within which performance is monitored. In this respect, corporate policies constitute one of the principal instruments linking Doğuş Otomotiv's governance framework with its sustainability performance. The Company's policy framework is structured across three tiers. The first tier consists of the Doğuş Otomotiv Code of Ethics, which embodies the Company's ethical conduct and business principles. The second tier comprises the publicly disclosed policy documents relating to sustainability and corporate governance. The third tier consists of the procedures, implementation principles, and control processes maintained by the relevant business units. This structure is important for monitoring how governance commitments are translated into day-to-day operations, value chain relationships, and the metrics disclosed within the reporting scope. With the transition to a consolidated sustainability reporting approach in the 2025 reporting period, clearly defining the boundaries of policy implementation has become particularly important.

ESG Ratings

LSEG
Worldwide in the Specialty Retailers sector: #15 out of 241

S&P Global
Among the top 5%worldwide

SUSTAINALYTICS
Retail sector worldwide #4 out of 435 (2%)

FTSE Russell
FTSE4Good Emerging Index

Policy Impact	Current Framework	Corporate Governance Relevance	Implementation / Scope	Report Reference
Ethics, compliance, and business conduct	Code of Ethics, Corporate Compliance Policy, Anti-Bribery and Anti-Corruption Policy, Anti-Money Laundering and Counter-Terrorist Financing Policy, Export Sanctions and Controls Policy	Compliance Function, Legal, Internal Audit, Disciplinary Committee processes	Directly implemented at Doğuş Otomotiv and Doğuş Oto; managed across the value chain through contracts, ethical commitments, and business relationships	Ethics, Compliance, and Transparency
Human rights and the working environment	Human Rights Policy, Employees and Working Environment Policy, Equal Pay for Equal Work Policy, Performance Management Policy, Diversity and Equal Opportunity Policy	Human Resources, Compliance, sustainability governance structures	Primarily implemented at Doğuş Otomotiv and Doğuş Oto; expectations for suppliers and the Authorized Dealer and Service Network are established through contracts, audits, and business relationships	Employees and the Working Environment
Occupational health and safety	Occupational Health and Safety Policy and operational OHS processes	Human Resources, OHS teams, relevant operations managers	Direct operations and Doğuş Oto sites are the primary focus; the Authorized Dealer and Service Network is monitored through brand standards and audits (ISO 45001)	Employees and the Working Environment
Environment, energy, and climate	Environmental and Energy Policy, energy management, resource efficiency, and environmental performance practices	Environment, Energy, Logistics, Operations, D-Charge, Authorized Dealer and Service Network	Direct operations, Doğuş Oto, D-Charge, and value chain impacts are evaluated together (ISO 14001, ISO 50001)	Environmental Performance; Risk Management and Resilience
Sustainable procurement and the supply chain	Sustainable Procurement Policy, supplier selection and evaluation processes, Code of Ethics compliance commitments	Procurement, Compliance, Sustainability, relevant business units	Suppliers are assessed based on quality, financial reliability, ethical compliance, and sustainability criteria. In 2025, the number of critical suppliers increased to 122.	Supply Chain and Our Business Partners
Product and service responsibility	Product and Service Responsibility Policy, Customer Health and Safety Policy	Brand Management, After-Sales Services, DİM, DOD, Authorized Dealer and Service Network	Covers vehicle sales, after-sales services, used vehicle operations, customer communications, and digital customer experience processes	Customers and Mobility
Information security and data privacy	Information Security Policy, Personal Data Retention and Disposal Policy, Regulation on the Implementation of the Personal Data Protection Policy, Information security awareness initiatives, ISO 27001, and TISAX certifications	Information Security, Digital Transformation, Legal, Compliance	A core control area for digital customer channels, data analytics, AI applications, and customer data processes	Digital Transformation, Information Security, and Data Privacy
Community engagement and economic impact	Community Engagement Policy, Economic Development Policy, Market Presence Policy, Indirect Economic Impact Policy	Corporate Communications, Sustainability, relevant project teams	Covers traffic safety, environmental awareness, culture and the arts, education, and community benefit programs	Community Engagement
Remuneration and performance	Remuneration Policy, Performance Management Policy	Board of Directors, Remuneration and Nomination Committee, Human Resources	Assessed in accordance with the existing remuneration and performance management framework. Long-term share-based incentive plans that do not exist are not presented in the Report as commitments.	Remuneration, Performance, and Governance Principles
Tax management	Tax Policy, structured around sound tax management, regulatory monitoring, compliance and risk management, transparency toward key stakeholders, operational efficiency, and public affairs management	Board of Directors, Corporate Governance and Sustainability Committee, Committee for Early Detection of Risk, Finance Division, Certified Public Accountant (CPA), and independent audit processes	All entities included in Doğuş Otomotiv's consolidated financial statements are tax residents only in Turkey; the Company has no manufacturing facilities, branches, or operationally active subsidiaries abroad.	Tax Approach

Tax Approach

At Doğuş Otomotiv, tax management is regarded not only as a matter of legal compliance but also as an integral part of risk management, corporate governance, and the sustainability strategy. Ultimate responsibility for the Company's tax strategy rests with the Board of Directors of Doğuş Otomotiv Servis ve Ticaret A.Ş. Day-to-day tax management and compliance-related activities are carried out by the General Directorate of Financial Affairs. The Chief Financial Officer reports tax-related matters to the Board of Directors. The Company's Tax Policy is structured around six principal pillars: sound tax management and corporate governance; tax monitoring and regulatory management; compliance and risk management; transparency toward key stakeholders; corporate and operational efficiency; and public affairs management.

The committees reporting to the Board of Directors have oversight responsibilities for the Company's corporate tax strategy and policies. The Corporate Governance and Sustainability Committee evaluates tax-related matters within the scope of economic risks, while the Committee for Early Detection of Risk monitors tax risks alongside other financial risks. Before strategic tax decisions are made, the relevant matters are reviewed with the Company's Certified Public Accountant (CPA) and, where appropriate, submitted to the Chief Executive Officer and the Board of Directors for approval.

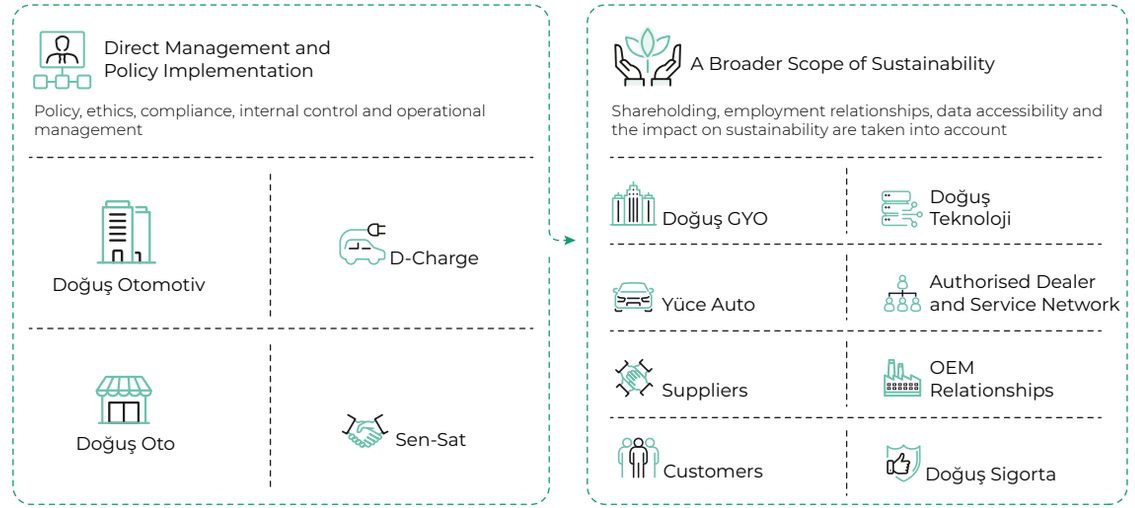
Compliance with tax legislation is directly integrated into business processes. The calculation of Special Consumption Tax (SCT) and Value Added Tax (VAT) on vehicle sales, the monitoring of customs declarations in import operations, withholding income tax in payroll administration, and transfer pricing documentation for related-party transactions constitute the core components of this framework. Compliance with regulatory changes and matters such as transfer pricing are monitored within the Company's overall risk management framework, with support from independent tax advisors obtained where necessary. For Doğuş Otomotiv, taxation is also an important means of contributing to economic development. The Company contributes to public finances through corporate income tax, VAT, SCT arising from vehicle sales, taxes paid on imports, and social security contributions paid on behalf of its employees.

Tax positions are reviewed as part of the full certification process conducted by the Company's Certified Public Accountant (CPA) and the annual independent audit. Audited consolidated financial statements are disclosed to the public through the Public Disclosure Platform (KAP) and include deferred tax assets and liabilities, the effective tax rate, and tax-related disclosures in the notes to the financial statements. Tax-related questions and feedback may be directed to the Investor Relations Department. In addition, the Ethics Hotline enables the reporting of unethical practices, including violations of tax legislation.

All subsidiaries and affiliates included in Doğuş Otomotiv's consolidated financial statements are tax residents solely in Turkey. The Company has no manufacturing facilities, branches, or operational subsidiaries abroad. Contributions to public policy processes are made indirectly through industry organizations, such as the Automotive Distributors and Mobility Association, rather than through direct engagement.

Tax Metrics (TRY thousand)	2025
Tax jurisdiction of residence	Turkey
Overseas manufacturing facilities/branches/ operational subsidiaries	None
Net Sales	255,780,842
EBITDA	14,864,838
Net Profit for the Period	3,078,425
Total Assets	130,369,139
Total Equity	68,109,657
Statutory corporate income tax rate in Turkey	25%
Review of tax positions	Conducted by CPA full certification process and the independent audit

Consolidated Sustainability Scope and Management Boundaries



vdf Servis ve Ticaret A.Ş., Doğuş Sigorta Aracılık Hizmetleri A.Ş. and TÜVTÜRK are assessed outside the scope of Doğuş Otomotiv's directly managed policy, ethical, compliance or operational management mechanisms, taking into account shareholding, business relationships, prevailing conditions and data accessibility. Companies and stakeholder groups falling within the broader sustainability impact scope are not subject to the same level of management or operational control as Doğuş Otomotiv. Companies in this scope have been assessed within the scope of the report, taking into account shareholding, business relationships, role in the value chain, data accessibility and sustainability impact.

Compensation, Performance, and Governance Principles

At Doğuş Otomotiv, the compensation approach is shaped by taking into account employees' duties and responsibilities, their positions, competencies, market conditions, corporate objectives, and long-term value creation expectations. The principles governing the remuneration of Board members and executives with administrative responsibilities have been documented in writing, submitted for approval at the General Assembly, and made publicly available through electronic platforms.

No stock options or Company performance-based compensation plans are used in determining the remuneration of independent Board members. Their remuneration is determined in a manner that safeguards their independence. Board members and executives with administrative responsibilities are not granted loans or credit, either directly or through third parties, nor are guarantees or similar securities provided in their favor.

In determining the remuneration of senior executives, consideration is given not only to financial results but also to non-financial performance topics associated with the Company's social and environmental objectives. Consequently, the compensation and fringe benefits paid in 2025 were linked to both financial and non-financial performance criteria, and the performance of senior executives was evaluated on the basis of measurable improvements in areas such as customer satisfaction, quality, and cost management. This approach is essential in strengthening the integration of sustainability objectives into management processes. In addition to taking part in determining the performance criteria that form the basis for the remuneration and fringe benefits of senior executives, the Remuneration and Nomination Committee assists the Board of Directors in matters relating to Board member and senior executive nominations, remuneration principles, and Board effectiveness.

The evaluation of the Board of Directors and initiatives to improve its effectiveness are carried out on a regular basis. In 2025, proposals received from consulting firms for the renewal of the Board evaluation process were reviewed by the Remuneration and Nomination Committee, submitted to the Board of Directors on December 19, 2025, and the Board resolved to commence the evaluation with the independent consulting firm it had selected. The assessment is scheduled for completion in March 2026.

During 2025, a total of TRY 2 billion in remuneration and other financial benefits was provided to Board members and executives with administrative responsibilities. This amount has been publicly disclosed in the Annual Report. Doğuş Otomotiv does not maintain any golden parachute arrangements for senior executives. Nor does the Company have any active share-based bonus, stock option, or long-term equity incentive plans implementations for employees or executives.

Remuneration and Performance Management Framework

Topic	2025 Approach
Compensation principles	The principles governing the remuneration of Board members and executives with administrative responsibilities are documented in writing, submitted for approval at the General Assembly, and publicly disclosed.
Independent Board members	No stock options or Company performance-based compensation plans are used in determining the remuneration of independent Board members.
Senior executive performance	In addition to financial indicators, customer satisfaction, quality, cost management, and other non-financial performance areas are taken into consideration.
Board effectiveness	Board effectiveness evaluations are conducted with the support of an independent consulting firm, and the results are reviewed by the Remuneration and Nomination Committee and the Board of Directors.
2025 remunerations	Board members and executives with administrative responsibilities received a total of TRY 2 billion in remuneration and other financial benefits in 2025.
Loans, credit, and guarantees	No loans or credit have been extended, nor have guarantees or similar securities been provided in favor of Board members or executives with administrative responsibilities.
Share-based incentives	No active share-based bonus, stock option, or long-term equity incentive plans are in place.
Golden parachutes	No golden parachute arrangements are maintained for senior executives.

Remuneration Principles
Job responsibilities · Competence · Market conditions · Organisational objectives

Performance Link
Financial results · Customer satisfaction · Quality · Cost management · Non-financial indicators

Governance Oversight
Remuneration and Nomination Committee · Board of Directors' assessment · General Meeting and public disclosure

Stakeholder Engagement and Feedback Mechanisms

Information derived from stakeholder engagement activities constitutes one of the fundamental management inputs used to understand the Company's impact, identify its strategic material issues, and assess sustainability-related risks and opportunities on a sound basis. The automotive ecosystem in which the Company operates gives rise to a multi-layered impact encompassing employees, customers, the Authorized Dealers and Service Center Network, OEMs, suppliers, investors, and society. In this context, feedback received from these stakeholder groups not only enables the Company to discern current expectations but also facilitates the early identification of emerging risks and opportunities.

Doğuş Otomotiv's key stakeholders and the dialogue platforms established to engage with them are regularly updated on the Company's website.[25] Within this framework, the purpose of engagement, communication channels, topics of discussion, and measurement methods are defined separately for each stakeholder group. During the 2025 reporting period, stakeholder engagement was assessed across a broader impact scope, particularly in light of the transition to consolidated sustainability reporting. Information obtained through engagement with subsidiaries, relevant associates, the Authorized Dealers and Service Center Network, suppliers, OEMs, and customers serves as significant data for discerning the Company's impact throughout its value chain.

This approach is directly linked to the Impact–Risk–Opportunity assessment. Stakeholder expectations are used to determine where impacts arise, which issues may create operational or financial risks, which areas may present opportunities, and which indicators require closer monitoring. For example, customer feedback is evaluated in relation to service quality, accessibility, digital touchpoints, and product responsibility; feedback from the Authorized Dealers and Service Center Network is assessed with respect to electric vehicle capabilities, environmental and energy practices, information security, and service standards; while supplier feedback is considered in terms of quality, sustainability criteria, and continuity of supply.

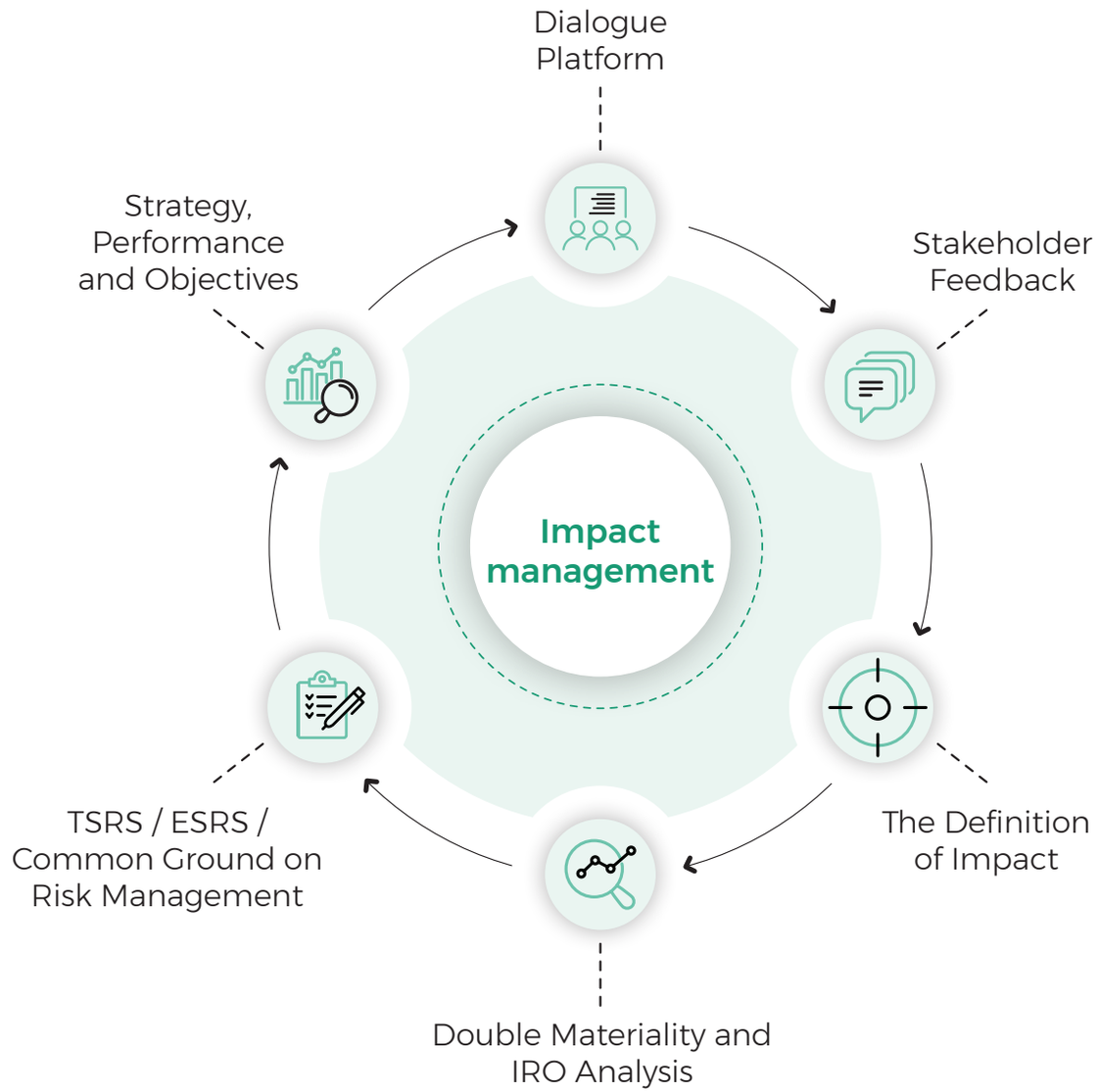
Doğuş Otomotiv's stakeholder engagement strategy is built around the "Ask–Learn–Respond" cycle, under which stakeholder views are treated as information that are taken into account during strategic planning, risk management, and innovation processes. The 2025 Sustainability Report maintains this approach while placing greater emphasis on impact. This approach was retained in the 2025 Sustainability Report while it was further strengthened through a great emphasis on impact-oriented decision-making. Stakeholder feedback is now positioned as a decision input supporting the Company's long-term value creation capacity, operational resilience, and sustainability focus areas.

Therefore, the discussions presented in subsequent sections of this report on strategy, strategic material issues, risk management, environmental performance, customer experience, employees, the supply chain, and the Authorized Dealers and Service Center Network shall be considered in conjunction with the Company's stakeholder engagement approach. Insights generated through these dialogue platforms are evaluated by the relevant business units and, where appropriate, translated into policies, processes, training programs, performance indicators, risk management practices, or improvement actions.

[25] The table presenting Doğuş Otomotiv's key stakeholders and stakeholder dialogue platforms is regularly updated on the Company's website.

Stakeholder engagement is one of the key sources of information used by Doğuş Otomotiv in understanding its environmental, social, economic, and governance impact throughout the value chain. Feedback supports the assessment of risks and opportunities arising in areas including customer experience, employee engagement, supply chain, Authorized Dealer and Service Network, OEM expectations, investor priorities, and community impact. This approach is a complementary component of the Impact–Risk–Opportunity analysis and the scope of the 2025 consolidated sustainability reporting.

From Stakeholder Feedback to Impact Management



Sustainability Strategy

Doğuş Otomotiv's corporate strategy addresses the structural transformation of the automotive industry from a long-term value creation perspective. Electric vehicles, digital customer experience, new mobility solutions, data-driven decision-making, evolving customer expectations, and sustainability-related regulations directly shape the Company's strategic priorities.

Doğuş Otomotiv's business model has evolved within a broader mobility ecosystem encompassing brand management, vehicle sales, after-sales services, spare parts, used vehicle solutions, charging infrastructure, digital services, financing and insurance linkages, customer experience, and value chain relationships. Sustainability is therefore not treated as a separate strategic pillar. Instead, the Company's impact, strategic material issues, risks and opportunities, performance metrics, and targets are addressed within a single governance framework.

Impact Area and Material Issues

Doğuş Otomotiv's strategic material issues are assessed with due regard to the impact arising from its business model and throughout its value chain. This approach encompasses not only the Company's direct operations but also the impact generated through its Authorized Dealers and Service Center Network, suppliers, OEM relationships, customers, subsidiaries, relevant associates, and complementary mobility services. The impact assessment conducted as part of the 2025 reporting period provides an important foundation for strengthening the link between strategy and reporting. Information derived from stakeholder engagement activities, the identification of strategic material issues, the double materiality assessment, the Impact–Risk–Opportunity analysis, risk management, and performance metrics were all evaluated within this framework.

This approach enables Doğuş Otomotiv to address sustainability matters not only in light of its past performance but also with regard to the impact it may generate in the future and its resilience capacity. Electric mobility, charging infrastructure, energy and emissions management, the supply chain, customer experience, digitalization, employee competence, ethics, and governance are therefore monitored as key areas of strategic management.

Strategic Material Issue	Management Approach	Impact / Risk / Opportunity Linkage	Key Indicators to Be Monitored
Electric and Low-Carbon Mobility	Expansion of the electric and hybrid vehicle portfolio, deployment of charging infrastructure, and transformation of sales and after-sales capabilities	Opportunities arising from the transition to low-carbon mobility; transition risks associated with changing demand for internal combustion engine vehicles, infrastructure availability, and customer acceptance	Electric and hybrid vehicle sales, number of D-Charge charging sockets, charging volume, electric vehicle service capabilities
Customer Experience and Service Continuity	Integrated management of sales, after-sales services, DIM, digital channels, roadside assistance, appointment scheduling, and customer communication processes	Opportunities to strengthen customer loyalty, service quality, and brand trust; risks related to service disruptions, declining customer satisfaction, and digital channels	Customer satisfaction, DIM performance, call answer rate, roadside assistance satisfaction, digital channel usage
Digitalization, Data, and Artificial Intelligence	Enhancing operational efficiency, decision quality, process automation, and the deployment of artificial intelligence and data analytics applications	Strategic opportunities to enhance operational agility, decision consistency, process efficiency, and customer experience; risks related to data security, system continuity, and digital compliance	Number of digital projects, productivity improvement, automation initiatives, information security indicators
Operational Excellence and Logistics Resilience	Enhancing efficiency and control capacity across import, logistics, warehousing, spare parts, inventory management, and service continuity processes	Opportunities for cost management, supply continuity, and efficient resource utilization; risks related to supply disruptions, logistics-related emissions, and operational interruptions	Logistics-related emissions, energy efficiency, warehouse practices, shipment performance, spare parts availability
Value Chain Transformation	More systematic management of sustainability expectations across the Authorized Dealers and Service Center Network, suppliers, OEM relationships, and business partners	Opportunities related to dealer and supplier competencies, sustainable procurement, and brand standards; risks related to ethical non-compliance, environmental performance, and data availability	Number of critical suppliers, supplier assessments, Authorized Dealers and Service Center Network practices, solar energy generation and consumption inventory
Workforce and Organizational Capabilities	Developing the capabilities required for electrification, digitalization, customer experience, and sustainability management	Opportunities related to technical capabilities, employee engagement, and service quality; risks associated with talent loss, adaptation to transformation, and insufficient workforce capability development	Training hours, employee engagement, technical training, idea and improvement projects, occupational health and safety indicators
Governance, Ethics, and Corporate Trust	Supporting strategy through Board oversight, committee structures, internal control, internal audit, ethics reporting mechanisms, and the policy framework	Opportunities related to transparency, investor confidence, and corporate resilience; risks related to compliance, reputation, and reporting reliability	Ethics reports, internal audit findings, committee activities, compliance indicators, policy coverage

Beyond Mobility

Beyond Mobility is the strategic decision-making framework that determines where Doğuş Otomotiv allocates its resources, according to which priorities, and with what value creation expectations. The framework is founded on the recognition that value creation in the automotive industry extends well beyond vehicle sales; based on this foundation it defines the areas in which the Company chooses to compete, the capabilities it seeks to develop, the value chain relationships it aims to manage, and the risks it is prepared to undertake. Today, value creation in the automotive sector arises within a multi-layered ecosystem where product portfolios, charging accessibility, software, data, customer experience, service capabilities, used vehicle value management, energy infrastructure, supply chain resilience, and financing solutions are managed in an integrated manner. As of 2025, Doğuş Otomotiv's broad portfolio—comprising 17 international brands, 18 product groups, and more than 80 models—together with DOD, D-Charge, Doğuş Otomotiv Plus, Doğuş Marine, MATE., and its digital customer experience solutions, enables the Company to participate across multiple dimensions of this value ecosystem

Within this strategic framework, Doğuş Otomotiv's role is not to establish direct ownership across every mobility value pool, but rather to strengthen its position as an integrator that transforms these components into a seamless and trusted customer experience. From this perspective, the Company determines where to invest directly and where to advance through brand relationships, strategic partnerships, the Authorized Dealers and Service Center Network, supplier collaborations, or technology platforms. As a result, capital is directed toward areas offering the greatest strategic significance and value creation potential, while customer experience, operational continuity, service quality, digital touchpoints, and low-carbon mobility solutions are managed within a single business model. The strategy review conducted in 2024 likewise identified initiatives such as the EV charging ecosystem, the Super App, MaaS, the EV subscription platform, the Artificial Intelligence Center of Excellence, new mobility brands, the development of strategic technical capabilities, EV lifecycle services, solar energy initiatives, and a connected vehicle platform among Doğuş Otomotiv's priority strategic initiatives.

The strategic pillars that have guided Doğuş Otomotiv for many years **"Be Big, Be Close, Be Creative"** have acquired broader significance in this new era. The "Be Big" principle reflects the Company's capacity to create value through its market scale, brand portfolio, operational capability, financial resilience, and service network. "Be Close" defines the quality of its relationships with customers, employees, the Authorized Dealers and Service Center Network, suppliers, OEMs, investors, and society. "Be Creative," in turn, has evolved into a far-reaching strategic capability encompassing digitalization, new mobility solutions, the charging ecosystem, used vehicle management, artificial intelligence, data analytics, and customer experience. The Doğuş Otomotiv Code of Ethics explicitly states that the Company's corporate strategy is built upon these three strategic pillars.

Sustainability is an integral component of this strategic decision-making framework. Growing demand for electrification, low-carbon transportation, the energy transition, circularity, supply chain resilience, data security, and capability transformation are among the factors shaping both Doğuş Otomotiv's future revenue streams and its risk profile. The expansion of the electric and hybrid vehicle portfolio, the rollout of charging infrastructure, the strengthening of high-voltage battery and service capabilities, and the adaptation of the Authorized Dealers and Service Center Network to emerging technologies have a direct influence on customers' total cost of ownership and overall user experience. While D-Charge integrates the infrastructure dimension of electric mobility into the Company's value creation model through its role in the charging ecosystem, DOD supports value management throughout the post-sale stage of the vehicle lifecycle through its established expertise in the used vehicle market.

Strategic decisions mature over different time horizons. Doğuş Otomotiv evaluates sustainability-related risks and opportunities, together with their impact to its business model, through a short-, medium-, and long-term perspective. In the short term, operational performance, management of the existing portfolio, annual investment decisions, charging and service capacity, and customer experience are material issues that take precedence. Over the medium term, extending to 2030, the balance of the brand and technology portfolio, the expansion of the charging network, workforce capability transformation, enhancement of the digital customer experience, and more systematic management of value chain relationships become increasingly decisive. Whereas in the long term, strategic choices regarding the energy and climate transition, investments in low-carbon mobility infrastructure, vehicle lifecycle services, data- and software-enabled value creation opportunities, and the positioning of the business model beyond 2030 will shape Doğuş Otomotiv's resilience.

Resilience, in this context, refers to preserving the Company's capacity to create value across these time horizons while strengthening its ability to adapt to changing conditions. Doğuş Otomotiv's strategy is built on an integrated portfolio comprising diverse powertrain technologies, new mobility solutions, digital infrastructure, charging services, service capabilities, used vehicle value management, and customer experience. A product portfolio spanning electric, hybrid, and transition technologies, combined with a business model integrating energy, digital, and service components, enhances the Company's ability to respond to evolving demand, regulatory developments, and technological scenarios.

The impact of climate-related risks for resilience, together with the related scenario analysis, are discussed separately in the Risk Management and Resilience section of this Report.

Sustainability-related risks and opportunities are transmitted to the Company's financial performance through a number of distinct channels. While growing demand for electric and low-carbon products and services influences the revenue base and product mix, energy consumption, waste generation, and resource efficiency directly affect the cost structure. Sustainability performance is also becoming an increasingly important consideration influencing access to finance, investor expectations, the cost of capital, and corporate reputation. Battery state-of-health, used vehicle value management, warranty obligations, supply chain compliance, information security, and regulatory developments likewise constitute strategic considerations affecting asset value, business continuity, and market access. These channels will be monitored through the indicators presented in the relevant performance sections of this Report and assessed together with the corresponding targets and management approaches.

The impact assessment conducted during the 2025 reporting period supported a more systematic evaluation of this strategic framework. The assessment brought together the Company's business model, value chain, stakeholder feedback, the double materiality approach, the Impact–Risk–Opportunity analysis, risk management, and performance indicators within a common analytical framework. Identifying the Company's impact enables the environmental, social, economic, and governance effects generated by Doğuş Otomotiv across the mobility ecosystem to become more visible while contributing their evaluation alongside strategic material issues, risks, opportunities, targets, and financial resilience.
The Beyond Mobility approach positions Doğuş Otomotiv's strategy on three interconnected levels: strengthening the resilience of its existing business model through its strong brand portfolio and service network; creating new sources of value across the mobility ecosystem through electric mobility, charging infrastructure, digitalization, used vehicle management, and new mobility solutions; and managing its environmental, social, economic, and governance impact together with the associated risks, opportunities, performance, and targets. The strategic material issues, time horizons, double materiality approach, Impact–Risk–Opportunity assessment, and targets presented in the remainder of this Strategy section are all addressed within this overarching framework.

Time Horizons and Strategic Decision Topics

Time Horizons	Timeframe Covered	Strategic Focus and Key Decisions
Short term	Reporting period and the year it follows	Operational performance, management of the existing portfolio, annual investment decisions, charging and service capacity, customer experience, and digital channel performance
Medium term	Approximately one to five years; toward 2030	Balancing the brand and technology portfolio, scaling up the charging network, transformation of workforce capabilities, structuring value chain relationships, and expanding data and artificial intelligence capabilities
Long term	Five years and beyond; beyond 2030	Structural choices relating to the energy and climate transition, low-carbon mobility infrastructure, vehicle lifecycle services, new mobility business models, and the long-term positioning of the business model

Strategic Material Issues

Doğuş Otomotiv's strategic material issues continue to be monitored on the basis of the outcomes of the double materiality assessment conducted in 2024. In the 2025 report, these issues are considered within the context of the consolidated sustainability reporting scope, the Impact–Risk–Opportunity approach, and the Beyond Mobility strategic framework. Consequently, the material issues identified during the previous reporting period are now addressed through a stronger management perspective that reflects the Company's current business model, value chain, risk profile, stakeholder expectations, and performance objectives.

While preserving continuity in Doğuş Otomotiv's materiality assessment process, this approach also reflects the broader reporting scope adopted for 2025. In the Company's first sustainability report prepared on a consolidated basis, the impact of the strategic material issues is assessed not only in relation to the Company's own operations but also across the broader impact arising through its subsidiaries, relevant associates, Authorized Dealers and Service Center Network, suppliers, OEM relationships, and customers. For this reason, before being addressed under the individual performance sections of this report, the strategic material issues are first presented in the context of their implications for the Company's business model and value chain. The 2024 double materiality matrix identifies the environmental, social, economic, and governance topics that require the closest management attention. In the 2025 report, these topics are aligned with the Company's strategic management areas, including electric and low-carbon mobility, customer experience, digitalization, operational excellence, value chain management, people and working life, ethics, compliance, and governance quality. This alignment does not alter the outcomes of the materiality matrix; rather, it provides greater visibility into how the strategic material issues are integrated into the Company's strategy and performance management framework.

To explain how the outcomes of the 2024 double materiality assessment have been incorporated into the 2025 report and to demonstrate their connection with the Company's strategy, risk management, targets, and performance indicators, the double materiality matrix itself has been retained under the section entitled **"Double Materiality Approach."** This section, in turn, explains how the matrix is interpreted from a strategic management perspective.

The Link Between Priorities and Management

Double Materiality Approach

At Doğuş Otomotiv, the materiality assessment serves as a management tool for evaluating sustainability matters in light of their impact on the Company's strategy, stakeholder expectations, and business model, as well as their impact throughout the value chain, and on the long-term financial resilience of the Company. Through the materiality assessments it has carried out since 2009, Doğuş Otomotiv has made stakeholder feedback one of the principal management inputs underpinning both its sustainability reporting and its strategic management processes. This approach enables Doğuş Otomotiv to view sustainability matters not merely as topics for periodic reporting, but as integral components of strategic decision-making, risk management, performance monitoring, and long-term value creation.

The double materiality approach is based on assessing Doğuş Otomotiv's strategic material issues from two complementary perspectives. The first considers the impact arising from the Company's operations, products and services, business relationships, and value chain on the environment, society, employees, customers, suppliers, the Authorized Dealers and Service Center Network, OEM relationships, and other stakeholders. The second evaluates how sustainability matters may impact the Company's revenue structure, cost base, operational continuity, investment requirements, its access to finance, cost of capital, reputation, and long-term competitiveness. By this way, strategic material issues are assessed through the relationship between the Company's impact and its financial resilience.

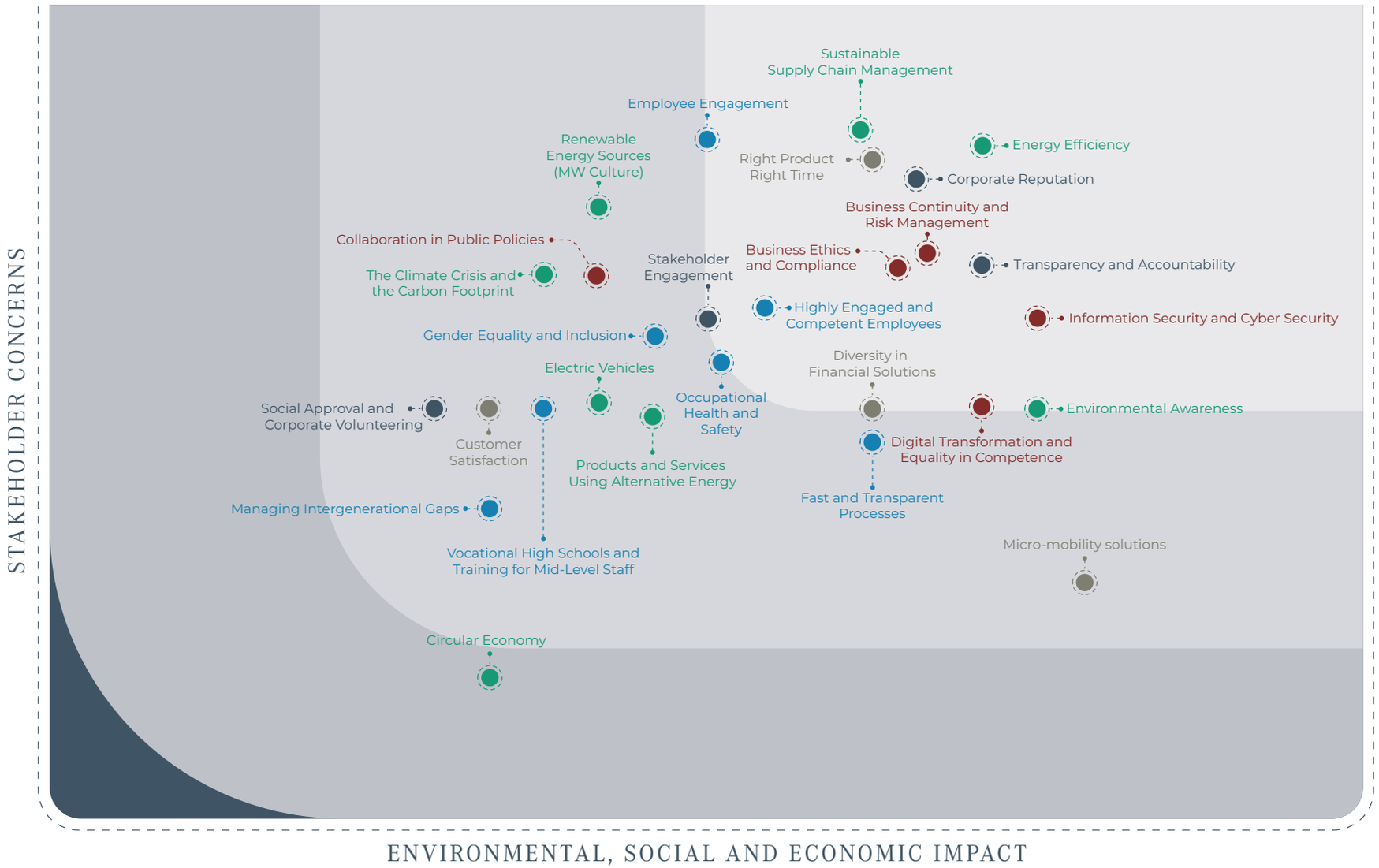
The 2025 report is based on the outcomes of the double materiality assessment published in 2024. While the materiality matrix and the set of material topics remain unchanged, their interpretation has been aligned with the 2025 consolidated sustainability reporting scope, the Impact–Risk–Opportunity approach, and the current reporting framework. This approach preserves methodological continuity with the previous reporting period while enabling Doğuş Otomotiv to assess its subsidiaries, relevant associates, and the impact arising across its value chain within a more systematic management framework.

The 2024 materiality matrix has been retained in its original form to preserve consistency with the Company's previously disclosed assessment results and established reporting terminology. In the 2025 report, however, those results are presented within the broader double materiality framework introduced by TSRS and the ESRS, allowing the Company's strategy, risk management, and performance disclosures to be interpreted through the lens of both impact and financial materiality.

In the 2025 report, the strategic material issues are integrated into the Company's management framework at three levels. At the first level, the results of the materiality matrix are linked to Doğuş Otomotiv's strategic material issues, illustrating how topic clusters relate to strategic management areas such as electric and low-carbon mobility, customer experience, digitalization, operational excellence, value chain management, people and working life, and governance. At the second level, these topics are incorporated into the Impact–Risk–Opportunity analysis, where impacts, sources of risk, opportunity areas, and financial impact pathways are assessed in an integrated manner. At the third level, performance indicators, targets, and the reporting scope are structured in line with these strategic material issues.

This approach establishes a common framework for interpreting the remainder of the report. The Impact–Risk–Opportunity Management section explains how the strategic material issues relate to the Company's risks and opportunities, while the Strategic Material Issues section presents the management approach adopted for each topic. The Strategic Targets section, in turn, sets out the corresponding targets and performance indicator areas. The environmental, social, customer, digitalization, supply chain, and governance indicators presented throughout the performance sections are likewise aligned with this materiality framework.

DOĞUŞ OTOMOTİV MATERIALITY MATRIX

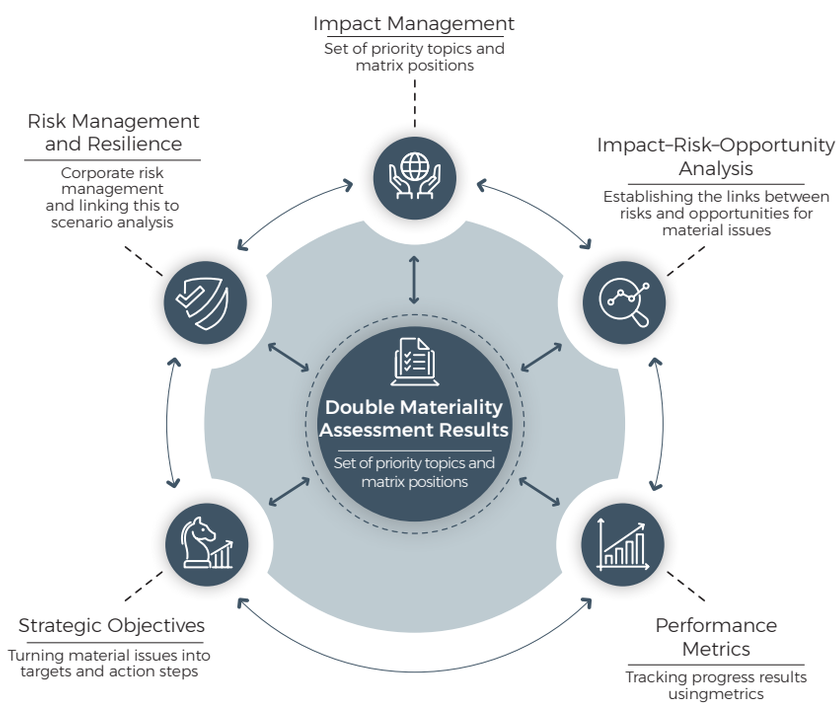


The 2025 report builds upon the outcomes of the double materiality assessment conducted in 2024, aligning the strategic material issues with the consolidated sustainability reporting scope, the Impact–Risk–Opportunity approach, and the Company's performance management framework.

Evaluation of the Double Materiality Matrix

Dimension	Representation in the Report	Integration into Management Processes in 2025
Impact Materiality	Reflects the environmental, social, economic, and governance impact arising from Doğuş Otomotiv's operations, products and services, business relationships, and value chain.	Integrated into impact management, stakeholder feedback, value chain impact, and performance indicators.
Financial Materiality	Assesses how sustainability matters affect revenue, costs, investments, asset value, operational continuity, access to finance, and the cost of capital.	Forms the basis for strategy, risk management, financial impact assessment, and resilience disclosures in line with the ISSB[26] requirements.
Strategic Material Issues	Represents the material topics identified and their positioning within the double materiality assessment.	Serves as the primary reference for the Impact–Risk–Opportunity analysis, strategic targets, performance indicators, and the relevant sections of the 2025 report

Integration of Priorities into Management Processes Dual Priorities



Impact–Risk–Opportunity (IRO[27]) Management

At Doğuş Otomotiv, the Impact–Risk–Opportunity (IRO) approach provides the management framework through which the strategic material issues identified under the double materiality approach are integrated into strategy, risk management, financial impact assessment, and performance indicators. This approach focuses on identifying how the environmental, social, economic, and governance impact arising across the Company's business model and value chain translates into risks and opportunities.

The impact assessment conducted during the 2025 reporting period provided a more systematic evaluation of the impacts arising not only from Doğuş Otomotiv's direct operations but also across its Authorized Dealers and Service Center Network, suppliers, OEM relationships, DOD, D-Charge, technology services, the vehicle use phase, subsidiaries, and relevant associates. The assessment was used to identify impact areas, establish linkages between risks and opportunities, determine financial impact pathways, and provide a common basis for evaluation alongside the Company's enterprise risk management processes. Under the Impact–Risk–Opportunity (IRO) approach, each strategic material issue is assessed in three stages. The first stage evaluates where the impact arises within the value chain, which stakeholder groups it affects, and over which time horizon it is expected to materialize. The second stage identifies the risks or opportunities that may arise for Doğuş Otomotiv as a consequence of that impact. The third stage establishes its relationship with financial and strategic impact pathways, including revenue, costs, investment requirements, asset value, cost of capital, cash flows, operational continuity, and reputation.

This structure also supports the consideration of sustainability-related risks and opportunities under the governance, strategy, risk management, metrics, and targets pillars, in line with the ISSB requirements. Although the Impact–Risk–Opportunity (IRO) approach is presented in this report as a distinct analytical framework, it also serves as the common foundation for the assessment of the environmental performance, customer and mobility, employees and the work environment, supply chain, digital transformation, governance, and financial impact disclosures presented throughout the remainder of the report.

[26] The International Sustainability Standards Board (ISSB), operating under the IFRS Foundation, is an international standard-setting body responsible for developing globally comparable, investor-focused, and decision-useful disclosure standards for sustainability-related financial information. IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures, issued by the ISSB, establish the internationally recognized reference framework for the disclosure of sustainability-related risks and opportunities under the four core pillars of governance, strategy, risk management, and metrics and targets.

[27] The Impact–Risk–Opportunity (IRO) approach represents Doğuş Otomotiv's reporting terminology for the concept of "Impacts, Risks and Opportunities" introduced within the scope of ESRS. Under the CSRD and the ESRS, sustainability disclosures are founded on an assessment of the impact arising from a company's activities on people and the environment, together with the risks and opportunities arising from sustainability matters, in the context of the business model, value chain, strategy, risk management, performance indicators, and targets.

Impact-Risk-Opportunity (IRO) Management Matrix

Impact	Risk / Opportunity Linkage	Financial and Strategic Impact	Time Horizon	Management and Monitoring Approach
Climate and emissions management	Carbon pricing, climate regulations, Scope 1–2–3 emissions obligations, and expectations for low-carbon operations	Compliance costs, energy costs, operating expenses, cost of capital, investor expectations	Short–Medium	Completion of the Scope 1–2–3 dataset; monitoring of energy and emissions indicators; evaluation of carbon pricing scenarios
Mobility transformation and product portfolio	Growth in demand for electric and hybrid vehicles, changing demand for internal combustion engine vehicles, customer acceptance, and product availability	Revenue, gross profit, market share, inventory turnover, inventory impairment, customer lifetime value	Short–Medium	Monitoring the sales mix of electric and internal combustion engine vehicles, model-level margins, inventory age, demand scenarios, and customer segments
D-Charge and the charging ecosystem	The effect of charging accessibility on EV adoption, customer experience, and new service revenues	New revenue streams, investment requirements, maintenance and energy costs, platform revenues, return on investment	Short–Medium	Monitoring charging points, charging volume (kWh), location efficiency, user data, return on investment, and service quality indicators
Supply chain and business partners	Supplier sustainability performance, ethical expectations, supply continuity, value chain workforce, and audit processes	Procurement costs, operational disruption, audit costs, reputation, contractual compliance, supply chain resilience	Short–Medium	Monitoring the coverage of critical suppliers, supplier assessment scores, corrective action follow-up, contractual commitments, and audit findings
Transformation of the Authorized Dealers and Service Center Network	EV service capabilities, energy management, information security, environmental practices, and service standards	Investment requirements, service quality, customer loyalty, operational efficiency, brand trust	Short–Medium	Monitoring through dealer and service audits, technical training, information security controls, environmental practices, and customer experience indicators
Physical climate events and operational continuity	Extreme weather events, warehouse and logistics operations, facility resilience, insurance, and supply continuity	Asset damage, insurance premiums, operational disruption, cash flows, service continuity	Medium–Long	Monitoring through facility risk maps, insurance data, logistics disruption records, climate scenarios, and business continuity plans
Customer trust and community impact	Customer safety, product and service responsibility, road safety, accessible mobility, and customer experience	Customer loyalty, brand value, reputation, service quality, regulatory compliance	Short–Medium–Long	Monitoring through customer satisfaction, DIC performance, road safety programs, and product and service responsibility indicators
People and transformation capabilities	Electrification, digitalization, service technologies, occupational health and safety, employee loyalty, and talent development	Service quality, productivity, employee loyalty, workforce continuity, transformation capacity	Short–Medium	Monitoring through training hours, technical training, employee loyalty, occupational health and safety, talent development, and transformation initiatives

This matrix serves as a qualitative management tool that links Doğuş Otomotiv's strategic material issues with strategic decision-making and risk management. The quantification of financial impact, together with sensitivity analyses and scenario-based financial modelling, is addressed separately based on the relevant data sets, management assumptions, and financial impact assessments. The work undertaken as part of the Impact–Risk–Opportunity (IRO) management approach has also informed the selection of the metrics presented throughout the performance sections of this report. These include, for example, electric vehicle sales breakdown, charging infrastructure utilization, Scope 1, 2, and 3 emissions, energy consumption, Authorized Dealer and Service Network audits, supplier assessment results, customer satisfaction, employee training, information security indicators, and ethics notifications. The primary objective of this approach is to ensure that matters relating to the Company's impact are systematically incorporated into management decision-making. For Doğuş Otomotiv, the transition to low-carbon mobility, the scaling of the charging ecosystem, value chain resilience, digitalization, customer trust, workforce capabilities, and the quality of governance are all regarded as strategic areas that simultaneously generate impact, risks, and opportunities. Monitoring these areas alongside their financial value creation pathways strengthens the Company's long-term resilience and reinforces the trust-based relationship it has established with the capital markets.

THE GLOBAL GOALS For Sustainable Development

United Nations Sustainable Development Goals (UN SDG)

No	SDG	Target	Target Description	Alignment with Doğuş Otomotiv's Business Activities	Performance Indicator
1	**No Poverty**	**1.4**	Ensure equal access to economic resources and basic services for all.	Employment and income generation through the Authorized Dealers and Services network	*Number of service centers opened: 16* *Number of people employed at the service centers opened: 221*
2	**Zero Hunger**	**2.1 / 2.4**	Support food security and sustainable agricultural practices.	Corporate social responsibility, donation and volunteering programs	*Doğuş Otomotiv Volunteer Hours: 1,315 hours*
3	**Good Health and Well-Being**	**3.6**	Halve the number of deaths and injuries from road traffic accidents by 2030.	Road safety training, driver safety technologies and road safety campaigns	*Through the "Smart Kids of the City" program, 173,259 students, 346,518 parents, and 5,823 teachers have been reached to date.*
		3.9	Reduce deaths and illnesses resulting from hazardous chemicals and air, water and soil pollution.	Emissions and waste management in service operations	*Number of fatal workplace accidents at Doğuş Otomotiv Group: 0* ✔ *Number of lost-time accidents at Doğuş Otomotiv Group: 39* ✔ *Total number of accidents at Doğuş Otomotiv Group: 90* ✔
4	**Quality Education**	**4.4**	Increase the number of young people and adults with the technical and vocational skills required for employment, decent work and entrepreneurship.	Technical Service Academy, apprenticeship and vocational training programs	*Total training hours at Doğuş Otomotiv: 33,769 hours* *Training hours per employee at Doğuş Otomotiv: 38.68 person-hours*
5	**Gender Equality**	**5.1 / 5.5**	End discrimination against women and ensure their full participation in decision-making processes.	Human resources policies, women's employment and representation in management	*Percentage of female employees at Doğuş Otomotiv Group: 32.15%* ✔
6	**Clean Water and Sanitation**	**6.3 / 6.4**	Improve water quality and increase water-use efficiency.	Water recovery and treatment practices in service and showroom operations	*Total water consumption by the Doğuş Otomotiv Group from the public water supply: 79,189 m^3* ✔
7	**Affordable and Clean Energy**	**7.2 / 7.3**	Increase the share of renewable energy and improve energy efficiency.	Solar Power Plant (SPP) investments and energy efficiency projects at company facilities	*Şekerpınar Logistics Center Solar Power Plant utilization rate: 75.83%* *Amount of electricity generated by the Şekerpınar Logistics Center Solar Power Plant: 4,382 MWh*
8	**Decent Work and Economic Growth**	**8.5**	Achieve full and productive employment and equal pay for work of equal value.	Fair remuneration policies and employment generation (Authorized Dealers and Services network / headquarters)	*Total number of employees at Doğuş Otomotiv Group: 2,812*
		8.8	Protect labor rights and promote safe and secure working environments.	Occupational Health and Safety (OHS) management system	*Doğuş Otomotiv LTIFR: 5.76* *Doğuş Otomotiv TRIFR: 12.84*
9	**Industry, Innovation and Infrastructure**	**9.4**	Upgrade infrastructure and industries to improve resource efficiency and make them cleaner and more environmentally sustainable.	Electric and hybrid vehicle portfolio, charging infrastructure investments and digitalization	*Number of electric and hybrid vehicles sold: 16,632*
10	**Reduced Inequalities**	**10.2**	Empower and promote the social, economic and political inclusion of all.	Inclusive employment policies, employment of persons with disabilities and accessibility practices	*Doğuş Otomotiv's percentage of employees with disabilities: 3.03%*
11	**Sustainable Cities and Communities**	**11.2 / 11.6**	Ensure access to safe, accessible and sustainable transport systems and reduce the environmental impact of cities.	Mobility solutions (shared/smart mobility) and urban electric mobility services	*Number of D-Charge charging stations: 621*

No	SDG	Target	Target Description	Alignment with Doğuş Otomotiv's Business Activities	Performance Indicator
12	**Responsible Consumption and Production**	**12.5**	Substantially reduce waste generation through prevention, reduction, recycling and reuse.	Waste management in service operations (waste oil, tires, batteries and packaging recycling)	*Total amount of hazardous waste at Doğuş Otomotiv: 194,345 kg* *Total amount of non-hazardous waste at Doğuş Otomotiv: 434,544 kg*
		12.6	Encourage companies to adopt sustainable practices and sustainability reporting.	Sustainability reporting and sustainable supply chain policies	*Doğuş Otomotiv's audit rate for high-risk suppliers: 46.72%*
13	**Climate Action**	**13.1 / 13.2**	Strengthen resilience to climate-related hazards and integrate climate change measures into policies.	Carbon footprint measurement (Scopes 1, 2 and 3), climate risk management and fleet electrification	*Doğuş Otomotiv Scope 1, Scope 2, and Scope 3 Emissions[28]:* *Scope 1 emissions: 6,587.19 tonCO_2e* ✔ *Scope 2 emissions: 9,892.56 ton CO_2e* ✔ *Scope 3 emissions: 9,506,291 tCO_2e*
14	**Life Below Water**	**14.1**	Prevent and significantly reduce marine pollution.	Proper disposal of hazardous waste and chemicals, and spill prevention practices	*Environmental pollution or spill incidents: 0* *Amount of environmental fines: 0*
15	**Life on Land**	**15.5**	Reduce the degradation of natural habitats and halt biodiversity loss.	Afforestation and biodiversity projects, and green space investments	*Through the "Spreading Our Wings for Nature" initiative, 395 bird species and 30 mammal species were observed.*
16	**Peace, Justice and Strong Institutions**	**16.5 / 16.6**	Substantially reduce corruption and bribery in all their forms and develop effective, accountable and transparent institutions.	Code of Ethics, compliance program and transparent corporate governance	*Total number of reports submitted via the Doğuş Otomotiv and Doğuş Oto ethics hotlines: 20 (Doğuş Oto: 17, Doğuş Otomotiv: 3)*
17	**Partnerships for the Goals**	**17.17**	Encourage and promote effective public, public-private and civil society partnerships.	Sustainability partnerships with NGOs, universities and public institutions	*Doğuş Otomotiv Volunteer Hours: 1,315 hours* *Doğuş Otomotiv Memberships and Partnerships*

[28] Doğuş Otomotiv's 2025 emissions have been calculated on a consolidated basis for all subsidiaries and affiliates in accordance with the operational control approach. In the "Performance Metrics" section of the report, the Scope 1 and Scope 2 emissions of the subsidiaries are presented separately in the tables.

Risk Management and Resilience

At Doğuş Otomotiv, risk management is one of the core management functions that supports the delivery of the Company's strategic material issues, operational continuity, financial resilience, and stakeholder confidence. The technological transformation reshaping the automotive industry, the transition to electric mobility, digitalization, supply chain vulnerabilities, climate-related physical and transition risks, evolving regulatory expectations, and changing customer behavior all require closer integration of risk management functions with the Company's strategy.

Risk Management Model

At Doğuş Otomotiv, risk management is one of the core management functions that supports the delivery of the Company's strategic material issues, operational continuity, financial resilience, and stakeholder confidence. The technological transformation reshaping the automotive industry, the transition to electric mobility, digitalization, supply chain vulnerabilities, climate-related physical and transition risks, evolving regulatory expectations, and changing customer behavior all require closer integration of risk management functions with the Company's strategy. Consequently, the Risk Management section of the 2025 Sustainability Report has been structured to establish a clear linkage between the Impact–Risk–Opportunity (IRO) approach introduced in the Strategy section and the Company's enterprise risk management framework. The topics identified through the double materiality assessment, together with the IRO evaluations, are considered within the context of the Company's existing risk categories, governance responsibilities, monitoring mechanisms, and decision-making processes.

Referred to collectively as sustainability-related risks, risks associated with climate, energy, the value chain, supplier compliance, customer trust, digitalization, information security, employee competence, ethics, and compliance are monitored within the Company's overall risk management system. In this way, risk management functions as a management tool that supports long-term resilience and resource allocation.

Enterprise Risk Management Framework

Doğuş Otomotiv has adopted the COSO Enterprise Risk Management Framework as the basis for its enterprise risk management approach. The Committee for the Early Detection of Risks supports the Board of Directors in the timely identification and assessment of risks that may affect the Company's existence, development, and continuity, as well as in ensuring that appropriate actions are taken promptly. The Committee consists of four members and is chaired by an independent member of the Board of Directors. Reliable information flows, regularly prepared assessment reports, and the Committee's diligent oversight enable the risk management system to be effectively monitored at the Board level.

The identification, analysis, assessment, monitoring, and reporting of risks and opportunities are carried out in accordance with the Doğuş Otomotiv Risk and Opportunity Procedure. Risk magnitude is determined over the L Matrix based on the likelihood of occurrence and the potential impact of each risk. Opportunities, on the other hand, are assessed using the Fine-Kinney methodology, taking into account probability, frequency, and severity components. Although risks and opportunities may arise from the same strategic material issue, the management approach, monitoring methodology, and decision-making process applied to each differ

Doğuş Otomotiv classifies its enterprise risks into six principal categories: financial, operational, strategic, compliance, reputational, and external risks. Financial risks encompass the effects of market volatility, credit and liquidity issues, the management of on- and off-balance-sheet items, and performance management on the Company's financial position. Strategic risks relate to economic, political, social, technological, and environmental developments that may affect the Company's ability to achieve its business objectives. Operational risks cover potential disruptions and losses arising from organizational structures, business processes, technology, and human resources in the course of day-to-day operations, whereas compliance risks are associated with obligations arising from legislation, business ethics, national and international standards, and internal corporate policies and practices. Reputational risks relate to stakeholder confidence, while external risks arise from natural disasters, political uncertainties, and developments beyond the Company's sphere of control. At Doğuş Otomotiv, sustainability-, climate-, and business continuity-related risks are assessed as integral components of this enterprise risk classification. Rather than being treated as a separate risk universe, climate and other sustainability-related issues are evaluated within the Company's existing risk management framework through their strategic, financial, operational, compliance, reputational, and external risk dimensions. Changes in demand for electric vehicles, investments in charging infrastructure, carbon-related regulations, energy costs, supply chain management, customer expectations, data security, and value chain visibility are monitored through the relevant risk categories within Doğuş Otomotiv's risk management framework.

Risk and Opportunity Management Digital Platform

Established in 2023, the Risk and Opportunity Management Digital Platform supports the monitoring of risks and opportunities in a more dynamic, agile, and analytical manner. The platform enables responsible parties to record, classify, assess, and monitor risks and opportunities, track mitigation actions, and strengthen reporting processes. Beginning with the publication of Doğuş Otomotiv's first TSRS Report in 2024, the findings derived from Impacts–Risks–Opportunities (IRO) assessments have also been regarded as an important foundation for linking these assessments with the Company's enterprise risk management framework.

The business continuity approach serves as a complementary component of the Company's risk management model. Under Doğuş Otomotiv's Business Continuity and Emergency Response Plan, Crisis Management, Business Recovery, Information Technology Recovery, and Emergency Response Teams have been established. Physical risks are classified according to their category and level of impact, and the appropriate response teams are activated based on the assessed level of severity. This structure enables operational continuity, facility resilience, information technology continuity, and emergency response capabilities to be managed and safeguarded under a single, integrated risk management framework.

Risk Management and Monitoring Framework

Governance Layer	Role	Risk Management Function
Board of Directors	Overall oversight of risk management and business continuity	Provides the basis for strategic decision-making with respect to the Company's strategic direction, risk appetite, business continuity, and long-term resilience.
Committee for the Early Detection of Risks	Regular review of the risk management system and reporting to the Board of Directors	Supports the monitoring of financial, operational, strategic, compliance, reputational, and external risks.
Compliance and Risk Management Department	Identification, assessment, monitoring, and reporting of risks	Carries out risk management activities through the Risk and Opportunity Management Procedure, the digital platform, compliance processes, and coordination mechanisms.
Business Units and Process Owners	First-line identification of risks and implementation of mitigation actions	Ensures that risks are identified at their source within operational processes and that mitigation actions are effectively implemented.
Internal Audit and Control Functions	Provides assurance through the control environment and audit findings	Establishes the link between risk management, compliance, internal control, and the reliability of reporting.

Risk and Opportunity Evaluation Methodology

Topic	Methodology	Purpose
Risk Identification	Classification under financial, operational, strategic, compliance, reputational, and external risk categories	To organize the risk universe into manageable categories
Risk Assessment	L Matrix – Probability × Impact	To assess risk magnitude on a consistent and comparable basis
Opportunity Assessment	Fine-Kinney methodology – Probability, Frequency, and Severity	To prioritize opportunities and link them to management actions
Digital Monitoring	Risk and Opportunity Management Digital Platform	To systematize accountability, action tracking, monitoring, and reporting processes
Business Continuity	Crisis Management, Business Recovery, Information Technology Recovery, and Emergency Response Teams	To strengthen preparedness for disruptions, disasters, information technology incidents, and operational continuity risks
Sustainability Integration	Integration of IRO findings into the Company's risk classifications	To establish the link between impacts, risks and opportunities, financial impacts, and performance indicators

Sustainability Risks

Sustainability risks cut across different management areas within Doğuş Otomotiv's business model as well as those covered in the consolidated sustainability reporting scope. While some risks arise directly from the Company's own operations, others are monitored across a broader sphere of impact encompassing the Authorized Dealers and Service Center Network, suppliers, OEM relationships, customers, subsidiaries, and relevant associates. The table below therefore illustrates how these risk categories are linked to the Company's management areas and the indicators through which they can be monitored.

Risk Topics	Management Significance	Financial / Strategic Impact Pathways	Monitoring Areas
Climate Change and Emissions Management	Energy costs, carbon regulations, emissions reduction expectations, and the quality of Scope 1–2–3 emissions data impact the Company's compliance capacity and investment priorities.	Compliance costs, energy costs, cost of capital, investor expectations, operating expenses	Emissions data, energy consumption, renewable energy, carbon pricing scenarios, Scope 3 data quality
Mobility Transformation and Product Portfolio	The evolving demand for electric and hybrid vehicles, changing demand patterns for internal combustion engine vehicles, product availability, battery technologies, and customer adoption impact the Company's revenue structure and market position.	Revenue mix, gross profit, market share, inventory management, customer lifetime value	Electric / hybrid / internal combustion vehicle mix, product portfolio, inventory age, customer demand, used vehicle value management
Charging Infrastructure and Low-Carbon Mobility Services	The charging infrastructure developed through D-Charge is strategically important for the pace of electric vehicle adoption, customer experience, new service revenues, and return on investment.	New revenue streams, investment requirements, energy costs, maintenance costs, service quality	Charging sockets, location efficiency, utilization volume, service continuity, customer experience, energy sources
Supply Chain and Authorized Dealers and Service Center Network	Supplier compliance, coverage of critical suppliers, dealer and service standards, electric vehicle capabilities, environmental and energy practices, information security, and occupational health and safety expectations determine value chain resilience.	Operational disruption, procurement costs, contractual compliance, reputation, service continuity	Supplier assessments, Code of Ethics commitments, dealer and service audits, technical training, brand standards, environmental and information security controls
Digitalization, Data, and Information Security	Digital customer channels, data analytics, artificial intelligence applications, automation, and connected services enhance operational agility while requiring robust controls over data security, system continuity, and customer privacy.	Operational continuity, compliance costs, customer trust, reputation, decision quality	Information security controls, PDPL compliance processes, access management, digital project portfolio, internal control and internal audit findings
Customer Trust, Product, and Service Responsibility	Sales, after-sales services, used vehicle solutions, roadside assistance, Value and Interest Center (DİM), digital touchpoints, and customer health and safety practices play a decisive role in strengthening brand trust and customer loyalty.	Customer loyalty, brand value, service quality, regulatory compliance, reputation	Customer satisfaction, Customer Interaction Center (DİM) performance, product and service responsibility, marketing communications, customer privacy
Human Capital and Transformation Capabilities	The development of capabilities required for electrification, digitalization, service technologies, customer experience, and sustainability management influences service quality and the Company's transformation capacity.	Productivity, service quality, employee loyalty, workforce continuity, transformation capacity	Training hours, technical training, employee loyalty, occupational health and safety, diversity, talent development
Ethics, Compliance, and Corporate Trust	The Code of Ethics, whistleblowing mechanisms, conflicts of interest, anti-bribery and anti-corruption practices, tax approach, related-party processes, and reporting reliability constitute the foundation of stakeholder trust.	Compliance costs, reputation, investor confidence, financial reporting reliability	Ethics Hotline, Compliance Function, Internal Audit, policy framework, tax and financial reporting processes

Climate-Related Risks and Opportunities

As a natural consequence of its vehicle distribution-based business model and its position within the mobility ecosystem, Doğuş Otomotiv's climate-related risks are evaluated along two principal dimensions: transition risks arising from the transition to a low-carbon economy and physical risks that climate change may pose to the Company's operations, value chain, and service continuity. Transition risks primarily stem from evolving regulatory expectations, carbon pricing, the electrification of the product portfolio, battery- and product-related regulations, charging infrastructure, supplier compliance, the transformation of the Authorized Dealers and Service Center Network, customer demand, and market dynamic. Physical risks, on the other hand, are associated with extreme weather events, logistics disruptions, the resilience of facilities and assets, insurance costs, energy security, and value chain continuity.

From Doğuş Otomotiv's perspective, climate risk is less an industrial risk associated with manufacturing facilities than a business model risk that must be assessed through the lens of the product portfolio, customers' use of products and services, service infrastructure, the Authorized Dealers and Service Center Network, access to charging infrastructure, logistics operations, and the supply chain. For this reason, transition risks have not been confined to carbon regulations or emissions reporting alone; they have been assessed alongside strategic and financial impact pathways such as the sales mix, inventory value, gross margin, investment requirements, service revenues, customer experience, platform revenues, and the cost of capital. Electrification represents the defining component of this framework. While the expansion of the electric vehicle market creates a significant opportunity for Doğuş Otomotiv to accelerate the transition to low-carbon mobility, shifts in demand for internal combustion engine vehicles give rise to implications that require close monitoring in areas such as inventory management, model-level margins, promotional requirements, after-sales revenue streams, and residual value management. D-Charge, in turn, not only serves as a complementary infrastructure investment that supports electric vehicle sales, but also constitutes a distinct value creation platform through its charging services, location efficiency, energy management, corporate contracts, user data, and platform revenue potential.

Physical climate risks are assessed not only across Doğuş Otomotiv's direct operations, but also throughout its Authorized Dealers and Service Center Network, logistics flows, storage facilities, continuity of customer services, and supply chain spanning across Turkey. Extreme weather events—including floods, storms, heat waves, disruptions to energy supply, and logistical interruptions—may result in asset damage, higher insurance costs, supply delays, service disruptions, and adverse impacts on inventory management and customer delivery processes. To strengthen the management of these risks and enable more robust financial assessment, facility-level risk maps, insurance data, logistics disruption records, Service Center Network location data, and climate scenario analyses need to be considered in an integrated manner.

Climate-related opportunities are directly linked to Doğuş Otomotiv's position within the mobility ecosystem. Expanding the Company's share of the electric vehicle market, the electrification of corporate fleets, the scaling of D-Charge, energy efficiency initiatives, the use of renewable energy, after-sales services for electric vehicles, technical capabilities related to battery state-of-health, used vehicle value management through DOD, and access to sustainable financing represent strategic opportunities capable of transforming the Company's climate agenda into a source of long-term value creation. The management of these opportunities extends beyond product portfolio and infrastructure investments to encompass customer behavior, total cost of ownership, the charging experience, service capacity, and data quality.

Financial Impact Pathways of Climate-Related Risks and Opportunities

Risk/Opportunity	Category	Relevance to Doğuş Otomotiv	Financial/Strategic Impact Pathway	Data Required for Monitoring
Carbon Pricing and Climate Regulations	Transition Risk	Carbon pricing, emissions limits, product standards, battery regulations, and value chain-related compliance expectations may increase compliance costs and reporting obligations.	Compliance costs, operating expenses, supplier audit costs, cost of capital, investor expectations	Scope 1–2–3 data, carbon pricing assumptions, energy consumption, supplier and Authorized Dealer carbon data
Shifting Demand for Internal Combustion Engine Vehicles and Portfolio Transition	Transition Risk	The evolving demand for electric and hybrid vehicles, shifts in demand for internal combustion engine vehicles, product mix, inventory structure, margins, promotional requirements, and used vehicle value management all influence business performance.	Revenue mix, gross margin, inventory turnover, inventory impairment, market share, customer lifetime value	EV/ICE sales breakdown, model-level margins, inventory age, discount rates, customer segments, used vehicle value indicators
D-Charge and the Charging Ecosystem	Opportunity / Transition Risk	Charging accessibility supports electric vehicle adoption and enhances the customer experience, while location efficiency and utilization volumes determine investment returns.	New revenue streams, investment requirements, energy and maintenance costs, platform revenue, customer loyalty	Number of charging sockets, kWh volume, geographic distribution, utilization rates, user profiles, investment and revenue projections
Supplier and OEM Compliance	Transition Risk	OEM strategies, battery supply, dependence on critical minerals, supplier sustainability maturity, and brand standards influence supply continuity and reputation risk.	Procurement costs, operational disruption, supplier adaptation costs, contractual obligations, reputational impact	Critical supplier coverage, supplier assessment results, OEM expectations, brand standards, supply continuity data
Transformation of the Authorized Dealers and Service Center Network	Transition Risk / Opportunity	Electric vehicle service capabilities, high-voltage safety, energy management, information security, and environmental practices are critical to customer trust and service quality.	Service investments, technical training costs, service quality, customer loyalty, brand trust	EV capability status across the service network, technical training, equipment investments, environmental practices, information security audits
Extreme Weather Events and Operational Continuity	Physical Risk	Floods, storms, heatwaves, and other extreme weather events may disrupt facilities, warehouses, logistics, and service operations.	Asset damage, insurance premiums, logistics costs, service interruptions, cash flow impacts	Facility risk maps, location data, insurance records, logistics disruption records, climate scenario data
Energy Security and Resource Efficiency	Physical Risk / Opportunity	Energy supply, energy costs, and the use of renewable energy are important for operational efficiency and carbon reduction.	Energy costs, investment requirements, operating expenses, emissions reductions, cost of capital	Electricity consumption, renewable energy ratio, solar power generation, energy intensity, market-based Scope 2 calculations
Sustainable Finance and Investor Expectations	Opportunity	Data quality, systematic monitoring of risks, assurance-ready reporting, and Board oversight support financing conditions and investor confidence.	Cost of capital, financing terms, investor risk premium, access to finance	Financing terms, loan portfolio data, investor feedback, assurance scope, sustainability performance indicators

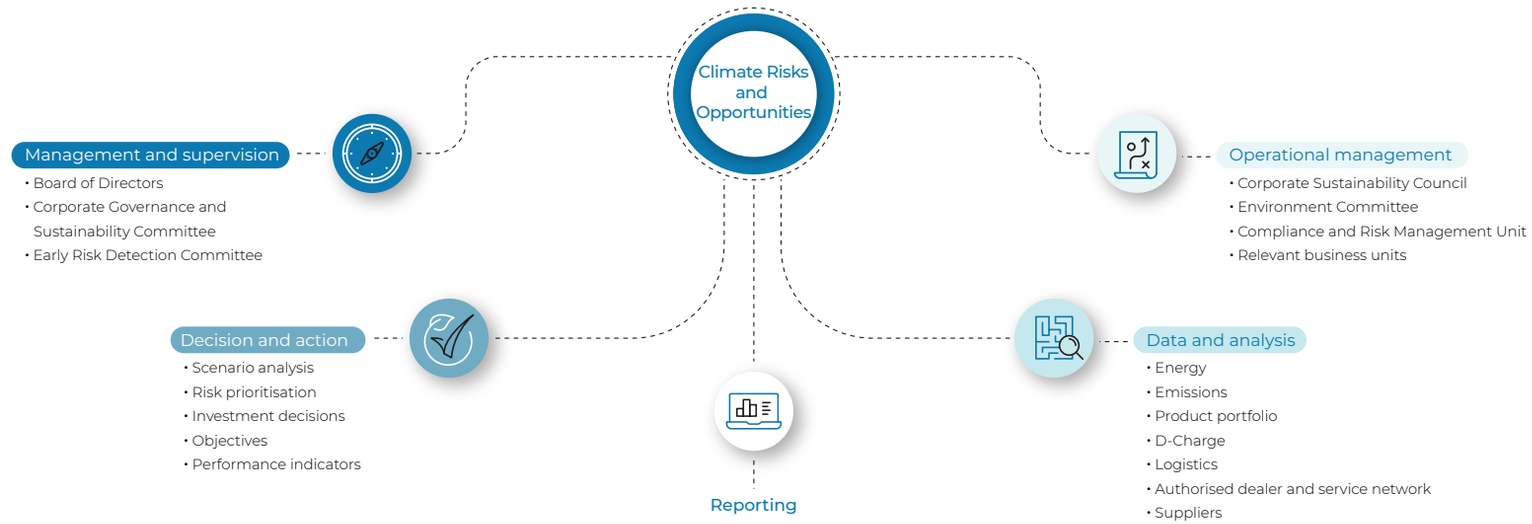
Monitoring and Data Maturity

Linking climate-related risks and opportunities to their financial impacts requires the integrated assessment of sales, inventory, margin, investment, energy, emissions, insurance, logistics, charging, and value chain data. Critical data sets for this analysis include EV/ICE sales breakdowns, model-level gross margins, inventory age, D-Charge investment and revenue projections, charging volumes (kWh), Authorized Dealers and Service Center Network investment costs, supplier compliance costs, carbon pricing assumptions, and location-specific data on physical climate risks. Quantitative financial impact assessments will become more robust as these data sets are further integrated from the Company's internal systems and modeled using appropriate scenario assumptions.

Monitoring climate-related opportunities requires the same level of data discipline. Electric vehicle sales volumes and growth rates, the EV/ICE sales ratio, average CO_2 emissions by vehicle class, estimated life cycle emissions savings, EV customer profiles, D-Charge utilization volumes, the number of active charging points, average charging duration, location distribution, and customer experience data will be used to assess the financial and environmental outcomes of the Company's low-carbon mobility strategy in an integrated manner.

Climate Risks Governance and Monitoring Structure

We identify climate risks and opportunities, monitor them through integrated governance and analysis processes, and create lasting value by translating them into decisions and actions.



Scenario Analysis

Scenario analysis is a strategic resilience tool used by Doğuş Otomotiv to assess climate-related risks and opportunities under different future conditions. In the automotive industry, climate-related risks and opportunities should be evaluated in the context of multiple interrelated variables, including the pace of electrification, emissions and carbon regulations, energy costs, the expansion of charging infrastructure, battery technologies, customer adoption, residual vehicle values, supply chain conditions, and physical climate events. Therefore, Doğuş Otomotiv's scenario analysis is structured not around a single future assumption, but to illustrate how different transition and physical risk scenarios could affect the Company's business model, revenue structure, cost base, investment requirements, and operational continuity.[29]

Doğuş Otomotiv's scenario approach is designed to reflect the characteristics of its distributor-based business model. The Company's climate-related risks and opportunities arise not primarily from manufacturing-related emissions intensity, but from its product portfolio, the vehicle use phase, sales and after-sales services, the Authorized Dealers and Service Center Network, D-Charge charging infrastructure, the DOD used vehicle ecosystem, logistics operations, supplier relationships, energy consumption, and customer behavior. Scenario assessment considers the penetration of electric and hybrid vehicles to the market, trends in demand for internal combustion engine vehicles, carbon pricing, energy costs, charging infrastructure utilization rates, the inventory and margin structures, used vehicle value management, service capabilities, supply continuity, and the impact generated by physical climate events on operations in an integrated manner.
The scenario analysis is conducted across short-, medium-, and long-term time horizons. In the short term, greater emphasis is placed on metrics that can be monitored more readily, such as product portfolio, inventory, sales mix, energy costs, charging infrastructure utilization, and service continuity. Over the medium term, the development of the electric vehicle market toward 2030, OEM portfolio decisions, investments in charging networks, the transformation of technical service operations, the capabilities of the Authorized Dealers and Service Center Network, supplier adaptation, and the digital customer experience become the key drivers. Beyond 2030, the long-term assessment focuses on more structural considerations, including low-carbon mobility infrastructure, battery technologies and used vehicle value management, integration with the energy system, physical climate risks, and the resilience of the Company's business model.

[29] IFRS S2, issued by the ISSB, requires climate-related risks and opportunities to be assessed as physical risks, transition risks, and opportunities, and disclosed together with their impact on the Company's cash flows, access to finance, and cost of capital over the short, medium, and long term. The International Energy Agency's (IEA) Global EV Outlook 2025 evaluates the transition to electric mobility across multiple dimensions, including vehicle sales, battery demand, charging infrastructure, policy developments, industrial strategies, affordability, and the outlook through 2030.

Scenario Framework[30]

Scenario	Underlying Scenario Assumption	Potential Critical Impact on Doğuş Otomotiv	Financial and Strategic Impact Pathways	Resilience Metrics That Can Be Monitored
Accelerated Transition Scenario	A scenario in which global and local regulations accelerate the transition to low-carbon mobility, electric vehicle penetration to market increases, and carbon pricing and emissions-related expectations become more stringent.	The importance of the electric and hybrid vehicle portfolio increases, while D-Charge, high-voltage service capabilities, battery state-of-health, used vehicle value management, and customer training become more critical.	Revenue mix, gross margin, investment requirements, charging infrastructure revenues, service revenues, inventory value, access to finance, cost of capital.	EV/ICE sales mix, electric vehicle margins, D-Charge utilization volume, EV capabilities across the Authorized Dealers and Service Center Network, battery repair capacity, used EV values, carbon price sensitivity.
Orderly Transition Scenario	A scenario in which electrification progresses gradually, hybrid and electric vehicles continue to grow in parallel, and regulations evolve in a predictable manner.	The multi-brand portfolio provides flexibility throughout the transition period, while a product mix aligned with customer segments, charging accessibility, after-sales service quality, and digital support create a competitive advantage.	Market share, product mix, customer lifetime value, service continuity, energy costs, customer satisfaction.	Electric and hybrid vehicle sales ratio, customer satisfaction, Value and Interest Center (DİM) performance, DOD used vehicle volumes, service visits, charging station accessibility, dealer training programs.
Delayed and Volatile Transition Scenario	A scenario in which demand for electric vehicles fluctuates over time, regulations and incentives evolve, and customer adoption and infrastructure development vary across markets.	Portfolio planning, inventory management, promotional requirements, product availability, and used vehicle value management become more sensitive, while accurately anticipating customer expectations gains strategic importance.	Inventory turnover, discount requirements, margin pressure, cash flow, marketing costs, risk of used vehicle value depreciation.	Model-specific inventory age, inventory turnover, promotional intensity, demand forecast variances, used vehicle value indicators, customer segmentation data.
Escalating Physical Risk Scenario	A scenario in which extreme weather events, heatwaves, floods, storms, energy supply disruptions, and logistics interruptions become more pronounced.	Logistics centers, warehouse facilities, storage areas, the Authorized Dealers and Service Center Network, customer deliveries, roadside assistance, and service continuity may be affected. Energy security and insurance coverage become increasingly important.	Asset damage, insurance premiums, logistics costs, operational disruptions, service delays, customer satisfaction, emergency response costs.	Facility and location risk maps, insurance data, logistics disruption records, energy outage records, business continuity tests, service network location analyses.

Impact Pathways Used in the Scenario Assessment

The scenarios may affect Doğuş Otomotiv's financial and operational resilience through different impact pathways. On the revenue side, the product mix, the share of electric and hybrid vehicle sales, charging services, after-sales services, used vehicle solutions, and corporate fleet electrification stand out as the primary drivers. On the cost side, energy consumption, carbon pricing, supplier adaptation costs, transformation investments across the Authorized Dealers and Service Center Network, technical training, information security, and business continuity expenditures are monitored. With respect to asset value and cash flows, inventory turnover, used vehicle values, battery health, facility resilience, insurance costs, and logistics continuity become increasingly important. In terms of access to finance and the cost of capital, the systematic monitoring of climate risks, data quality, Board oversight, assurance-ready reporting, and sustainability performance are among the key determining factors.

Data Requirements and Areas of Analysis

The maturity of the scenario analysis depends on integrating operational and financial datasets within a single analytical model. Key data inputs include the breakdown of electric versus internal combustion engine vehicles, hybrid vehicle sales data, model-level margins, inventory age, DOD used vehicle value indicators, D-Charge investment and revenue projections, charging volume (kWh), location efficiency, transformation investments across the Authorized Dealers and Service Center Network, high-voltage battery and technical training data, energy consumption, renewable energy use, Scope 1–2–3 emissions data, insurance records, logistics disruption data, and supplier assessment results. Quantitative monetary impact calculations will become more robust as these datasets are analyzed together with the Company's internal financial planning assumptions. At this stage, the scenario analysis is structured as a resilience assessment tool designed to identify the direction of climate-related risks and opportunities, their potential impact pathways, the key indicators to be monitored, and the information required to support management decision-making. As these datasets become more integrated in future reporting periods, data derived from carbon price sensitivity, the impact of the EV/ICE sales mix, charging infrastructure investment returns, inventory write-downs, insurance and physical climate risk costs, supplier adaptation costs, and impacts on access to finance may be utilized in more detailed modeling studies.

From Scenario Analysis to Strategic Resilience

The scenario analysis, conducted under different future conditions, reveals both the areas in which Doğuş Otomotiv has developed resilience and those in which it will require more rigorous monitoring capabilities. The Company's multi-brand portfolio, diverse range of electric and hybrid vehicles, extensive Authorized Dealers and Service Center Network, D-Charge charging infrastructure, DOD used vehicle ecosystem, digital customer channels, logistics capabilities, and internal control and risk management mechanisms are among the key drivers of its resilience. In addition to mitigating the conversion of climate-related risks into financial impacts, these factors support a more systematic assessment of opportunities related to low-carbon mobility, charging services, corporate fleet electrification, energy efficiency, and sustainable finance.

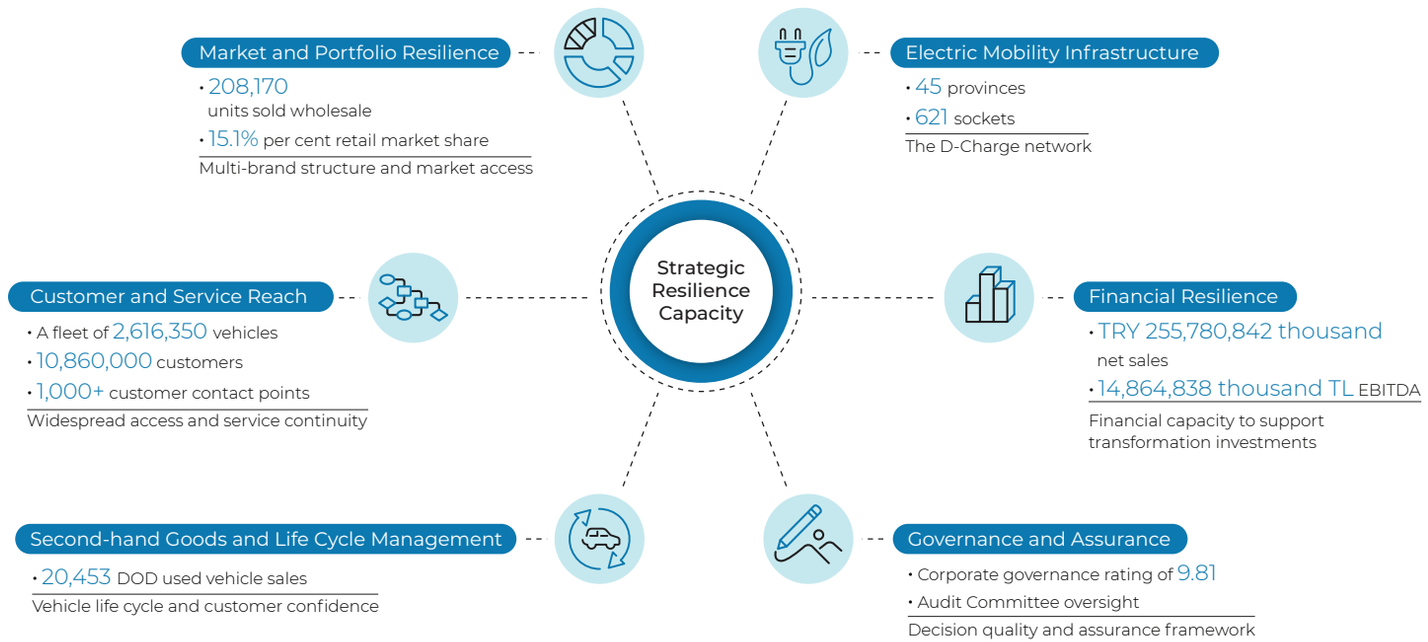
The results of the scenario analysis provide valuable input to management processes related to the product portfolio, charging infrastructure, Service Center Network capabilities, energy management, the supply chain, customer experience, digitalization, investment planning, and performance indicators. This connection positions climate risks not merely as a technical environmental issue, but as an integral component of Doğuş Otomotiv's strategy, risk management, financial resilience, and long-term value creation model.

[30] The scenarios presented in this table have been developed to assess Doğuş Otomotiv's climate-related risks and opportunities under different transition speeds and over varied physical climate risk conditions. The framework is based on the classification of physical risks, transition risks, and climate-related opportunities set out in the International Sustainability Standards Board's (ISSB) IFRS S2 Climate-related Disclosures standard. IFRS S2 expects climate-related risks and opportunities to be evaluated together with their potential impact on the Company's cash flows, access to finance, and cost of capital over the short, medium, and long term. In addition, the framework draws on the climate scenarios developed by the Network for Greening the Financial System (NGFS), including the Orderly Transition, Disorderly Transition, and Hot House World scenarios. NGFS distinguishes these scenario groups based on how early and orderly climate policies are implemented, how transition risks evolve, and the extent to which physical climate risks intensify. Industry assessments of the electric vehicle market were further informed by the International Energy Agency's (IEA) Global EV Outlook 2025, which evaluates the transition to electric mobility in terms of vehicle sales, battery demand, charging infrastructure, policy developments, industrial strategies, affordability, and the outlook toward 2030. These scenarios provide a management resilience framework for assessing the potential impacts on Doğuş Otomotiv's product portfolio, D-Charge charging infrastructure, after-sales services, the DOD used vehicle ecosystem, logistics operations, and value chain relationships, and do not imply the direct numerical reflection of NGFS model data to the Company's metrics.

Strategic Resilience Capacity

This capacity is shaped by the interoperability of the Company's product and brand portfolio, its extensive customer access network, after-sales service infrastructure, used vehicle ecosystem, electric mobility solutions, financial structure, and governance mechanisms. The Company's 2025 performance demonstrates that this resilience framework extends across a wide range of business areas. Its sales scale, customer reach, complementary business lines such as DOD and D-Charge, and financial capacity are among the principal factors that provide strategic flexibility during periods of transformation. Risk management, internal control, and internal audit mechanisms, in turn, constitute the assurance layer of this framework, supporting strategic decisions by providing a more robust data and control foundation.

Elements of Strategic Resilience and 2025 Indicators



From Risk to Value: Opportunity Management

At Doğuş Otomotiv, opportunity management focuses on making the positive outcomes of climate- and sustainability-related changes on the Company's revenue model, customer relationships, cost structure, financing conditions, and value chain relationships more visible in a systematic manner. The risk areas addressed in the Risk Management and Resilience section also generate signals that identify the Company's emerging value creation opportunities. Electrification, charging infrastructure, used vehicle value management, digital channels, operational efficiency, the transformation of the supplier base and the Authorized Dealers and Service Center Network, together with sustainability reporting aligned with international standards, represent the principal areas through which these signals are carried over to management decisions.

The common characteristic of opportunity management is its integrated consideration of sustainability-related matters alongside investment, the customer lifecycle, operational efficiency, and access to finance. Under this approach, opportunities are monitored not only as short-term growth drivers but also as sources of resilience over the medium and long term. Doğuş Otomotiv's multi-brand structure, extensive service network, D-Charge, DOD, digital customer channels, logistics capabilities, and internal control and assurance framework enable opportunities to be linked to measurable indicators and management actions.

Value Creation Capacity of Opportunity Areas

Opportunities	Value Creation Rationale	Representation in 2025 Data	Link to Management Decisions
Electrification and product portfolio	Growth in the electric vehicle market[31], creates new value opportunities in terms of product portfolio, customer demand, service capabilities, charging accessibility, and used vehicle value management.	Share of electric passenger car sales in Turkey: **17.7%** Electric passenger car sales in Turkey: **191,960 units** Doğuş Otomotiv total wholesale sales: **208,170 units**	Portfolio planning, OEM relationships, availability of electric vehicle models, service and battery capabilities, D-Charge investments, used vehicle value management
D-Charge and the charging ecosystem	Charging accessibility enhances the electric vehicle user experience while creating a new revenue models through infrastructure utilization, corporate partnerships, and charging service revenues.	**45 provinces, 621 sockets** Charging volume: **2,397,042 kWh**	Location selection, investment prioritization, energy management, customer experience, corporate charging solutions
DOD and vehicle lifecycle management	The used vehicle ecosystem ensures sustained customer engagement capacity through vehicle value preservation, customer trust, digital accessibility, and throughout the vehicle lifecycle.	DOD used vehicle sales: **20,453 units**	Used vehicle pricing, EV used vehicle value, digital platform management, lifetime value for the customer
Digitalization and data-driven decision-making	Digital channels, data analytics, automation, and artificial intelligence applications create opportunities by enhancing operational agility, decision consistency, and customer experience	Completed digital projects: **133** Productivity impact: **257 Million TL**	Process automation, data governance, digital customer journey, information security, and access controls
Resource efficiency and logistics optimization	Improvements in energy, logistics, packaging, paper, and resource utilization generate opportunities for cost savings and emissions reduction.	Savings from reusable shipping boxes: **TRY 22 million / EUR 500,000** Reduction in A4 paper consumption: **49.4%**	Logistics design, warehouse management, digital document processes, waste reduction, and emissions reduction initiatives
Value chain capacity	Supplier assessments, Authorized Dealer and Service Center Network practices, solar power investments, and information security controls strengthen value chain resilience.	Number of critical suppliers: **122** Solar power inventory: **44 locations** Information security success rate: **97%**	Supplier classification, Authorized Dealer and Service Center Network investment priorities, environmental and energy practices, audit plans
Reporting reliability and access to finance	Data quality, internal controls, an audit-ready reporting infrastructure, and Board oversight provide support for investor confidence, financing processes, and capital markets communication.	Corporate governance rating: **9.81** Audit Committee meetings: **8** Written notifications submitted to the Board regarding the financial statements: **4**	Reporting audit trail, financing discussions, investor relations, data reliability, and sustainability-linked financing processes

These opportunity areas help Doğuş Otomotiv manage its sustainability-related risks from a value creation perspective. Opportunities arising from areas such as electric mobility, charging infrastructure, used vehicle value management, digitalization, and resource efficiency are addressed through more detailed metrics in the Performance sections. The objective here is to establish the initial link between strategic decision areas and measurable performance.

[31] For Doğuş Otomotiv, the electrification opportunity is monitored through the growth of the electric vehicle market in Turkey, the expansion of the represented brands' electric vehicle model portfolios, the D-Charge charging infrastructure, high-voltage service capabilities, and used vehicle value management.

Performance

Doğuş Otomotiv's environmental performance management is monitored through energy consumption, greenhouse gas emissions, resource efficiency, waste management, water consumption, logistics operations, Authorized Dealers and Service Center Network practices, and the transition to low-carbon mobility.

Environmental Performance

Doğuş Otomotiv's environmental performance management is monitored through energy consumption, greenhouse gas emissions, resource efficiency, waste management, water consumption, logistics operations, Authorized Dealers and Service Center Network practices, and the transition to low-carbon mobility. While the Company's direct operations comprise distributorship, logistics, spare parts, after-sales coordination, digital infrastructure, and corporate functions, its environmental impact extends well beyond these activities. The Authorized Dealers and Service Center Network, suppliers, logistics providers, the D-Charge charging infrastructure, the DOD used vehicle ecosystem, and the vehicle use phase by customers constitute the principal areas taken into consideration in the assessment of environmental performance.

As the final data sets are completed, the scope of the metrics reported in the Performance Metrics section will also be expanded, and the results will be reported in consolidated tables aligned with the Company's records. In 2025, environmental performance management concentrated its focus on energy efficiency, use of renewable energy, strengthening emissions data, reducing logistics-related impacts, lowering resource consumption, and expanding environmental practices across the value chain. Through the Solar Power Plant installed at the Şekerpınar Logistics Center, a significant portion of the facility's electricity demand was met from renewable sources. With electricity generation totaling 4,382 MWh, 75.83% of the facility's electricity consumption was supplied from solar energy. The targets of reducing Scope 1 and Scope 2 emissions by 20% and transitioning to 100% renewable electricity consumption by 2030 define the Company's medium-term direction regarding its environmental performance management. As the scope of environmental performance expanded during the 2025 reporting period, data management became increasingly critical. Scope 1, Scope 2, and Scope 3 emissions, energy consumption, waste generation, water consumption, recycling, logistics practices, the environmental performance of the Authorized Dealers and Service Center Network, and supplier assessment results are collected from different sources. As the ultimate data groups for these indicators are completed, the scope of the reported performance metrics will also expand, and they will be reported as consolidated tables aligned with the Company's records.

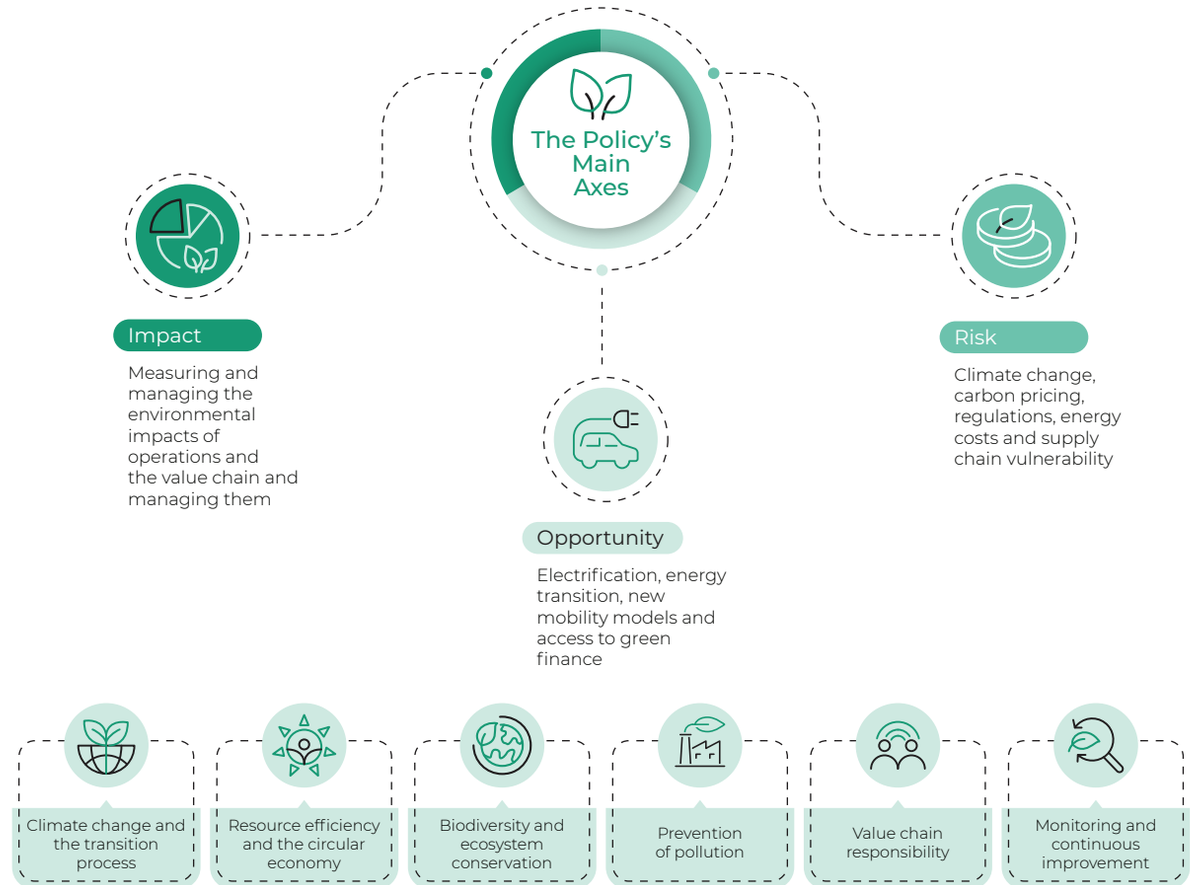
The Environment Policy

The Environment Policy, updated in 2025, redefines Doğuş Otomotiv's environmental sustainability approach through impacts risks, and opportunities dimensions of. The policy covers the measurement and management of the environmental impact of operations, the assessment of climate change-related transition and physical risks, the creation of cost and efficiency advantages through resource efficiency, the consideration of value chain impacts, preparedness for regulatory developments, and the evaluation of the transition to low-carbon mobility as a strategic opportunity.

The policy framework addresses environmental sustainability across three primary dimensions. The **impact dimension** covers the direct and indirect impacts of Doğuş Otomotiv's operations on the environment; **the risk dimension** encompasses the financial impacts associated with carbon pricing, regulations, energy costs, and supply chain vulnerabilities; whereas **the opportunity dimension** concentrates its focus on electrification, new mobility models, the energy transition, and access to green finance. This structure positions environmental management not merely as an area of operational performance but as an integral component of the Company's strategy, risk management, and value creation model.

The fundamental principles of the Environmental Policy are structured around climate change and the transition process, resource efficiency and the circular economy, biodiversity and ecosystem conservation, pollution prevention, value chain responsibility, and monitoring and continuous improvement. This framework provides the management foundation for the energy, emissions, logistics, waste, water, biodiversity, and Scope 3 initiatives presented in the Environmental Performance section of this report.

Environmental Policy



Climate Change and Emissions Management

Doğuş Otomotiv's distribution-focused business model means that a significant share of its climate impact occurs beyond its direct operations. Doğuş Otomotiv addresses climate change through operational energy and emissions performance, the impact arising from its value chain, the transition to low-carbon mobility, charging infrastructure, product portfolio transformation, and data management capacity collectively. The Environmental Policy, updated in 2025, identifies climate change and the transition process as one of the key pillars of environmental sustainability and considers transition risks, physical risks, carbon pricing, energy costs, supply chain vulnerabilities, electrification, and new mobility models within the same management framework. Doğuş Otomotiv's distributorship-centered business model extends a significant portion of its climate impact beyond its direct operations.

Scope 1 and Scope 2 emissions are monitored through facilities, energy use, vehicle fleets, logistics, and operational processes, while the impact of Scope 3 emissions are related to the product use phase, supply chain, spare parts, logistics, the Authorized Dealers and Service Center Network, D-Charge charging infrastructure, the DOD used vehicle ecosystem, and customer use behaviors. For this reason, emissions management is considered in relation not only to reducing the Company's own operational footprint, but also to its capacity to generate data and develop methodologies throughout the value chain and support the transition to low-carbon mobility. In terms of strengthening climate performance, three areas stood out in during the 2025 reporting period. First, renewable energy generation and energy efficiency practices at the Şekerpınar Logistics Center contributed to reducing operational emissions. Second, the expansion of charging infrastructure through D-Charge, which supports the electric vehicle use experience, strengthened the low-carbon mobility ecosystem. Third, the DO-TRace Scope 3 Assessment Program, led by Doğuş Holding and designed to guide Group companies in calculating their Scope 3 emissions, together with the pilot study conducted with Technical University of Berlin, Doğuş Oto, and one of our Authorized Dealers and Service Centers, has enabled value chain-related emissions to be addressed through a methodology that makes them more easily traced, prioritized, and audited.

Metric	2025
Scope 1 emissions	6,587.19 tCO_2e ✔
Scope 2 emissions	9,892.56 tCO_2e ✔
Total Scope 1 + Scope 2	16,479.75 tCO_2e
Scope 3 emissions[32]	9,506,291.24 tCO_2e
2030 Scope 1 and Scope 2 emissions combined reduction target[33]	20% reduction

Climate Management Framework

Management Area	2025 Approach	Performance / Data Relevance
Policy and governance	The Environmental Policy addresses climate change, the transition process, physical risks, low-carbon mobility, and value chain impacts within the same framework.	Policy approval Climate-related target scope: Doğuş Otomotiv Servis ve Ticaret A.Ş.
Operational emissions	Scope 1 and Scope 2 emissions arising from energy consumption, fuel use, facility operations, logistics, and service processes are monitored.	Scope 1: 6,587.19 tCO_2e ✔ Scope 2: 9,892.56 tCO_2e ✔ Scope 1 + Scope 2: 16,479.75 tCO_2e
Energy and renewable energy use	Solar power generation and energy efficiency practices at the Şekerpınar Logistics Center contribute to reducing operational emissions.	Solar power generation: 4,382 MWh Share of electricity consumption supplied by solar energy: 75.83%
Value chain emissions	Scope 3 categories are assessed through the DO-TRace study and the pilot study with Technical University of Berlin in terms of data accessibility, system boundaries, and category prioritization.	Total Scope 3: 9,506,291.24 tCO_2e Material categories: 8
Low-carbon mobility	The D-Charge charging infrastructure supports the electric vehicle use experience, charging access, and low-carbon mobility opportunities.	45 provinces 254 AC and 367 DC charging points Total: 621 charging points 2,397,042.896 kWh charging volume
Logistics and resource efficiency	Reusable shipping boxes, e-waybills, energy efficiency, lithium-ion equipment, and 3PMetrics tracking contribute to reducing operational environmental impact.	Packing related emissions reduction: 42% compared with 2023, 17% compared with 2024 49.4% reduction in A4 paper consumption
Authorized Dealers and Service Center Network	The solar power plant inventory, energy monitoring initiatives, gotoZero practices, and dealer network CO_2 calculation processes support environmental performance across the value chain.	Locations with installed solar power plants: 44 Doğuş Oto locations covered by energy monitoring: 4 Number of Authorized Dealers and Service Centers receiving gotoZero Certification: 44

Methodology Development in Scope 3 Emissions Management

For the accurate management of Doğuş Otomotiv's climate impact, it is crucial to address Scope 3 emissions in alignment with its business model, value chain, and reporting obligations. The work carried out in 2025 has structured Scope 3 calculations not merely as a process of producing a single final figure, but around prioritization of categories, data ownership, system boundaries, methodology selection, and assurance readiness. Led by Doğuş Holding, the DO-TRace Scope 3 Assessment Program aims to assess the 15 Scope 3 categories in terms of Doğuş Otomotiv's business model, industry dynamics, double materiality approach, risk and opportunity impact, and data accessibility. This approach supports the identification of the categories that are material for the Company, a more focused data collection process, and the strengthening of a traceable calculation methodology in future reporting periods.

[32] Scope 3 emissions are assessed based on the 15 categories defined in the GHG Protocol. The DO-TRace and Technical University of Berlin pilot studies conducted by Doğuş Otomotiv during the 2025 reporting period contribute to the prioritization of categories, data accessibility, and the development of the calculation methodology. The final Scope 3 disclosures will be updated as category-level data maturity and calculation boundaries are further developed.
[33] The 20% Scope 1 and Scope 2 emissions reduction target has been set for the operations of Doğuş Otomotiv Servis ve Ticaret A.Ş., based on the 2021 baseline year. For subsidiaries and relevant affiliates within the consolidated sustainability reporting scope, a consolidated target will be assessed separately as baseline year data, the scope boundary, and the Scope 3 calculation methodology become more mature.

Doğuş Otomotiv's greenhouse gas emissions inventory has been prepared based on the operational consolidation approach. Under this approach, all Scope 1, Scope 2, and Scope 3 emissions have been calculated on a consolidated basis for all affiliates and subsidiaries comprising the Company Group. Accordingly, Scope 3 emissions have been calculated based on the 15 categories defined by the GHG Protocol. Different types of category-specific data have been used in the calculations:

- For the Purchased Goods and Services and Capital Goods categories, expenditure-based (cost) data have been used; consumption data have been used for the Fuel- and Energy-Related Activities category; and the weight-distance method has been applied to Upstream and Downstream Transportation and Distribution.
- Distance data for maritime transportation have been calculated using the Seaway Distance Calculator.
- For the Use of Sold Products (Category 11), which accounts for the largest share of Scope 3 emissions, the g/km emission values of sold vehicles have been used as the basis, with an assumed lifetime mileage of 200,000 km for each vehicle.
- For End-of-Life Treatment of Sold Products (Category 12), the calculation methodology has been based on the average weight data of vehicles and spare parts.
- For Dealers (Category 14), the Winston system, through which Volkswagen collects dealers' energy and fuel consumption data and calculates their Scope 1 and Scope 2 emissions, has been used as the data source.
- For Investments (Category 15), the Scope 1 and Scope 2 emissions of all affiliates and subsidiaries within the Company Group structure have been calculated and reported under Category 15 in proportion to the respective ownership shares.

On the other hand, the emissions of subsidiaries over which operational control is exercised and which are included in the main inventory at 100% have already been incorporated into the Scope 1, Scope 2, and Scope 3 figures and have therefore not been included separately in the Category 15 calculation, thereby preventing double counting.

The categories of Leased Assets (Upstream and Downstream) and Processing of Sold Products have not been included in the calculation for the reporting period, as the related activities are not applicable within the scope of our business model.

However, as the data sources and methods used in category-based calculations vary, the study should be regarded not as a claim to 'absolute accuracy', but rather as a Scope 3 inventory covering the main emission sources associated with Doğuş Otomotiv's business model and managed through a distinction based on data quality. In the calculation for the relevant year, it was observed that approximately 99% of Scope 3 emissions were concentrated in the categories of product use, the dealer network and purchased goods and services.

Category-Based Distribution of Scope 3 Emissions

GHG Category	GHG Scope	GHG Category No.	tCO_2e	Share (%)
Purchased Goods and Services	Scope 3	1	1,352,230.81	14.20%
Capital Goods	Scope 3	2	26.37	0.000%
Fuel- and Energy-Related Activities (WTT)	Scope 3	3	1,728.74	0.018%
Upstream Logistics	Scope 3	4	50,658.98	0.532%
Waste Generation	Scope 3	5	143.55	0.002%
Business Travel	Scope 3	6	1,107.71	0.012%
Employee Commuting	Scope 3	7	681.02	0.007%
Upstream Leased Assets	Scope 3	8	0.00	0.000%
Downstream Logistics	Scope 3	9	27,177.97	0.285%
Processing of Sold Products	Scope 3	10	0.00	0.000%
Use of Sold Products	Scope 3	11	6,502,230.35	68.29%
End-of-Life Treatment of Sold Products	Scope 3	12	7,772.41	0.082%
Downstream Leased Assets	Scope 3	13	0.00	0.000%
Dealers and Franchises	Scope 3	14	1,561,916.98	16.40%
Investments	Scope 3	15	616.35	0.006%
Total			**9,506,291.24**	**99.84%**

Scope 3: Strengthening Emissions Management

The pilot study conducted with Technical University of Berlin has provided valuable insights as a methodological exercise aimed at calculating Scope 1, Scope 2, and selected Scope 3 emissions through the operations of two dealers and warehouse/logistics operations. The study created scope for further methodological development by refurbishing inventory templates for dealer, warehouse, and logistics activities, testing spare parts classification, discerning logistics boundaries, and distinguishing data accessibility and category-based calculation challenges more clearly. Rather than providing the direct output of the official carbon inventory, this pilot study is positioned as a preparatory study that strengthens the Company's corporate emissions management infrastructure. These studies strengthen Doğuş Otomotiv's data infrastructure, enabling the Company to manage its climate performance beyond operational energy and emissions data, together with the impact arising from the value chain. Scope 1, Scope 2, and Scope 3 emissions data are disclosed in the Performance Metrics section together with scope boundaries, baseline year notes, and the calculation methodology.

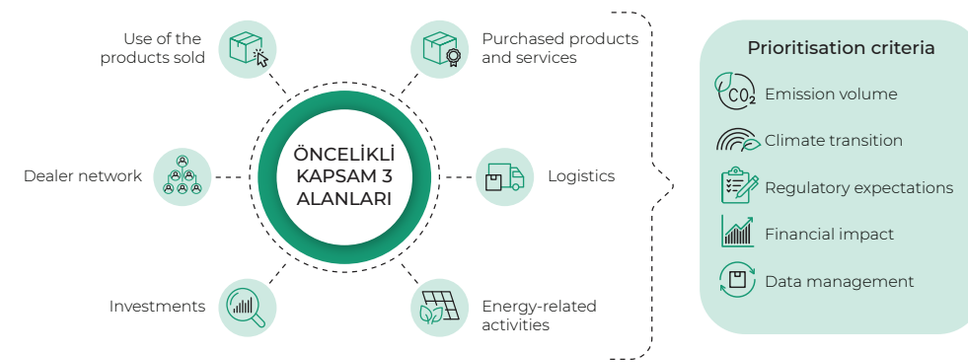
DO-TRace Scope 3 Assessment Program

DO-TRace is a program designed to assess multi-industry and dynamic Scope 3 emissions structures at the company level. The program was developed in response to the challenge that applying equal weight to all 15 categories in Scope 3 emissions management increases the data collection burden and may obscure the areas that require the Company's primary focus. For companies such as Doğuş Otomotiv, whose operations span distribution, after-sales services, logistics, dealer network, charging infrastructure, used vehicle ecosystem, and relationships with affiliates, Scope 3 categories are not equally relevant to the Company's business model. Therefore, category-based prioritization is a fundamental management step that precedes the technical preparation of emissions calculations. The DO-TRace approach assesses Scope 3 categories based on the criteria of **industry, business model, double materiality, risk and opportunity impact, alignment with strategic targets,** and **data accessibility.**

This framework helps determine which categories should be addressed as critical management areas, which datasets should be strengthened as a priority, and which areas should be incorporated into the calculation scope in future reporting periods. Rather than establishing a narrow assessment approach focused solely on emissions magnitude, the program considers factors including the climate transition, market risk, regulatory expectations, investor inquiries, value chain impact, and reporting reliability.

Under the program, categories are classified as critical, high material, material, quantifiable, low material, or non-relevant. Since "low emissions" do not necessarily mean "low risk," certain categories, such as waste, energy-related activities, the dealer network, and the supply chain, are also assessed beyond emissions magnitude in terms of compliance, reputation, data quality, and

DO-TRace Programme Scope 3 Prioritisation Approach



THREE KEY CONTRIBUTIONS OF THE PROGRAM

Basis for prioritisation
Scope 3 calculations provide a prioritisation framework that is consistent with the company's business model

Targeted data collection
Makes the data collection process more manageable and focused.

Liaison with management
It enables the linking of value chain emissions to climate risks, financial impact analysis, supply chain management, the environmental performance of the dealer network, and a low-carbon mobility strategy.

DO-TRace Materiality Approach

Materiality Level	Management Model	Function in Scope 3 Evaluation
Critical	A category at the center of the business model, climate targets, or value chain impact	Requires prioritized calculation, data ownership, methodology, and management action.
High Material	A category with high-volume, operational, or supply chain impact	Requires improved data quality and a phased calculation approach.
Material	A category that needs to be monitored in terms of compliance, reputation, operational continuity, or reporting integrity	Needs to be included in the calculation scope and linked to relevant processes.
Quantifiable	A category for which data are accessible and that can be monitored in terms of data integrity	Included in calculations as data become available.
Low Material	A category with limited connection to the business model or low emissions impact	Kept at the monitoring level, taking the balance between data cost and benefit into account.
Non-relevant	A category with limited relevance within the Company's operating model	The calculation scope and disclosure boundary are defined methodologically.

DO-TRace study, within the scope of Doğuş Otomotiv's consolidated sustainability reporting, demonstrates that Scope 3 categories do not have the same level of materiality across different legal entities and business activities. Different structures such as the main distributorship operations, Doğuş Oto, D-Charge, Doğuş Sigorta, Doğuş REIT, Doğuş Technology, Yüce Auto, vdf, and TÜVTÜRK have different material issues with regard to purchased goods and services, fuel- and energy-related activities, logistics, use of sold products, dealer network, investments, and leased assets. For that reason, within consolidated sustainability reporting, Scope 3 management is addressed based on the business model- and impact-oriented approach rather than a single company boundary.

Key Scope 3 Categories Highlighted by Doğuş Otomotiv's Reporting Consolidation

Scope 3 Category	DO-TRace Assessment	Management Implication for Doğuş Otomotiv
Category 1 – Purchased Goods and Services	Critical	Creates a significant impact in terms of embodied carbon due to inputs associated with vehicles, spare parts, and service procurement, as well as D-Charge and affiliate operations.
Category 3 – Fuel- and Energy-Related Activities	Critical	Monitored in terms of the value chain impacts of D-Charge grid usage, energy supply, and operational energy consumption.
Category 4 – Upstream Transportation and Distribution	High Material	The transportation of imported vehicles and spare parts from manufacturers to customs and operational locations represents a significant emissions and cost area within the distributorship model.
Category 9 – Downstream Transportation and Distribution	High Material	The distribution of vehicles and spare parts to the dealer network should be monitored in terms of logistics efficiency and service continuity.
Category 11 – Use of Sold Products	Critical	The use phase of vehicles placed on the market represents one of the highest-impact areas in the automotive value chain.
Category 12 – End-of-Life Treatment of Sold Products	High Material	The recycling and disposal processes for vehicles, spare parts, batteries, and charging equipment should be monitored from a circular economy perspective.
Category 14 – Distributorship / Franchise Structures	Critical	The energy consumption and operational emissions of the independent Authorized Dealers and Service Center Network representing Doğuş Otomotiv brands constitute an indirect impact area.
Category 15 – Investments	Critical	Scope 1 and Scope 2 emissions should be assessed based on ownership shares in terms of financial ownership, affiliate relationships, and the consolidated sustainability reporting scope.

Carbon Footprint Pilot Study in Collaboration with Technical University of Berlin

The carbon footprint pilot study conducted by Technical University of Berlin in 2025 served as an important learning exercise aimed at gaining a better understanding of Doğuş Otomotiv's value chain emissions and developing its future corporate Scope 3 methodology. The study covered two Authorized Dealers and Service Centers, Doğuş Oto Kartal and Vosmer Bornova, as well as warehouse/logistics operations, and focused on testing data accessibility, calculation approaches, and system boundaries across Scope 1, Scope 2, and selected Scope 3 categories.

The study used 2024 as the baseline year, with separate inventory templates prepared for the Authorized Dealers and Service Centers and warehouse/logistics operations. Spare parts classification, energy consumption, logistics flows, employee commuting, waste, purchased goods and services, and vehicle use scenarios were assessed. The calculation approach used the Ecoinvent database and the IPCC 2016 GWP100 methodology. IPCC refers to the Intergovernmental Panel on Climate Change, while GWP100 refers to the comparison of greenhouse gases based on their 100-year global warming potential.

The most important contribution of the pilot study is that it demonstrated concretely which datasets are required to calculate Doğuş Otomotiv's value chain emissions and which areas require further development in terms of methodological maturity. The study demonstrated that calculations can be performed for the two Authorized Dealers and Service Centers based on energy consumption, direct fuel use, refrigerant gases, purchased goods and services, employee commuting, waste, and logistics data, while highlighting the importance of establishing a category-based data structure for spare parts.

Scope of the Pilot Study

Regions Subject to the Study	Scope	Output
Doğuş Oto Kartal	Dealer operations, energy, fuel, employee commuting, waste, spare parts, and selected logistics data	Dealer-level data accessibility, Scope 1–2–3 classification, and operational carbon profile were tested.
Vosmer Bornova	Dealer operations, energy, employee commuting, spare parts, waste, and logistics data	Data comparability across different location structures and calculation boundaries were assessed.
Warehouse / Logistics Operations	Spare parts, vehicle and material flows, upstream and downstream logistics, energy, and operational processes	Transportation assumptions, system boundaries, and the impact of logistics-related emissions on the calculation were analyzed.
Vehicle Use Scenario	An additional scenario covering the use phase and end-of-life impact of sold vehicles	It was observed that the use phase of vehicles could have a significantly greater impact than operational emissions.

Under the pilot study, total dealer emissions were calculated at 6,798 tCO_2e for Doğuş Oto Kartal and 6,655 tCO_2e for Vosmer Bornova. At Doğuş Oto Kartal, Scope 1 emissions accounted for 19% of the total, Scope 2 for 30%, and Scope 3 for 51%. At Vosmer Bornova, Scope 1 accounted for 17%, Scope 2 for 21%, and Scope 3 for 62%. These results indicate the need for more systematic collection of energy consumption, employee commuting, purchased goods and services, waste, and logistics data at the dealer level[34]. Spare parts classification was one of the key outputs of the pilot study. A category-based classification template was developed using spare parts lists obtained from Doğuş Oto Kartal, Vosmer Bornova, and warehouse/logistics operations. In the case of Doğuş Oto Kartal, the classification covered 92% of the total number of parts and 86% of the total weight. This finding demonstrates that spare parts-related emissions can be calculated more reliably at more advanced stages by incorporating material type, weight, process, and supplier data.

The vehicle use scenario clearly revealed the extent to which the use phase of sold products is a determining factor in the climate impact of the automotive value chain. For Vosmer Bornova, when the vehicle use scenario was included, total emissions increased from 6,655 tCO_2e to 357,908 tCO_2e. This magnitude makes evident that the vehicle use phase should be addressed as a separate value chain scenario from the dealer's operational footprint. For Doğuş Otomotiv, this finding reinforces the link between the product portfolios, the transition to electric vehicles, customer use patterns, and the low-carbon mobility strategy.

Warehouse and logistics calculations, on the other hand, demonstrated the importance of defining system boundaries correctly. The pilot study revealed that, where vehicle transportation, spare parts transportation, local procurement, and upstream and downstream logistics flows are not separately distinguished, the results may be disproportionately attributed to the logistics category. This finding indicates that, in future logistics emissions calculations, ton-km-based data, routes, transport modes, distances, vehicle load factors, and system boundary distinctions should be defined more clearly.

Methodological Contribution of the Pilot Study for Doğuş Otomotiv

Learning Topics	Conclusion from the Pilot Study	Relevance for Reporting
Data accessibility	Energy, spare parts, employee commuting, and waste data were found to be collected at different levels of maturity across dealer, warehouse, and logistics operations.	Data ownership and data formats should be standardized.
System boundary	The need to distinguish between dealer, warehouse, distributor, and logistics activities was identified.	Boundary definitions should be clarified for corporate Scope 3 calculations.
Spare parts methodology	Spare parts categories, weight data, and the material approach play a critical role in the calculation.	An LCA-based methodology that strengthens category- and material-level differentiation should be established.
Logistics methodology	Vehicle transportation and spare parts logistics have a significant impact on the results.	Routes, transport modes, distances, and ton-km data should be monitored more systematically.
Vehicle use scenario	The use phase creates an impact magnitude significantly greater than operational emissions.	The use of sold products should be addressed as a separate Scope 3 focus area.
Calculation traceability	Although Ecoinvent factors provide a robust methodological reference, their use and disclosure are subject to licensing restrictions	A traceable, reproducible, and assurance-ready set of emission factors should be established for official reporting.

[34] The study conducted by Technical University of Berlin was a pilot study carried out not to produce a final and auditable emissions calculation for Doğuş Otomotiv's corporate carbon inventory, but to test data accessibility, system boundaries, and the category-based calculation approach across dealer and warehouse/logistics operations. Scope 1, Scope 2, and selected Scope 3 emissions areas were assessed for Doğuş Oto Kartal, Vosmer Bornova, and warehouse/logistics operations, using the Ecoinvent database and the IPCC 2016 GWP100 approach for the calculations. The pilot results are not considered a corporate emissions inventory result due to the assumptions applied, data availability, the separation of dealer-warehouse–distributor boundaries, the classification of logistics flows, and the scope of the selected Scope 3 categories. These data were not used for definitive comparisons between locations or to represent Doğuş Otomotiv's consolidated carbon footprint; instead, they were treated as learning outputs for developing the Scope 3 data structure, system boundaries, and calculation methodology.

Volkswagen AG goTOzero RETAIL Approach and Authorized Dealer and Service Center Network

Doğuş Otomotiv's Authorized Dealer and Service Center Network is monitored in alignment with Volkswagen AG's global **goTOzero RETAIL** approach, with the intent to improve environmental performance, measure carbon footprint, and enhance sustainability maturity across the retail network. Volkswagen AG's goTOzero environment program is defined as a global framework aimed at reducing environmental impact of products and mobility solutions throughout their life cycle. This framework covers compliance with environmental legislation; energy efficiency; the use of renewable energy; resource efficiency; environmental management systems; and the strengthening of environmental performance throughout the value chain.

Volkswagen AG positions reducing the carbon footprint of its global sales and service network as one of the key objectives of the **goTOzero RETAIL** approach. The program covers not only the brands' own retail operations but also their contracted dealer and service networks, aiming to ensure more systematic monitoring of energy consumption, carbon emissions, resource use, environmental management systems, and sustainability practices at retail and service locations. Volkswagen AG aims to reduce the carbon footprint of its global retail and service network, measured at 3.22 million tCO_2e in 2020, by at least 30% by 2030, at least 55% by 2040, and at least 75% by 2050.[35]

Under the program, the carbon footprint of dealer and service locations is measured annually based on energy consumption data, the results are compared against the defined reduction target, and areas for improvement are regularly monitored. To support the transformation of its dealer network, Volkswagen AG has developed guidance documents, training programs, communication materials, energy and resource efficiency advisory services, and a cross-brand certification system. goTOzero RETAIL certification is based on an assessment framework that draws on established environmental management systems such as ISO 14001, building certifications, and environmental criteria related to dealers' core operations. The scope of the program is being gradually expanded beyond environmental topics toward a broader sustainability assessment framework.

From Doğuş Otomotiv's perspective, the significance of this program lies in making the environmental performance of the Authorized Dealer and Service Network more visible and traceable through brand standards, carbon footprint calculations, certification practices, training programs, and audits, despite the Network remaining outside the Company's direct ownership. This structure contributes to addressing the impact arising from the value chain more systematically within Doğuş Otomotiv's consolidated sustainability reporting scope, monitoring energy and emissions data across the dealer and service network more consistently, and linking environmental performance with customer experience, service standards, and the transition to low-carbon mobility.

In 2025, environmental maturity and sustainability performance initiatives continued across the Turkish Authorized Dealer and Service Network under the goTOzero practices. The expansion of participation across the Network in the carbon footprint calculation process, gotoZero audits, ISO 14001-focused environmental management practices, renewable energy investments, energy monitoring initiatives, and the dealer sustainability assessment program are supporting more measurable environmental performance across the retail network. This approach demonstrates that Doğuş Otomotiv addresses the transition to low-carbon mobility not only through its product portfolio and charging infrastructure, but also through the environmental transformation of its sales and service ecosystem.

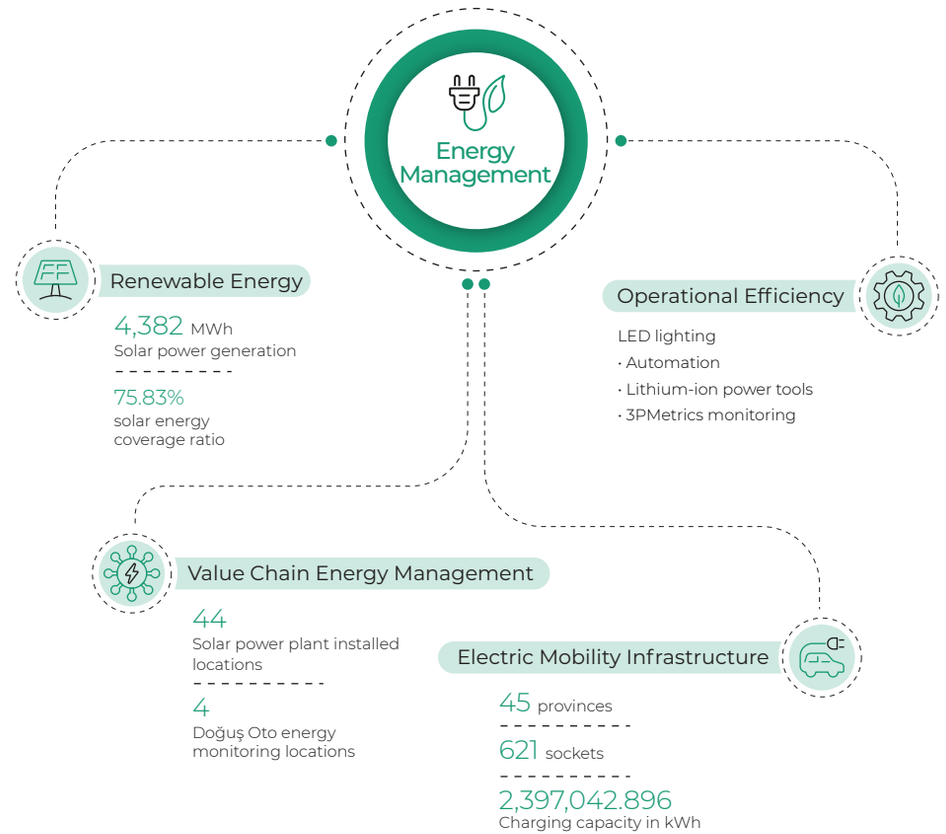
Doğuş Otomotiv Authorized Dealer and Service Centers goTOzero 2025 Metrics

Metrics	2025
Authorized Dealer and Service Network renewable energy plant inventory	44 locations
goTOzero audit success rate	68%
Number of goTOzero certificates	66
Certificate breakdown	11 Gold, 19 Silver, 33 Bronze, 3 Platinum
Authorized Dealer and Service Network CO_2 calculation process	Participation across the Network
Information security audit success rate	97%

Energy Management and Renewable Energy

Energy management is one of the areas within Doğuş Otomotiv's environmental performance that produces directly measurable results. Considering the Company's business model, which does not include manufacturing facilities, energy performance is monitored across the headquarter, logistics center, warehouse areas, service locations, Doğuş Oto locations, Authorized Dealer and Service Network, charging infrastructure, and operational equipment. In this context, energy management is strategically important not only as an efficiency area that reduces operational costs, but also in terms of the carbon footprint reduction target, the use of renewable energy, the transition to electric mobility, and environmental performance across the value chain.

Energy Management and Renewable Energy



[35] Volkswagen AG, under the goTOzero RETAIL approach, aims to reduce the carbon footprint of its global retail and service network against the 2020 baseline year. According to Volkswagen AG's 2025 Annual Report, the carbon footprint of its retail and service network was measured at 3.22 million tons CO_2e in 2020, with targets to reduce this figure by at least 30% by 2030, at least 55% by 2040, and at least 75% by 2050. The program covers not only the Volkswagen Group brands' own retail operations but also their contracted dealer and service facilities, with the carbon footprint monitored based on annual consumption data.

In 2025, renewable energy use and energy efficiency initiatives became more prominent across the Şekerpınar Logistics Center, warehouse operations, the Authorized Dealer and Service Network, and the D-Charge charging infrastructure. While the Solar Power Plant installed at the Logistics Center supports the use of renewable energy in direct operations, key initiatives strengthening energy efficiency in warehouse operations include sensor-equipped LED lighting, automation systems, time switches, fleet management applications that enable equipment to automatically switch to sleep mode, and lithium-ion battery-powered equipment.

The expansion of energy management across the Authorized Dealer and Service Network is another area that came to the forefront in 2025. The renewable energy plant inventory, energy monitoring practices, and Energy Efficiency Incentive Program support greater visibility of energy consumption across the dealer and service network, the identification of savings opportunities, and the integration of environmental performance into field operations. Initiatives implemented through IoT-based energy monitoring devices and machine learning-supported software contribute to analyzing energy consumption profiles and identifying abnormal consumption more rapidly. The transition to low-carbon mobility represents a new dimension of energy management. While the D-Charge charging infrastructure creates a complementary value area supporting the electric vehicle use experience, indicators such as energy source, charging volume, location efficiency, and service continuity strengthen the connection between this area and environmental performance. Monitoring these indicators through a more mature dataset will enable the environmental and commercial impact of electric mobility performance to be evaluated together in future reporting periods.

Energy Efficiency Incentive Program

Doğuş Otomotiv carries out the Energy Efficiency Incentive Program to ensure more systematic monitoring of energy management across the Authorized Dealer and Service Network. Under the program, dealer energy consumption is monitored through IoT energy monitoring devices and software, while consumption profiles, abnormal usage, energy quality, and energy-saving opportunities are assessed based on the collected data. The initiatives implemented at the Doğuş Oto Maslak, Kartal, Esenyurt, and Ankara locations represent an important starting point for making energy performance measurable in the field and strengthening an efficiency-oriented culture across the dealer network.

Renewable Energy and Efficiency at the Şekerpınar Logistics Center

The Şekerpınar Logistics Center is one of Doğuş Otomotiv's operational areas making a measurable contribution to its energy and environmental performance. In 2025, 4,382 MWh of electricity was generated through the rooftop solar power plant, covering 75.83% of the facility's electricity consumption. Sensor-equipped LED lighting, automation systems, time switches, lithium-ion battery-powered equipment, and carbon data monitoring through the carbon accounting program are used together in warehouse operations. Through this structure, energy management is integrated with operational efficiency and emissions reduction.

Low-Carbon Mobility and Charging Infrastructure

In Doğuş Otomotiv's environmental performance, transition to low-carbon mobility is one of the key areas that addresses product portfolio, customer experience, energy infrastructure, digital services, and the impact of the value chain collectively. The growing adoption of electric vehicles, reliable access to charging, and support for the user experience through digital channels are among the complementary components strengthening the Company's position within the mobility ecosystem. D-Charge is Doğuş Otomotiv's primary application platform for electric mobility infrastructure and charging services. Its development is evaluated not only based on the number of charging points, but also in terms of digital access, service continuity, location efficiency, user experience, energy management, and the capacity to integrate with different charging network operators.

Service continuity and safety are key components of charging infrastructure performance. DC chargers are monitored through the system as long as an energy connection is available, while infrastructure inspections for AC and DC chargers, including panels, cables, and wiring, are conducted in accordance with the TS 13912:2025 standard. The periodic inspection process carried out by authorized independent organizations supports the safe and uninterrupted operation of the charging infrastructure. Digitalization is another key area strengthening D-Charge's scalability. Station access through the mobile application, the user experience, and the development of platform services are progressing alongside initiatives such as Roaming, the HUB Project, occupancy fees, and integration with the Elli CPO network. These developments support D-Charge's transition toward a more integrated structure within the electric mobility ecosystem in terms of charging services, digital experience, and customer access.

D-Charge's Development Focus

D-Charge's development plan is centered on expanding its active user base, increasing charging volumes, completing the HUB Project, advancing roaming integration with the Elli CPO network, and strengthening awareness within the Mate.Bike electric bicycle ecosystem. These areas point to a broader service rendering approach that addresses low-carbon mobility through charging infrastructure, digital platforms, micro-mobility, and user experience collectively.

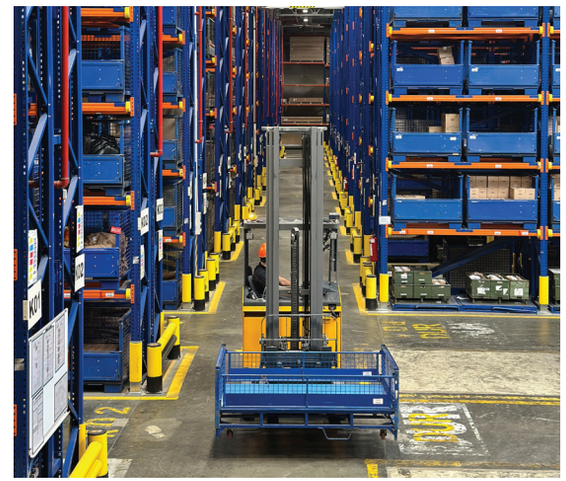
D-Charge 2025 Performance Metrics

Metrics	2025
Number of provinces served	45
Number of AC charging points	254
Number of DC charging points	367
Total number of charging points	621
Total charging volume	2,397,042.896 kWh
Active mobile application users	35,866
Number of iOS application downloads	34,088
Number of Android application downloads	8,368
Ranking among charging station operators	11 / 182
2026 target number of provinces	48
2026 target total number of charging points	720
2026 target number of AC charging points	330
2026 target number of DC charging points	390

Logistics and Operational Efficiency

Logistics and spare parts operations constitute a key area of implementation in Doğuş Otomotiv's environmental performance, bringing together transportation, warehousing, packaging, spare parts flows, resource use, and waste management. Supplier selection, transportation methods, vehicle utilization, route planning, document processes, and packaging use are managed together across import, warehousing, and shipment processes, where operational efficiency and environmental performance addressed within the same decision-making framework. In 2025, key practices in logistics operations focused on reducing transportation-related emissions, expanding the use of reusable packaging solutions, digital document management, improving energy efficiency in warehouse operations, and enhancing planning capabilities for spare parts flows. For logistics procurement outside the OEM scope, criteria such as ISO management system certifications, authorization certificates issued by the Ministry of Transport and Infrastructure, Authorized Economic Operator (AEO) status, fleet age, and the use of intermodal transportation are incorporated into supplier evaluation processes.

Concerning air freight, under the cooperation with DHL, the **GoGreen / GoGreen Plus** program and the use of Sustainable Aviation Fuel (SAF) have been integrated into the contract structure. For road transportation, route planning takes into account dealer volumes, distance, delivery time, and vehicle utilization, while special transportation requests are, where possible, consolidated with existing shipment operations. This approach contributes to more controlled management of transportation-related environmental impact while maintaining customer satisfaction. Reuse and digitalization are key areas of focus in warehouse and spare parts processes. A portion of the corrugated cardboard shipping boxes used for spare parts shipments to dealers is reclaimed and reintegrated into subsequent shipment processes, while reusable, foldable plastic shipping boxes help reduce the need for single-use packaging. The e-delivery note application has reduced paper consumption in document processes, while monthly monitoring of carbon data from warehouse operations enables logistics-related impact to be tracked systematically.



Efficiency initiatives in spare parts operations are also linked to continuity of customer service. Through the D-Stok process, which supports automated inventory planning at Authorized Services, the Company aims to establish a more predictable structure for spare parts availability and inventory management. This initiative represents an area of development that simultaneously impacts shipment planning, inventory optimization, and resource use from both logistics and environmental performance perspectives.

Logistics and Warehouse Operations 2025 Metrics

Metrics	2025 Performance
Emissions reduction from the reusable foldable plastic shipping box usage	42% compared to 2023 17% compared to 2024
A4 paper consumption	151,750 sheets
Reduction in A4 paper consumption	49.4%
Equivalent number of trees preserved	Approximately 18
Disposal of end-of-life parts	23.5 tons
Packaging waste	277.8 tons

Waste Management and Circular Economy

Doğuş Otomotiv's waste management approach is based on reducing, segregating, reusing, recovering, and disposing of waste generated across spare parts, warehouse, logistics, service operations, packaging, office processes, and the Authorized Dealer/Service network at the source and in compliance with applicable legislation. Within the distribution business model, waste management is linked to spare parts flows, packaging materials, service-originated waste, damaged or end-of-life parts, used paper/cardboard, wooden pallets, protective materials, electronic waste, batteries, engine oils, and battery and high-voltage equipment handling processes that will become increasingly important with the transition to electric vehicles. In this context, key areas of implementation include segregating waste at the source, increasing recovery rates, reducing the amount of waste sent to landfills, and managing hazardous and non-hazardous waste through licensed companies in compliance with applicable legislation. The Zero Waste Certificate, which was included among the 2025 targets in the 2024 report, was obtained in 2025 covering the buildings at the Şekerpınar campus. This development supports the transition of waste management practices toward a more systematic and certifiable structure at the facility level.

In spare parts operations, the disposal of end-of-life or damaged parts is carried out based on disposal lists prepared by the operations teams. The disposal process is conducted through contracted integrated recycling companies; once the parts have been rendered unusable, they are segregated by material type, such as glass, metal, plastic, and hazardous waste. For packaging waste, tonnage data is regularly monitored for accurate GEKAP (Recycling Contribution Fee) declarations, while paper/cardboard and wood waste is directed to the authorized recycling companies. The Authorized Dealer and Service network is one of the key areas where waste management is implemented on the ground. Engine oil, batteries, electronic waste, service-related special waste, and packaging waste are monitored in terms of their environmental impact arising from service operations. Although this network is outside the Company's direct ownership structure, environmental expectations are managed through brand standards, contracts, quality and sustainability audits, training, and environmental performance monitoring processes.

Tools such as goTOzero practices, ISO 14001-focused environmental management initiatives, and the dealer quality scorecard support more systematic monitoring of service-related waste, energy and resource use, environmental awareness, and areas for improvement.

The circularity approach extends beyond managing waste generation to also include more efficient use of vehicle and spare parts life cycles. Reusing packaging from spare parts shipments, reusable shipping boxes, e-delivery notes, reducing material consumption in warehouse processes, and strengthening the used vehicle ecosystem represent different areas of application within this approach. The DOD brand is considered a complementary business area that supports the circular economy approach by helping preserve vehicle service life and economic value. The transition to electric mobility creates new data and process requirements for waste management. Battery health, high-voltage component management, the life cycle of charging equipment, service-related special waste streams, and recovery processes are among the areas that will require more detailed monitoring in the coming periods. This area will evolve alongside Doğuş Otomotiv's electric vehicle service capabilities, D-Charge infrastructure, and the transformation of its Authorized Dealer/Service network.

Waste Management and Circularity Indicators

Metric	2025
Disposal of end-of-life parts	23.5 tons
Packaging waste	277.8 tons
DOD used vehicle sales	20,453 units
Number of locations with Zero Waste Certificate	3
Hazardous waste	194,345 kg
Non-hazardous waste	434,544 kg
Recovered waste	628,846 kg
Disposed waste	43 kg
Recycling / recovery rate	%100
Special waste such as engine oil, batteries, and e-waste	157,815 kg

DOD: Preserving Value throughout the Vehicle Life Cycle

DOD is one of the business areas supporting Doğuş Otomotiv's vehicle life cycle value management capabilities. The corporate used vehicle ecosystem contributes to more effective management of vehicles' economic life, strengthening a reliable transaction infrastructure in the used vehicle market, and maintaining customer engagement beyond the sales and after-sales periods. In this respect, DOD provides a complementary structure that extends the circularity approach beyond waste management by incorporating product life span and value preservation.

Water Management and Resource Use

Water management and the use of natural resources are among the areas monitored within Doğuş Otomotiv's environmental performance framework through operational consumption, service processes, facility management, Authorized Dealer and Service network practices, and wastewater management. Given the Company's distribution and service-based business model, water consumption is primarily associated with administrative buildings, logistics facilities, service operations, cleaning, maintenance, and on-site activities. Accordingly, water management is assessed less in terms of high-volume industrial production processes and more through facility-level consumption monitoring, efficiency practices, compliant wastewater management, and the control of pollution risks arising from service operations. In previous reporting periods, Doğuş Otomotiv began monitoring water consumption through blue, green, and grey water footprint indicators and has addressed water consumption, access to water resources, wastewater management, and regulatory compliance as integral components of environmental performance management[36]. In the 2025 reporting period, this approach will be further systematized in line with the consolidated sustainability reporting scope, with regard to data ownership, location coverage, water-stressed areas, wastewater discharge, and value chain practices. Once the final water data are completed, they will be presented in the Performance Metrics section together with scope notes.

The Authorized Dealer and Service Center network is the source of significant impact in terms of water and resource use across the field. In service center operations, oil–water separators are among the important control mechanisms for managing wastewater and potential pollution risks arising from service activities. These practices contribute to reducing water and soil pollution risks, supporting regulatory compliance in service processes, and making environmental performance more traceable across the dealer network. In terms of resource use, water management is also linked to materials and waste management. Reuse, digital document management, reducing packaging materials, and waste segregation in warehouse, logistics, and spare parts processes are considered complementary practices that help reduce natural resource consumption. Under this topic, water indicators are monitored separately, while packaging, waste, e-delivery notes, the used vehicle ecosystem, and circular economy practices are addressed under the Waste Management and Circularity section.

Water and Resource Use Indicators

Metrics (Doğuş Otomotiv)	2025
Total water consumption (m^3)	25,114
Municipal water supply use (m^3)	25,114
Groundwater / surface water use (m^3)	0
Water consumption in areas with high water stress (m^3)	25,114
Blue water footprint (m^3)	25,114 m3/year
Green water footprint (m^3)	4,347.20 m3/year
Grey water footprint (m^3)	200,912.00 m3/year
Total water footprint (m^3)	230,373.20 m3/year
Wastewater discharge (m^3)	25,114
Locations with water efficiency or water reuse practices	5

Biodiversity and Environmental Awareness

Doğuş Otomotiv's approach to biodiversity is addressed on two levels, taking into account its business model and value chain. The first level involves monitoring potential environmental impacts arising from the ecological sensitivity of locations, service processes, waste and wastewater management, logistics activities, and value chain practices. The second level encompasses the Spreading Our Wings to Nature program, which focuses on nature observation, species awareness, bird migration routes, and efforts to strengthen biodiversity awareness in society. From a biodiversity perspective, operational monitoring is conducted based on the location characteristics of facilities and service points, their proximity to protected areas, their relationship with Key Biodiversity Areas (KBAs)[37] , and environmental control mechanisms associated with service operations. In 2025, the location analysis reported 0 operational facilities placed in legally protected areas, 0 facilities in proximity to UNESCO World Heritage Sites / Biosphere Reserves, and 3 facilities in proximity to Key Biodiversity Areas.

Environment protection initiatives implemented across service and logistics processes also play a complementary role in preventing biodiversity-related impact. Oil–water separators, the transfer of hazardous waste to licensed companies, the segregation of packaging and spare parts waste, the control of water and soil pollution risks, and the monitoring of environmental practices across the Authorized Dealer and Service network are part of this framework. These practices are evaluated together with the performance indicators presented under the Waste Management and Water Management sections. Spreading Our Wings to Nature program is one of Doğuş Otomotiv's long-running programs contributing to biodiversity awareness. Launched in 2021, the program aims to raise awareness of Turkey's important bird migration routes and natural habitats and to support observation, communication, education, and field activities focused on the protection of birds and their habitats. The program is carried out in collaboration with nature and wildlife photographer Alper Tüydeş, with observation findings shared with the public through various communication channels.

To date, the program has covered more than 60,000 kilometers, with 395 bird species and 30 mammal species observed across Turkey. Observations have also included rare species such as eagles, vultures, the Lesser Desert Lark, the Black-bellied Sandgrouse, the Cream-colored Courser, the Striped Hyena, and the Indian Crested Porcupine. These outputs demonstrate the body of knowledge and experience generated by the program in terms of species observation and nature awareness.

[36] The blue water footprint refers to the amount of water withdrawn and used from municipal water supplies or freshwater sources, the green water footprint refers to water use associated with precipitation and natural surface water flows, and the grey water footprint refers to the amount of clean water required to bring wastewater to the applicable environmental quality standards. The 2025 indicators in this context are presented on a comparative basis in the Performance Tables section.
[37] Key Biodiversity Areas (KBAs), refer to areas of global importance for the conservation of biological diversity. The KBA proximity indicator is used to assess the spatial relationship of facilities or service points with sensitive ecosystems.

Spreading Our Wings to Nature is evolving as a communication and learning platform that extends biodiversity awareness beyond field observation. Educational programs, nature workshops, birdwatching activities, exhibitions, books, and new media initiatives are among the tools supporting the program's reach to wider audiences. Spreading Our Wings to Nature represents a strong example of Doğuş Otomotiv's efforts to connect environmental awareness initiatives with community engagement programs.

Doğuş Otomotiv considers nature- and biodiversity-related issues together with environmental performance, impact of the value chain, water and resource consumption, waste management, location sensitivity, and community awareness. The Impact–Risk–Opportunity Analysis conducted during the 2025 reporting period provided an analytical basis for linking nature-related impacts, risks, and areas for development in association with the business model and value chain. This approach provides a development perspective aligned with the TNFD's (Task Force on Nature-related Financial Disclosures) recommendations for addressing nature-related dependencies, impacts, risks, and opportunities within the framework of governance, strategy, risk management, metrics, and targets .[38]

Biodiversity Performance Monitoring

Metrics	Latest Status / 2025
Number of facilities in legally protected areas	0
Number of facilities near UNESCO World Heritage Sites / Biosphere Reserves	0
Number of facilities near Key Biodiversity Areas	3
Environmental control practices related to service operations	Oil–water separators, waste segregation, licensed disposal
Program focused on habitat or ecosystem awareness	Spreading Our Wings to Nature

Spreading Our Wings to Nature Profile

Metrics	Cumulative Status
Launch year	2021
City where observations were made	67
Observation records	998
Distance covered	89,000 km
Total number of species observed	398
Bird-watching period	2,171 hours (~90 days)
2026 development focus	Exhibitions, books, and new media initiatives

Employees and the Working Environment

Doğuş Otomotiv's human resources approach supports the Company's vision of "providing creative services beyond expectations" through the experience, development, and engagement of its employees, safe working environment it creates, and high employee loyalty it sustains. As electric mobility, digitalization, customer experience, new service technologies, and data-driven business models continue to accelerate across the automotive industry, employees' competency development and capacity to adapt to transformation are among the key factors of the Company's strategic resilience. In 2025, Human Resources material issues were shaped around employee experience, development and communication, talent acquisition, organizational continuity and productivity, and data, artificial intelligence, and digital experience. These areas provide an integrated management framework encompassing practices that strengthen employee engagement as well as workforce planning, performance management, learning and development, occupational health and safety, diversity, inclusion, and digital HR infrastructure.

As of 2025, Doğuş Otomotiv continued to strengthen its people-centered approach through a workforce of more than 2,000 employees, an extensive Authorized Dealer and Service network, young talent programs, development platforms, employee committees, and digital human resources practices. An employee engagement rate of 84%, a female employee representation rate of 32.6%, a female executive representation rate of 35.17%, and more than 33,769 hours of training delivered during the year were among the key indicators of this approach in 2025.

Employee Experience, Engagement and Communication

At Doğuş Otomotiv, employee experience is built on transparent communication, accessible human resources processes, regularly received employee feedback, and the communication of employee views to management. Information on Human Resources procedures is provided through email, the Microsoft Teams infrastructure, Human Resources Business Partners, the Company intranet, the Human Resources Self-Service portal, the Bir'iz communication platform, direct meetings, focus groups, and on-site meetings. The Bir'iz Mobile Platform, developed to provide field employees with more equitable access to corporate communications, was gradually rolled out across Doğuş Otomotiv and Doğuş Oto in 2025. The platform enables employees to access Company announcements via their mobile devices, manage leave and overtime processes digitally, submit their needs through the request management system, and share their suggestions through the Ideas Platform. This reduces the information access gap between field and office employees while making the employee experience more integrated and accessible.

Bir'iz Employee Committee and Employee Representative

Employee participation in decision-making processes is supported through the Bir'iz Employee Committee and Employee Representative structure. Comprising volunteer representatives from each department, the Committee serves as a participatory platform through which employees' views, needs, and areas for development are conveyed to the Executive Board and Board of Directors agenda through the Employee Representative. Following five Committee meetings held in 2025, the "Proposal for Participation in Events and Launches" submitted to the Board by the Employee Representative was approved.

Employee Loyalty

The employee loyalty survey is one of the fundamental tools used by Doğuş Otomotiv to measure employee experience. In the survey conducted in 2024 with the participation of 657 employees, the employee loyalty rate increased to 84%. Following the survey, focus groups were established, employee feedback was shared with the Human Resources Director and relevant middle managers, and team-based actions were monitored within the performance management system through the Leadership Engagement Workshop. The findings of this work were reflected in managers' employee loyalty objectives in 2025.

One of the key initiatives we launched in line with the strategy review we conducted in 2025 and our 2030 vision is the "Competency System Transformation Project." The project team established within Doğuş Otomotiv, with the support of Sabancı University, Bahçeşehir University, and Doğuş Technology, examined global competency sets from a 2030 perspective and conducted a comprehensive study focused on the job requirements of the future. As a result of workshops organized with the participation of Doğuş Oto and Doğuş Otomotiv employees, competency areas of critical importance to the organization were identified; the outcomes were finalized following evaluation meetings with managers and general managers. The competency set developed as a result of this work consists of core competencies and function-specific competencies. The 2026 training and development plans will also be shaped based on the development areas identified in line with this competency set.

[38] TNFD (Taskforce on Nature-related Financial Disclosures) is an international initiative that develops voluntary disclosure recommendations for companies to assess their nature-related dependencies, impacts, risks, and opportunities under the areas of governance, strategy, risk and impact management, metrics, and targets. In this report, TNFD has been considered as a reference framework for linking nature- and biodiversity-related issues with the business model, value chain, and environmental performance

Employee Experience and Engagement Metrics

Metrics	2025
Employee loyalty rate	84%
Number of employees participated in the employee loyalty survey	657
Number of Bir'iz Employee Committee meetings	5
Open Door Day events	6
Number of ideas submitted to the Ideas Platform	2,844
Number of ideas implemented	601
Number of improvement projects implemented	180

Training, Talent and Career Development

At Doğuş Otomotiv, the learning and development approach aims to enable employees to perform at a high level in their current roles, adapt to the automotive business models of the future, and support their career developments. Training needs are identified based on competency assessments, performance feedback, discussions with managers, digital competency analyses, and industry material issues, as well as development needs identified by business units. GO Gelişim Okulu (GO Development Academy) is the main learning platform supporting employees' professional, personal, and digital development. In addition to mandatory training, the platform offers employee-selected development programs, workshops, internal training sessions, guest speaker sessions, leadership development content, and digital competency training. In 2025, GO Gelişim Okulu was made available through mobile access, the training cycle was completed with a 94% coverage rate, and an average of 38.68 hours of training per employee was provided.

Training programs are designed to address the needs of different employee groups. Key components of this structure include competency development programs, supplementary development training, leadership development programs, Outdoor Team Dynamics for blue-collar employees, development programs tailored to spare parts and logistics warehouse employees, digital transformation training, mentoring, reverse mentoring, and internal coaching. In 2025, 13 mentors were matched with 13 early-career mentees; the reverse mentoring program continued with four pairings; and, under the internal coaching program, nine managers provided coaching to 21 employees. Talent acquisition and strengthening the young talent pool were also among the key areas of focus in 2025. Under the "Biz'de Staj" internship program, 63 university interns, 26 high school interns, and 57 project-based interns gained experience at the Company; 20 interns subsequently joined Doğuş Otomotiv as employees. The Company also participated in 40 events in 2025, meeting with students both online and in person and providing information about the automotive industry and career opportunities.

Training and Development Metrics

Metrics	2025
Total training hours	33,769
Average training hours per employee	38.68
Training coverage rate	94%
Number of e-learning courses	110
E-learning courses added in 2025	23
Number of Outdoor Team Dynamics program participants	280
Number of Outdoor Team Dynamics groups	13
Mentoring matches	13 mentors / 13 mentees
Reverse mentoring matches	4
In-house coaches / employees receiving coaching	9 / 21
Undergraduate student interns	63
High school student interns	26
Project-based interns	57
Interns offered permanent employment	20

Diversity, Equity, Inclusion and Human Rights

Doğuş Otomotiv's approach to human rights is maintained by the principles of its Code of Ethics, Employees and Decent Work Conditions Policy, Diversity and Equal Opportunity Policy, Workplace Policy on Domestic Violence provisions, membership in the United Nations Global Compact, and commitment to the United Nations Women's Empowerment Principles. The Company upholds the principle of equal opportunity in recruitment, placement, training, career development, compensation, performance management, and employee benefits processes. In 2025, the female employee representation rate reached 32.6%, while the female executive representation rate reached 35.17%. These indicators are among the key areas monitored to strengthen women's employment in the automotive industry and increase their representation at management levels. Extending beyond its internal practices, through its membership in the İş'te Eşitlik Platform (Equality at Work Platform), Doğuş Otomotiv also contributes to the women's employment and equal opportunity agenda at the national level.

The prevention of discrimination among employees, protection of human rights, and strengthening of the inclusive working environment are reinforced through training and awareness-raising initiatives. Ethics training covers topics including business ethics, protection of confidential Company information, prevention of bribery, prevention of harassment, respectful conduct, avoidance of conflicts of interest, abuse of authority, promotion of diversity, prevention of discrimination, and protection of human rights. Employees can submit their views, suggestions, or complaints through the ethics hotline and relevant Human Resources channels. Practices for employees with disabilities are a significant component of the inclusive working environment approach. Regular meetings are held with employees with disabilities, workspaces and elevators are adapted to meet their needs, and special requirements needed for their work are provided by the Company. Pregnant employees are supported through maternity leave, nursing rooms, childcare support, breastfeeding leave, and family-friendly benefits. Under the Workplace Policy on Domestic Violence, specific support mechanisms are provided, including psychological and legal counseling, pedagogical support, assistance with changing telephone numbers, and special arrangements concerning salary payments.

Human rights compliance is also expected in relationships with suppliers, the Authorized Dealer and Service network, and business partners. The prohibition of child labor and forced labor is ensured through supplier contracts and audit processes. This approach strengthens a management framework that addresses human rights not only within the Company's own workforce but also across its value chain relationships.

Diversity, Equity and Inclusion Metrics

Metrics	2025
Doğuş Otomotiv female employee representation ratio	32.6%
Doğuş Otomotiv female executive representation ratio	35.17%
Confirmed cases of discrimination	0
Meetings with employees with disabilities regarding special needs	1
Employees receiving childcare support	53
Return-to-work rate after maternity leave	100

Human Rights Policy and Materiality Study

Doğuş Otomotiv's approach to human rights is based on policies and practices that support a dignified, safe, fair, and inclusive working environment for employees. The Human Rights Policy is addressed together with the Code of Ethics, Employees and Decent Work Conditions Policy, Diversity and Equal Opportunity Policy, Workplace Policy on Domestic Violence, occupational health and safety practices, ethics reporting mechanisms, and supplier expectations. The Company considers human rights as a management concern that extends across all aspects of working life. Recruitment, compensation, performance, career development, training, working conditions, prevention of discrimination, prevention of harassment and violence, occupational health and safety, employee representation, personal data protection, and access to ethics reporting mechanisms are the main areas covered by this framework. Doğuş Otomotiv's approach to human rights is not structured as an internal policy matter limited to employees; rather, it is addressed as a responsibility that must be considered together with suppliers, the Authorized Dealer and Service Center network, business partners, and value chain relationships.

In 2021, Doğuş Otomotiv organized a Human Rights Workshop to assess its existing human rights policies and practices in a more systematic manner.

Structured using the United Nations Guiding Principles[39] on Business and Human Rights, the workshop contributed to identifying existing and potential human rights issues across the Company's areas of activity, determining management areas of material significance, and addressing the human rights agenda within a common framework across relevant business units. As part of this process, a dedicated person was appointed to oversee human rights issues, with the aim of continuing work on areas identified as material and strengthening human rights awareness across the Company. The key contribution of the workshop was to establish a risk and impact perspective that considers human rights issues not as individual policy items, but together with employee experience, ethical culture, supply chain, occupational health and safety, diversity, inclusion, data privacy, and value chain relationships. This approach supports the Company in identifying potential impacts highlighted in international best practices on human rights, determining relevant focus topics and material issues, integrating them into appropriate business processes, monitoring them continuously, and developing remedial actions where necessary.

Human Rights Material Focus Topics and Management Implications

Topics	Management Implication	Corresponding Section in the Report
Prevention of discrimination and equal opportunities	Upholding the principle of equality in recruitment, promotion, compensation, training, performance, and career processes	Diversity, Equity, Inclusion and Human Rights
Safe and healthy working environment	OHS practices, workplace risks, ergonomics, well-being, emergency response, and employee health processes	Occupational Health, Safety and Well-being
Prevention of harassment, violence, and mistreatment	Code of Ethics, Workplace Policy on Domestic Violence, reporting channels, and support mechanisms	Ethics, Compliance and Transparency; Employees and the Working Environment
Employee representation and participation	Bir'iz Employee Committee, Employee Representative, focus groups, and feedback channels	Employee Experience, Participation and Communication
Personal data and privacy	Personal data protection processes, information security controls, and protection of employee and customer data	Digital Transformation and Data; Information Security and Data Privacy
Suppliers and business partners	Code of Ethics compliance commitments, contracts, supplier assessments, and expectations for the Authorized Dealer and Service Center network	Supply Chain and Our Business Partners
Prevention of child labor and forced labor	Expectations for suppliers and business partners, ethical compliance, contractual provisions, and audit approach	Supply Chain; Human Rights
Skills and fair transition during the transition process	Training and development initiatives addressing electrification, digitalization, service technologies, and emerging skills requirements	Training, Talent and Career Development

Doğuş Otomotiv's human rights agenda will be strengthened in the coming period through updating the policy, conducting employee-based risk assessments, further clarifying supply chain expectations, monitoring the effectiveness of whistleblowing mechanisms, enhancing gender pay gap analyses, and more systematic monitoring of human rights indicators. These areas are important for moving human rights management beyond disclosure toward a continuous cycle of data, analysis, decision-making, and improvement.

Occupational Health, Safety and Employee Well-being

At Doğuş Otomotiv, the occupational health and safety approach is shaped by the principle of "Safety First." Protecting employee health and safety is one of the fundamental management areas supporting the Company's operational continuity and service quality. Technicians working in maintenance and repair operations, as well as field teams working in logistics and warehouse operations, are among the employee groups subject to closer monitoring due to risks associated with working at height, handling parts, equipment use, and workplace conditions. The OHS approach is supported by training, risk assessments, workplace inspections, ergonomics, automation, regular communication, and emergency preparedness. In 2025, Occupational Health and Safety, Environment and Quality training was provided to 70 employees, while Doğuş Oto Environmental Training was provided to 317 employees. As part of OHS Week, awareness-raising activities were organized with employee participation, and feedback on working conditions was gathered through meetings with field teams.

GOWell Development Program

Employee well-being is addressed under the GOWell Development Program across physical, mental, emotional, social, and financial dimensions. In 2025, the well-being survey identified healthy longevity, physical activities, financial well-being, investment instruments, and psychological resilience as material focus areas. Activities carried out under the program included a Belgrade Forest hike and mindfulness exercise, sports activities, the Istanbul Marathon, a financial awareness seminar, Aerofoils Experience Training, and birdwatching in Karacabey. The collaboration with Multisport Fitness Center is one of the key tools supporting employees' access to physical well-being activities. In 2025, 339 employees at Doğuş Otomotiv and 435 employees at Doğuş Oto became Multisport Fitness Center members, with membership satisfaction measured at 4.9 out of 5. Psychological counseling services and the Avita Live Support Line also provide employees with free support in areas including psychological, legal, and travel counseling.

Occupational Health, Safety and Employee Well-being Metrics

Metrics	2025
Number of employees who received OHS, Environment and Quality Training	70
Number of Doğuş Oto employees who received Environmental Training	317
Number of Doğuş Otomotiv employees signed up for Multisport membership	339
Number of Doğuş Oto employees signed up for Multisport membership	435
Multisport Fitness Center satisfaction score	4.9 / 5
Total number of accidents at Doğuş Otomotiv Group	90 ✔
Number of lost days at Doğuş Otomotiv Group	256 ✔
Number of accidents involving lost time at Doğuş Otomotiv Group	39 ✔
Total OHS training hours at Doğuş Otomotiv	18,411

Digitalization and Data-Driven Decision-Making in Human Resources

In 2025, digitalization and data-driven decision-making capabilities became more prominent across human resources processes. With the update of the HR IT infrastructure, personnel records, organizational structure, positions, reporting, and integration processes were revisited, creating a stronger foundation in terms of information security, user experience, and data accuracy. The Bir'iz Mobile Platform supports mobile access for all employees, including field employees, to internal communications, leave, overtime, requests, and suggestion processes. With the expansion of the HR Dashboard, organizational structure, employee profiles, performance, leave utilization, overtime, turnover rates, and workforce productivity indicators can be monitored more systematically. This structure supports the more effective use of human resources data in operational decision-making and employee experience management.

[39] A human rights due diligence assessment is a management process consistent with the human rights due diligence approach set out in the United Nations Guiding Principles on Business and Human Rights. This approach requires companies to identify and prioritise existing and potential human rights impacts associated with their operations and business relationships, integrate them into relevant business processes, establish monitoringmechanisms, and provide appropriate disclosures to stakeholders.

The AsistOn generative AI-powered digital assistant was introduced to enable employees to access accurate information more quickly on matters such as leave, visas, accounting, procurement, benefits, promotions, and learning and development. The machine learning-based Employee Turnover Risk Analysis uses demographic information, tenure, organizational structure, performance, leave, and overtime data to analyze factors affecting turnover risk and serves as an early warning mechanism for retaining critical talent.

These applications are shifting human resources management from manual processes toward data-driven decision support. Digital HR applications create strategic value in terms of employee experience, process efficiency, access to information, talent management, and organizational continuity.

From Employee Engagement to Value: Ideas Platform and Lean Culture

At Doğuş Otomotiv, employee engagement is a management tool that generates tangible results in areas including process improvement, efficiency, quality, customer experience, occupational health and safety, environmental performance, and social benefit. The Ideas Platform provides a participatory structure through which employees can submit suggestions, with implemented ideas being recognized based on their value creation impact. In 2025, the number of ideas submitted through the Ideas Platform increased by 22% compared to the previous year, with employees submitting 2,844 ideas, of which 1,087 were approved and 601 were implemented. A total of 180 projects were implemented at Doğuş Otomotiv and Doğuş Oto, generating approximately TRY 175 million in returns. When the Authorized Dealer and Service Center network is included, this amount reached TRY 240 million.

The Ideas Platform operates in conjunction with the Lean Leadership Training Program and the Fikir Coin reward system. In 2025, 89 employees were recognized at the Fikirlerin Doğuş Günü (Birthday of Ideas) graduation ceremony, while 16 new Lean Leaders who completed the Lean Leadership Training Program received their certificates. This structure supports employees' active contribution to business processes, the broader adoption of a culture of continuous improvement, and the conversion of creative solutions into financial and operational value.

Ideas Platform and Lean Culture Metrics

Metrics	2025
Number of ideas submitted	2,844
Increase in submitted ideas compared to the previous year	22%
Number of ideas approved	1,087
Number of ideas implemented	601
Number of projects actualized	180
Project returns at Doğuş Otomotiv and Doğuş Oto	TRY 175 million
Total returns including the Authorized Dealer and Service Center network	TRY 240 million
Number of employees recognized with an award	89
Number of new Lean Leaders	16

Customers and Mobility

At Doğuş Otomotiv, customer experience is not viewed as an incident of singular contact that occurs the moment a vehicle is purchased; rather, it is managed through a lifecycle approach that continues across pre-sales information, the sales process, delivery, vehicle use, maintenance, roadside assistance, digital support, used vehicle value management, charging access, financing, and insurance connections. The Company's multi-brand structure, extensive Authorized Dealer and Service Center network, DİM, DOD, D-Charge, experience centers, and digital platforms constitute different touchpoints across this lifecycle. As of 2025, the total number of customers to whom Doğuş Otomotiv provides value reached 10,860,000, while the total vehicle parc reached 2,616,350. Through a service network comprising more than 1,000 customer touchpoints across Turkey, the Company has established a broad relationship landscape that extends customer experience beyond sales and after-sales processes. This scale requires customer trust, service continuity, digital access, used vehicle solutions, and new mobility services to be managed within an integrated experience framework.

Customer Experience and Service Continuity

Customer experience is one of the key performance areas contributing to Doğuş Otomotiv's brand value, service quality, and long-term customer loyalty. Maintaining service standards across sales and after-sales processes, coordinating with the Authorized Dealer and Service Center network, obtaining customer feedback through the appropriate channels, and developing digital touchpoints are core elements of this approach.

In 2025, customer experience was reinforced with the brands' after-sales performance, service network capacity, and digital service applications. Service visits, mobile service applications, customer satisfaction results, and showroom investments across Volkswagen Passenger Cars, Audi, SEAT, CUPRA, SCANIA, Volkswagen Commercial Vehicles, and Doğuş Oto were monitored as different indicators of service continuity.

Brand and Service Network Performance

Volkswagen Passenger Cars
- 81 Authorised Service Centres
- 541,970 ehicle entries
- Average of 45,164 customers per month

Audi
- 194,836 vehicle entries
- The brand's history's highest service volume

SEAT and CUPRA
- 49 Authorised Service Centres
- 115,550 vehicle entries
- CUPRA after-sales customer experience survey score: 4.88 / 5

Volkswagen Commercial Vehicles Mobile Service
- 1,769 on-site maintenance and express customer service

Volkswagen Commercial Vehicles
- 70 Authorised Dealer
- 81 Authorised Service Centres
- 149,700 vehicle entrance

SCANIA
- 15 Sales Outlets, 19 Service Centres
- 79,316 vehicle entries
- Sales satisfaction score 4.9
- Customer satisfaction score 4.6

Doğuş Oto
- In 6 regions
- 29 Authorised Retailers
- 26 Authorised Service Centres
- 55,085 new car sales
- 3,438 second-hand car sales
- 221,911 service entries

Value and Interest Center (DİM)

DİM is one of the key structures that manages Doğuş Otomotiv's customer touchpoints within an integrated framework. Carried out by DİM, dialogue management activities, roadside assistance services, call center, survey, appointment management, and support operations for the subsidiaries play a critical role in accurately understanding customer expectations and communicating them to the relevant business units. Requests, complaints, suggestions, and survey findings received through DİM are used to improve service quality, enhance customer satisfaction, identify process improvement areas, determine training needs, as well as developing digital channels. In 2025, DİM continued to operate with a high volume of customer interactions. Customer requests were handled through telephone, email, live chat, and social media channels under the Dialogue-Digital operation, while roadside assistance activities supported customers' need for uninterrupted mobility throughout the vehicle use experience. In addition, several surveys conducted by DİM, contributed to the brand managers' and CRM teams' efforts in regular measurement and monitoring of customer feedback and insights.

DİM 2025 Performance Metrics

Operation	2025 Results
Number of Dialogue-Digital incoming calls	131,639
Number of Dialogue-Digital calls answered	123,862
Dialogue-Digital answer rate	94%
Dialogue-Digital average response time	8 seconds
Customer contacts via email, chat, and social media	397,773
Year-on-year increase in digital channels	34%
Number of Roadside assistance incoming calls	208,146
Roadside assistance calls answered	195,634
Roadside assistance answer rate	94%
Roadside assistance satisfaction rate	89%
Number of Roadside assistance cases opened	101,401
Survey operations	67 projects / 197,112 surveys
Appointment operations	254,181 calls / 63,239 appointment records
vdf Fleet and vdf Insurance calls	46,360 calls / 40,936 calls answered

Planned to be activated in 2026, projects such as LEAD Agentic AI and Role-Play Simulator represent the next stage of AI-supported transformation in customer communications. Through LEAD Agentic AI, customer sales inquiries received through brands' websites, social media advertisements, and other digital channels are planned to be contacted and directed by AI agents. The Role-Play Simulator will enable customer representatives to train on different scenarios before engaging with actual customers and support more systematic measurement of their areas for development.

Electric Mobility Experience and After-Sales Competencies

Electric mobility is a transformation area that impacts product portfolios, charging access, after-sales services, battery management, digital support, and used vehicle value management collectively, within Doğuş Otomotiv's customer experience. In 2025, the represented brands expanded their electric and plug-in hybrid model portfolios; consequently high-voltage vehicle capabilities became increasingly prominent within the after-sales service infrastructure.

Porsche achieved its highest sales performance in its history in 2025, while also delivering strong results in electric vehicle sales. CUPRA achieved high sales volumes with the contribution of plug-in hybrid versions, while Škoda introduced mobile and on-site charging infrastructure for electric vehicle owners as part of its e-Mobility ecosystem. At Volkswagen Passenger Cars, efforts to digitalize sales and service processes continued alongside the development of the electric vehicle experience.

Regarding after-sales services, high-voltage vehicle capabilities have become increasingly strategic as the electric vehicle market expands. With the launch of a high-voltage battery repair center in Antalya, the total number of high-voltage battery repair centers increased to **7**, while the number of high-voltage specialists reached **36**. This development supports electric vehicle customers' access to reliable services for maintenance, repairs, battery health, and technical safety.

Electric Mobility Experience Metrics

Metrics	2025
Total Porsche sales	1,207 units
Porsche electric vehicle sales	894 units
Total CUPRA sales	12,998 units
High-voltage battery repair centers	7
High-voltage specialists	36
Škoda e-Mobility ecosystem	Launched
D-Charge customer experience indicators	Presented under Environmental Performance and Charging Infrastructure

Used Vehicle Ecosystem

DOD, in Doğuş Otomotiv's customer lifecycle, is the main business area overseeing used vehicle trade operations through reliable, corporate, and digital channels. With more than 26 years of brand experience, DOD reinforces the customer experience in the used vehicle market through trust, transparent transactions, its Authorized Dealer network, digital platforms, and auction infrastructure. In 2025, the used vehicle market was shaped by high financing costs, difficulties in accessing consumer loans, and the impact of new vehicle campaigns on demand. Against this backdrop, DOD maintained customer access through its Authorized Dealer network, digital platforms, and new business models. DOD.com.tr, DOD Mobil, and sensat.com are key areas of application for digital access within the used vehicle ecosystem.

In 2025, the motorcycle category, damage inquiry module, credit and insurance referral areas, and campaign management infrastructure were activated on the sensat.com platform. Through the Electronic Listing Verification System, the platform's compliance with applicable regulations was strengthened, further reinforcing its ability to build customer trust.

DOD and Digital Used Vehicle Ecosystem Indicators

Metrics	2025 / Cumulative
Total DOD used vehicle sales	20,453
DOD Brand Management sales	1,123
Number of provinces served	28
Number of DOD Authorized Dealers	61
Group brands' share in the sales volume	53.7%
DOD Auction Platform tender number	33
Vehicles sold via the auction platform	Approximately 500
Total number of members on DOD digital platforms	740,000
Total number of users on DOD.com.tr	8,880,420
Number of events on DOD.com.tr	24,401,000
DOD Mobile active users	255,000
Total downloads of DOD Mobile	1,250,000
Corporate identity compliance rate	%79

Customer Experience Centers

Doğuş Otomotiv is redesigning the customer experience across physical customer touchpoints as well. Doğuş Otomotiv Plus at Galataport İstanbul, CUPRA City Garage İstanbul, Porsche Studio İstanbul, and the renewed Audi showrooms are initiatives that bring brands' products and services together with customers through an experience-focused, digitally supported, and multichannel structure. Doğuş Otomotiv Plus operates as a platform that brings together different brands' experience areas, cultural and fine arts events, social awareness initiatives, and brand communications under one roof. In 2025, workshops as part of the "Spreading Our Wings to Nature" program and a "Recycled Art" exhibition were organized, while various culture and fine arts events as well as sports activities designed specifically for children, families, and university students were held at this center.

Being CUPRA's first experience and sales location in Turkey, CUPRA City Garage İstanbul delivered a strong performance in 2025 as. Porsche Studio İstanbul, on the other hand, was opened in Etiler, and positioned as a new brand experience space that combines digital configuration technologies with a physical customer experience. The renewal of the Doğuş Oto Ankara and Doğuş Oto Kartal Audi showrooms in line with Audi's global showroom concept demonstrates that the premium customer experience is also supported through sales point design.

Experience Centres and 2025 Activities

Doğuş Otomotiv Plus - Galataport

- Nature, culture and the arts, sport, children, family and student activities
- 'Spreading Our Wings in Nature' workshops and the 'Art Recycled' exhibition

CUPRA City Garage İstanbul

- An average of 1,000 visitors per month
- 31 events
- 358 retail sales

Porsche Studio İstanbul

- Opened in Etiler in December 2025
- With an area of 680 m², Europe's largest Porsche Experience Centre

Doğuş Oto Ankara and Kartal Audi showrooms

- Refurbished in line with the Audi global showroom concept and has reopened

Product and Service Responsibility

Customer experience is managed together with product and service responsibility principles. Vehicle safety, service quality, transparent information, customer data protection, ethical marketing, regulatory compliance, and after-sales support are the key components of this approach. The Customer Health and Safety Policy provides the main framework for ensuring that products and services are delivered to customers safely, with accurate information and a high standard of service. In 2025, no non-compliance incidents were reported in the areas of product and service safety, product information and labeling, customer privacy, or verified data leakage. Compliance incidents recorded in marketing communications will be addressed under the relevant indicators. In an environment where digital customer touchpoints are expanding in numbers and customer communications are carried out increasingly through multiple channels, protection of customer data is considered an integral part of product and service responsibility.

Financing and insurance connections are complementary elements of the customer value chain. Solutions offered in areas such as vehicle acquisition, fleet management, insurance, used vehicle financing, and after-sales risk management converts the customer's mobility journey into a more holistic service experience. These areas demonstrate that the value Doğuş Otomotiv provides to customers extends beyond vehicle sales to encompass vehicle use, protection, financing, used vehicles, and service continuity.

Digital Transformation and Data Management

At Doğuş Otomotiv, digital transformation is shaped around operational excellence, customer-focused approach, agility, data-driven decision-making, and the creation of sustainable business value. Established in 2017, the Digital Transformation Department was initially positioned as a technology development-focused function but has evolved over the years into a strategic center of expertise that transforms ways of working across the Company. Digitalization is approached as a holistic transformation area that enables the Company to respond more rapidly to business unit needs while creating competitive advantage. This approach is implemented in alignment with OEM strategies, legal requirements, information security, data governance, and sustainability-related material issues.

Management Structure

The Digital Board evaluates digital needs coming from different brands and business units within a common assessment framework and prioritizes them based on customer satisfaction, employee satisfaction, profitability, quality, and process improvement criteria. Agile project portfolio management has enabled all projects to be evaluated within a single portfolio since 2019, allowing the Company to respond rapidly to changing business needs while maintaining alignment with strategic priorities. Digital maturity assessments, capability development programs, and in-house project experience constitute the intellectual capital dimension of this structure.

Digital Project Portfolio

The digital project portfolio managed within the GO-DGTL infrastructure delivered a strong performance in 2025 in terms of both scale and business impact. Robotic process automation, AI-supported customer experience solutions, IoT-based logistics solutions, data analytics, business intelligence, ERP integrations, and process automation applications were widely implemented across different business units.

Metrics	2025
Digital investment	TRY 283 million
Operational savings	TRY 257 million
Number of digital projects completed	133
Number of projects under development	79
Number of projects completed in Q1 2026	39
Number of projects ongoing in Q1 2026	76

The digital project portfolio creates value not only through the financial returns on investment but also through process quality, data generation, customer response times, employee experience, and operational control capabilities. For this reason, digital transformation at Doğuş Otomotiv is positioned not merely as a technology investment but as a management area that enhances the agility of the business model and the quality of decision-making.

Data Management and Artificial Intelligence

Artificial intelligence and data analytics initiatives have been systematically implemented at Doğuş Otomotiv since 2019. The primary objectives of these initiatives are to generate insights from data, support decision-making processes, enhance operational efficiency, and personalize the customer experience. One of the most significant corporate steps taken in this area in 2025 was the establishment of the Artificial Intelligence Center of Excellence (AI CoE), which brings artificial intelligence and generative AI solutions under common standards across the Company. The AI CoE supports the identification and prioritization of AI use cases and their wider adoption through a sustainable governance model. The AI Impact Program, on the other hand, evaluates project ideas based on business value and feasibility criteria, with the aim of converting them into measurable benefits.

Data management initiatives are based on aligning business strategy with data strategy, improving data quality, and strengthening data governance. Regular quality reporting is conducted for critical datasets, while AI-supported analysis and control mechanisms are being implemented. AI Champion, Data Translator, and Data Scientist roles have been structured as an organizational set of roles supporting the adoption of a data-driven approach across business units.

Structure / Application	2025 Contribution
AI CoE	Establishing corporate standards for AI use cases
AI Impact Program	Evaluating project ideas based on business value and feasibility criteria
AI Champion / Data Translator / Data Scientist roles	Promoting a data-driven working culture across business units
D-Venture	Providing an investment platform for ventures focused on mobility, artificial intelligence, connected vehicles, smart logistics, and sustainability

Established in 2025 with the approval of the Capital Markets Board (CMB), Rota Portföy Yönetimi A.Ş. D-Venture Fund Basket Venture Capital Investment Fund is one of Doğuş Otomotiv's strategic initiatives for gaining early access to the mobility ecosystem of the future. The fund aims to invest in ventures focused on mobility technologies, connected vehicle solutions, artificial intelligence, smart logistics, and sustainability.

Digital Competencies

Doğuş Otomotiv addresses digital transformation alongside the development of employee competencies. GO-DGTL Academy and the Digital Capability Development Program are implemented jointly by the Human Resources, Digital Transformation, and Corporate Communications teams, providing training in data science, robotic process automation, artificial intelligence, generative AI, IoT, and business intelligence.

Metrics	2025
Digital capability training hours	4,968
Overall digital literacy rate	78%
Digital literacy rate among female employees	85%
Digital literacy rate among male employees	75%
Digital literacy rate among blue-collar employees	49%

Increasing the digital literacy rate among blue-collar employees has been identified as one of the material areas for development in 2026. Strengthening this area is important for extending digital transformation to field operations and making the employee experience more inclusive.

Information Security and Data Confidentiality

Information security is a key management area for ensuring that digitalization progresses reliably at Doğuş Otomotiv. Customer, Company, and employee information is protected within the framework of the ISO 27001 Information Security Management System approach. Information Security Committee monitors risks, actions, and developments at the senior management level, while Data Protection Board manages processes related to the protection of personal data.

The data security approach is supported by technical controls, administrative processes, access management, employee awareness, supplier security audits, and business continuity practices. As digital customer channels, data analytics, and artificial intelligence applications expand, customer privacy, data accuracy, access rights, and secure data use are becoming increasingly critical.

At Doğuş Otomotiv, information security is managed through the ISO 27001 Information Security Management System as determined within the scope of integrated management system, whereby customer, Company, and employee information is protected in accordance with the principles of confidentiality, integrity, and accessibility. The Company's information security management is supported by technical and administrative controls, access management, business continuity, personal data protection, employee awareness, and regular audit processes.

TISAX (Trusted Information Security Assessment Exchange) certification, one of the key assessment frameworks for information security and data protection in the automotive industry and also followed by Volkswagen AG, was obtained for our Headquarters location in January 2025. The requirements are managed regularly and diligently to maintain the continuity of the certification. At the same time, these efforts contribute to strengthening our information security maturity and meeting stakeholder expectations.

No verified data leakage or data breach incidents were identified in 2025. In 2026, strengthening access controls, expanding the scope of supplier security audits, and continuing employee awareness programs will be monitored as material areas for development.

Information to Be Protected	Key Practices
Customer information	Compliance with the Turkish Law on the Protection of Personal Data (KVKK) across digital customer channels; secure data use in data analytics and AI applications
Company information	Technical security measures, access management, business continuity, and supplier audits
Employee information	Awareness initiatives, process-based risk management, and training on secure data use
D-Venture	A platform for investing in start-ups focused on mobility, artificial intelligence, connected vehicles, smart logistics and sustainability

Supply Chain and Business Partners

Doğuş Otomotiv's supply chain comprises a multi-layered business partnership structure encompassing OEM relationships, vehicle and spare parts imports, logistics operations, warehousing, outsourced services, technology providers, its Authorized Dealer and Service Center network, subsidiaries, affiliates, and complementary mobility services. In a distribution-based business model without manufacturing facilities, the supply chain is strategically important not only for product and service continuity but also for customer experience, quality, ethical compliance, human rights, environmental performance, information security, and operational resilience.

The Company's supply chain approach is based on ensuring that procurement decisions are not limited to price and service terms, but also consider criteria such as quality, financial reliability, ethical compliance, sustainability performance, compliance with legal requirements, occupational health and safety, human rights, data security, and service continuity. This approach is applied across different stages, from supplier selection and contracting processes to performance monitoring mechanisms, audits, and improvement actions.

In 2025, the material focus areas in supply chain management included expanding the scope of critical suppliers, making the audit approach more systematic, more strongly integrating sustainability criteria into supplier selection and evaluation processes, increasing digitalization in procurement processes, and maintaining operational continuity across the value chain. Within this scope, the number of critical suppliers increased from 100 in 2024 to 122 in 2025. This development enables a broader supplier base to be monitored against sustainability, quality, ethical, and compliance criteria.

Supplier Selection, Evaluation, and Audit Approach

At Doğuş Otomotiv, supplier selection is carried out in accordance with the relevant procurement procedures and within the supplier selection, evaluation, and audit approach framework. Suppliers are evaluated based on their strategic importance, area of activity, risk level, quality performance, financial reliability, ethical compliance, and sustainability criteria. This evaluation establishes a management cycle that begins with supplier selection stage and continues through ongoing supplier performance monitoring.

The scoring threshold established to be used during supplier selection processes is one of the key checkpoints supporting the Company's supplier acceptance approach. The decision not to work with suppliers scoring below 51 points makes the minimum quality and compliance expectations in supplier selection explicit. Evaluation criteria include environmental and social areas such as ISO 9001, ISO 14001, and ISO 45001 management system certifications, carbon footprint, energy and water consumption, waste management, employee rights, occupational health and safety, equality, and the prevention of child labor and forced labor. Ethics compliance is one of the key components of supplier selection and contracting processes. Contracts with suppliers refer to the Doğuş Otomotiv Code of Ethics, and suppliers are required to confirm that they have read the Code of Ethics and undertake to comply with the relevant principles. This structure establishes a contractual basis that supports supplier relationships through ethical, legal compliance, and business conduct principles.

Audit and evaluation processes enable supplier performance to be monitored over time. Suppliers receiving low scores in audits are given a three- or six-month period to improve their performance; business relationships are suspended with suppliers that fail to provide supporting documentation demonstrating that improvements have been implemented or are unwilling to participate in the audit process. This approach supports supplier development while clearly defining the impact of critical non-compliance incidents on business relationships.

Sustainable Procurement and Critical Supplier Scope

The sustainable procurement approach is one of the key tools enabling the impact generated by Doğuş Otomotiv's value chain more detectible and manageable. In 2025, expanding the scope of critical suppliers contributed to increasing awareness of environmental and social impact management across the supplier base. Applying the critical supplier threshold to cover a broader group of suppliers supports supplier audit and evaluation processes to be more inclusive. Suppliers are classified according to quality, financial adequacy, sustainability criteria, and risk levels, and supplier development actions are planned based on evaluation results. Providing improvement plans to underperforming suppliers is important for raising quality standards and making processes more sustainable. This structure moves supplier relationships beyond a control-focused audit process and supports them through a business partnership and development approach.

In 2026, plans include increasing audit rates, introducing digital reminder mechanisms, more actively involving ISO representatives in the process, and strengthening monitoring capabilities through the Compliance and Procurement Audit Platform. These areas for development are expected to strengthen the data, control, and monitoring infrastructure of supply chain management.

Supplier Selection and Evaluation Criteria

Evaluation Topics	Application Approach
Quality and service adequacy	Product/service quality, technical capability, service continuity, and performance history are evaluated.
Financial reliability	The supplier's financial standing, capacity to provide sustainable services, and ability to meet contractual obligations are considered.
Ethics and compliance	A commitment to comply with the Code of Ethics is obtained; business ethics, anti-corruption, conflicts of interest, and regulatory compliance expectations are monitored.
Environmental criteria	Areas such as energy, water, waste, emissions, environmental management systems, and the use of recyclable materials are taken into consideration.
Social criteria	Employee rights, occupational health and safety, equality, prevention of discrimination, and the prevention of child labor and forced labor are considered.
Certification and management systems	Certifications such as ISO 9001, ISO 14001, and ISO 45001 are among the preferred and evaluated criteria.
Risk categorization	Suppliers are classified based on strategic importance, risk level, and sustainability performance.
Improvement process	Consulting, improvement plans, follow-up periods, and reassessment mechanisms are applied to suppliers with low performance

Supply Chain Performance and Monitoring Metrics

Metrics	2025
Number of critical suppliers	122
Number of critical suppliers, previous year	100
Minimum supplier selection score threshold	51 points
Improvement period granted to underperforming suppliers	3 or 6 months
Committee threshold for closed-bid tenders	Above TRY 2 million
Commitment to comply with the Code of Ethics	Included in contracting processes
Suppliers posing human rights risks among audited suppliers	None identified
2026 development focus	Audit rate, digital monitoring, USAD, DOST 19, AI-supported forecasting

Supply Chain-related Risks and Continuity Management

Supply chain risks are monitored across areas including supply disruptions, logistics interruptions, price fluctuations, quality issues, compliance risks, and non-compliance with sustainability criteria. Global economic volatility, logistics costs, potential disruptions in supplier operations, regulatory changes, and increasing environmental and social compliance expectations require supply chain risks to be managed through more stringent monitoring activities and equipped with early warning mechanisms.

Doğuş Otomotiv uses a combination of a multi-supplier strategy, stock safety, digital monitoring of procurement processes, logistics planning, and supplier performance evaluation mechanisms to ensure supply continuity. Assessing alternative supplier options to procure the same product or service provides operational flexibility under extraordinary market conditions. Drawing up long-term transportation contracts, transporting goods from alternative routes or using different customs locations, working with strategic logistics partners, and assessing the corporate social responsibility reports of subcontractors are also among the practices supporting supply chain resilience.

The digitalization of procurement processes is becoming increasingly important in terms risk management. The DOST 19 procurement system is expected to establish a more transparent data infrastructure for procurement requests, tenders, orders, supplier evaluations, and interdepartmental satisfaction monitoring processes. Digitalization initiatives to be implemented through the D.Serve, DOST 19, and USAD platforms shall enable more systematic monitoring of supplier data, strengthen warning mechanisms, and facilitate action tracking by process owners.

Supplier Development, Training, and Communication

The effectiveness of supply chain management depends not only on systems that monitor supplier performances but also on practices that enhance supplier awareness and capacity for collaboration. Doğuş Otomotiv provides suppliers as swell as supply chain employees with information on effective communication, ethical rules, and sustainable supply management; during supplier audit, selection, and evaluation processes relevant units were given training.

Ethical rules, quality standards, and sustainability expectations are key areas covered in information and training provided to supplier employees. For purchases above the threshold established for closed-bid tenders, a committee structure is established, and committee members are informed about procurement processes, quality standards, and contractual requirements. This structure supports procurement decisions being made within a corporate framework that is process-based, traceable, and comparable.

Communication and relationship management with suppliers concentrates its focus more on fostering transparent and sustainable business relationships. Increasing the number of critical suppliers subject to audits, communicating development areas more clearly with suppliers, and strengthening communication processes through digital platforms will contribute to managing mutual expectations across the supply chain in a more systematic manner.

Human Rights, Working Conditions, and Value Chain Employees

Human rights and working conditions in the supply chain are among the key components of Doğuş Otomotiv's sustainable procurement approach. The prevention of child labor and forced labor, protection of workers' rights, occupational health and safety, equality, prevention of discrimination, and ethical conduct are among the social criteria integrated into supplier selection and evaluation processes.

The assessment of human rights criteria in audits is also important from the perspective of the ESRS S2 value chain workers framework. Doğuş Otomotiv's relationships with suppliers, its Authorized Dealer and Service Center network, and business partners create an impact area that extends beyond the Company's direct employees to value chain workers. Supplier contracts, ethical compliance commitments, audit and improvement mechanisms are therefore the key tools through which the human rights approach is extended across the value chain.

For services to be procured long-term basia, relevant operational units, the Administrative Affairs and Technical Affairs teams play a role in specification, on-site assessment, and audit processes. In service categories more sensitive in terms of working conditions, such as cleaning, catering, and facility services, this approach provides a complementary layer of control covering the working environment, occupational health and safety, regulatory compliance, and service quality.

Logistics, Spare Parts, and Supply Continuity

Logistics and spare parts operations are among the most critical functions of supply chain continuity. Vehicle and spare parts imports, customs clearance, warehousing, shipments, inventory planning, product availability across the Authorized Dealer and Service Center network, and continuity of customer services are managed within the same operational chain. This structure is directly linked not only to environmental performance but also to customer experience and service quality.

In 2025, vehicle imports, vehicle shipments to Authorized Dealers, and spare parts/accessories sales performance reflected the operational scale of the logistics network. The Şekerpınar Logistics Center serves as the central operational hub for spare parts and vehicle shipment processes, while solutions such as the digital warehouse system, RFID, LogiMate, D-Kalite, IoT applications, and D-Stok support supply continuity.

D-BİS is one of the main platforms supporting two-way communication with dealers regarding spare parts logistics processes. Requests and feedback received from dealers are monitored through this system, while anomalous situations are analyzed and action plans are developed. In 2025, the expanded dealer satisfaction survey was used to gain a more systematic understanding of business partners' expectations regarding spare parts and warehouse operations. LogiMeet meetings, meanwhile, enabled operational improvement areas to be assessed through direct communication with dealer spare parts managers.

D-Stok is an important transformation initiative supporting Authorized Service Centers in maintaining the right level of inventory at the right time. The application contributes to supply chain resilience by supporting inventory availability, service continuity, operational efficiency, and optimal inventory management. In 2026, D-Stok is planned to be rolled out across the entire Authorized Service Center network.

Logistics and Supply Continuity Metrics

Metrics	2025
Vehicle imports	161,789
Vehicle shipments to Authorized Dealers	205,550
Spare parts and accessories sales	TRY 14,324 million
LogiMeet meetings held with dealers	5
Number of dealers covered by LogiMeet	143
LogiMeet participants	163
Authorized Service Center inventory planning application	D-Stok
Digital dealer communication system	D-BİS
Logistics digital assistant	LogiMate

D-Stok: Inventory and Order Management Application at Authorized Service Centers

D-Stok is an application developed to make the centralized order and inventory planning process at Authorized Service Centers more predictable. The system supports service centers in accessing the right quantity of spare parts at the right time, contributing to continuity of customer services. In terms of inventory optimization, parts availability, shipment planning, and operational efficiency, D-Stok is one of the digitalized application areas of supply chain management.

Sustainable Business Partnership with the Authorized Dealer and Service Center Network

The Authorized Dealer and Service Center network represents Doğuş Otomotiv's closest customer contact points and a key downstream component of the value chain. Although the network operates outside the Company's direct ownership, it is managed through brand standards, dealer agreements, training, audits, quality scorecards, information security controls, environmental practices, and customer experience indicators. Therefore, the Authorized Dealer and Service Center network should be addressed as a distinct business partnership layer within the Supply Chain and Business Partners section. Sustainability expectations across the Authorized Dealer and Service Center network focus on ethical conduct, human rights, occupational health and safety, environmental practices, information security, customer satisfaction, electric vehicle capabilities, and service quality. Clear expectations regarding human rights, occupational health and safety, environmental protection, and anti-corruption are defined under dealer agreements and the Compliance Guide. Principles such as freedom of association, non-discrimination, equal opportunity, and compliance with applicable laws are considered important social criteria in dealer and service business relationships. Sustainability-related audit and development practices are carried out together with goTOzero initiatives, quality management system audits, information security controls, energy monitoring practices, electric vehicle capability training, and the dealer quality scorecard.

These tools contribute to a multidimensional assessment of dealer and service network performance. Details of environmental indicators are provided in the Environmental Performance section, customer experience indicators in the Customers and Mobility section, and information security practices in the Digital Transformation and Data Management section; the focus of this section is business partnership management and value chain continuity.

Management Tools across the Authorized Dealer and Service Center Network

Management Tool	Purpose	Value Chain Contribution
Dealer agreements and Compliance Guide	Defining expectations regarding human rights, occupational health and safety, environmental protection, anti-corruption, and business ethics	Establishes a common behavioral framework for value chain workers and business partners.
Dealer Quality Scorecard	Holistic monitoring of quality, audits, environmental performance, sustainability, and service performance	Supports benchmarking across dealers, identification of improvement areas, and continuous improvement.
goTOzero RETAIL practices	Developing carbon footprint management, environmental maturity, and sustainability practices across the dealer and service network	Makes value chain environmental performance more measurable.
Information security audits	Assessing dealer digital infrastructure, information assets, and cybersecurity preparedness	Strengthens control capacity for customer data, business continuity, and digital security.
Electric vehicle capability initiatives	Preparing technical personnel, high-voltage safety practices, and service equipment for the transition	Ensures service continuity and customer confidence during the transition to electric mobility.
Energy monitoring practices	Monitoring dealer energy consumption and identifying efficiency opportunities	Supports operational cost and environmental performance management.

Audit / Monitoring Type	2025 Approach and Scope
ISO 9001, DOS5, and brand standards audits	In 2025, 518 audits were conducted covering ISO 9001, DOS5, and brand standards, with an overall success rate of 94.59%.
goTOzero / ISO 14001 sustainability audits	Audits were conducted across the Authorized Dealer and Service network to improve environmental, social, and governance maturity, reaching a success rate of 68% as of 2025.
CO_2 footprint calculation across the dealer network	In cooperation with Volkswagen AG, CO_2 footprint calculations were conducted across the dealer network based on energy and activity data, with the entire network participating in the process as of 2025.
Information security audits	Information security audits were expanded across the Authorized Dealer and Service network in 2025, achieving a success rate of 97%.
Volkswagen AG VISAR audits	VISAR audits to be introduced in 2026 will assess the digital infrastructure, protection of information assets, and cybersecurity preparedness of authorized dealers against international manufacturer standards.
Dealer Quality Scorecard	Used as an assessment tool for holistic monitoring of quality, sustainability, information security, and service performance.

Dealer Network Management and Operational Expansion

Metric	2025
Points of sale opened	16
Authorized Dealers opened	7
Authorized Service Centers opened	9
Points of sale closed	11
Total operational area	875,268 m²
Applications received for 2026	13

Region	2025 Points Opened	2025 Points Closed	2026 Applications
Mediterranean	2	1	-
Eastern Anatolia	3	1	2
Southeastern Anatolia	1	1	3
Central Anatolia	-	-	3
Black Sea	6	4	1
Marmara	4	4	4
Total	**16**	**11**	**13**

Region	Employed Persons
Marmara	102
Black Sea	62
Eastern Anatolia	30
Mediterranean	25
Southeastern Anatolia	2
Total	**221**

Value Chain Interaction with Subsidiaries and Affiliates

The consolidated sustainability reporting scope requires Doğuş Otomotiv to assess its supply chain and business partnership approach together with its subsidiaries and relevant affiliates. Entities such as D-Charge, Doğuş Sigorta, and Sen-Sat, which are closely positioned within Doğuş Otomotiv's operations, contribute to the value chain through their respective areas of activity. Doğuş Teknoloji is an important business partner in terms of digital infrastructure, information security, and technology services. Yüce Auto, as a separate legal entity operating as the distributor of the Škoda brand in Turkey, is one of the relevant entities within the reporting scope in terms of its shareholding relationship and business relationship. This structure requires supply chain management to be addressed not merely as a procurement function, but together with technology, insurance, charging infrastructure, brand representation, the dealer network, service operations, financing, and customer experience. In this way, the supply chain is positioned as an expanding business partnership system encompassing not only environmental and social impacts, but also digital infrastructure, financial services, mobility solutions, and service continuity.

Yüce Auto - Škoda: Sustainability Practices within the Affiliate Structure

Yüce Auto operates as the distributor of the Škoda brand in Turkey through its own governing bodies and operational processes. Doğuş Otomotiv's relationship with the Company is considered at the shareholding and business relationship levels, with due consideration given to competition law and the boundaries of independent management. Within this framework, good practices at Yüce Auto may be presented as boxed information under the relevant performance topics. The development of its corporate governance infrastructure, data security certifications, energy efficiency, and employee and customer experience practices are among the areas that may be considered best examples within the consolidated sustainability scope.

2026 Development Focus in Supply Chain Management

In 2026, the development focus of supply chain management will include expanding the audit scope for critical suppliers, strengthening digital audit and reminder mechanisms, improving data quality in supplier assessment processes, making more effective use of the DOST 19 and USAD platforms, expanding the D-Stok application across the Authorized Service Center network, and advancing AI-supported forecasting initiatives. On the logistics side, projects such as AMR, Parts Master Data, XML-based customs declaration checks, GTIP anomaly detection, new regulatory notifications, and IoT-enabled truck tracking are being monitored as areas that will enhance supply chain efficiency and control capacity. These development priorities will support supply chain resilience in terms of cost stability, service continuity, inventory optimization, spare parts availability, data quality, and business continuity.

Supply Chain 2026 Areas to Develop

Area to Develop	Expected Contribution
Expansion of the critical supplier audit scope	Monitoring environmental, social, ethical, and quality criteria across a broader supplier base
DOST 19 and USAD platforms	Increased data visibility in supplier assessment, procurement, and audit processes
Expansion of D-Stok	Strengthening spare parts availability and inventory optimization at Authorized Service Centers
AI-supported forecasting	Earlier identification of supply disruptions, inventory requirements, and operational risks
AMR and Parts Master Data projects	Improved workforce efficiency, data quality, and resource optimization in warehousing and shipment processes
Logistics digitalization projects	Enhanced capacity for customs, declaration, regulatory monitoring, vehicle tracking, and process control

Integrated Management System and Certification Scope

Doğuş Otomotiv addresses risks that may affect its operations, particularly climate change, quality, occupational health and safety, energy efficiency, and information security, through an integrated management approach and adopts a sustainable and resilient business model as a strategic priority. The Integrated Management System (ISO 9001, ISO 14001, ISO 45001, ISO 50001, ISO 27001, and TISAX), the transition to which was completed in the second quarter of 2022, continues to be effectively operated through a holistic approach within the defined integrated management model. This structure supports the standardization of operational processes, more systematic monitoring of risks, regulatory monitoring, measurement of process targets, and the strengthening of the continuous improvement approach.

To strengthen the organizational rollout of the Integrated Management System, the Şekerpınar Scania facility has been certified under the ISO 9001 Quality, ISO 14001 Environmental, ISO 45001 Occupational Health and Safety, and ISO 50001 Energy Management Systems. Preparation and compliance activities for the ISO 27001 Information Security Management System were completed in 2025, with an audit targeted for the end of April 2026.

Management System/Certification	2025 Scope Information
ISO 9001 Quality Management System	8 locations within Doğuş Otomotiv; OEM ISO 9001 QMS certification across the VW Group Authorized Dealer and Service network
ISO 14001 Environmental Management System	4 locations within Doğuş Otomotiv; environmental management practices within the Integrated Management System; environmental maturity approach across the Authorized Dealer and Service network, supported by goTOzero practices
ISO 45001 Occupational Health and Safety Management System	8 locations within Doğuş Otomotiv; 4 locations at Doğuş Oto
ISO 50001 Energy Management System	6 locations within Doğuş Otomotiv; 4 Doğuş Oto locations and Vosmer Bornova within the Authorized Dealer and Service network
ISO 27001 Information Security Management System	5 locations within Doğuş Otomotiv; implemented within the scope of Doğuş Otomotiv's information security management system; inclusion of the Şekerpınar Scania facility in the scope is planned for 2026
TISAX	Doğuş Otomotiv Headquarters

Community Engagement

Doğuş Otomotiv's approach to community engagement is based on implementing long-term programs in the areas of road safety, environmental awareness, biodiversity, education, volunteering, and community benefit. Community engagement activities are managed within the framework of the Community Engagement Policy, Economic Development Policy, Market Presence Policy, and Indirect Economic Impacts Policy. As a signatory to the United Nations Global Compact since 2010, the Company has continued to uphold its community engagement commitments in alignment with international principles.

Biodiversity data presented under Environmental Performance are not repeated in this section; whereas the Spreading Our Wings to Nature project is addressed from the perspectives of community engagement, employee volunteering, and awareness.

Traffic is Life!

Launched by Doğuş Otomotiv in 2004, the Traffic is Life! platform is one of Turkey's longest-running corporate social impact initiatives aimed at raising awareness of road safety. Through its multi-stakeholder structure, implemented in cooperation with public institutions, nongovernmental organizations, the media, and the education sector, the platform aims to strengthen the culture of road safety across society.

In 2025, the platform completed its 21st year, continuing education and awareness-raising activities for various stakeholder groups, particularly children, parents, teachers, and people with special needs. Coordinated by the Republic of Türkiye Ministry of Transport and Infrastructure, the platform is directly aligned with Sustainable Development Goal 3.6, which aims to "reduce deaths and injuries from road traffic accidents".

Highlights for 2025

Tohum Autism Foundation Partnership – "Road Safety Skills"
To ensure the safety of people with autism in traffic, special educational kits have been developed and teacher training programs have been stepped up.

Fundación mapfre
As at the end of **2025, 173,259 pupils from 1,100 schools, 346,518 parents and 5,823 teachers** had taken part in the project. A total of **22,228 "Smart City Models"** were exhibited in **1,100 primary schools.**

The 'Life on the Road' Campaign
Awareness campaigns targeting different groups of road users have been continued.

Spreading Our Wings to Nature

Spreading Our Wings to Nature is one of Doğuş Otomotiv's flagship programs in the areas of biodiversity and nature awareness. The project's species observations, field findings, and environmental awareness aspects are addressed in the Environmental Performance section. In the Community Engagement section, the project is assessed in terms of employee volunteering, education, workshops, awareness, and community engagement.

The project is carried out in the field with the active participation of employees and aims to raise awareness in society of nature observation, ecosystem awareness, bird migration routes, habitat conservation, and biodiversity. In this respect, Spreading Our Wings to Nature serves as a bridge between environmental performance and community engagement. The project is aligned with Sustainable Development Goal 15, "Life on Land".

Volunteering Program

Doğuş Otomotiv regards employee volunteering as an important part of its corporate culture. Volunteering programs serve to generate community benefit, strengthen employee loyalty, bring corporate values into practice, and support the Company's social impact platforms through employee participation.

Volunteering activities are carried out under the coordination of the Corporate Communications, Sustainability, and relevant project teams. Long-term programs such as Traffic is Life! and Spreading Our Wings to Nature are among the key platforms where employee volunteering converges with community impact. Education, environmental awareness, road safety, initiatives for children and young people, cultural and arts events, and field observations are the main areas of implementation.

The volunteering approach is supported by the Community Engagement Policy and is considered within a broader framework for creating community value, together with the Company's Economic Development, Market Presence, and Indirect Economic Impact policies.

Performance Metrics

Doğuş Otomotiv Consolidated Performance Indicator[40]

Environmental and Climate Change Performance Data

Scope 1. Scope 2 and Scope 3 Emissions[41]

Company / Reporting Entity	Year	Scope 1 emissions (ton CO_2e)	Scope 2 emissions (ton CO_2e)	Scope 3 emissions (ton CO_2e)	Total Emission (ton CO_2e)
Doğuş Oto	2023	2,754.84	4,978.56	925,037.87	932,771.27
	2024	3,434.58	5,592.09	822,087.82	831,114.49
	2025	✔ 3,608.10	✔ 5,598.03	2,230,747.11	2,239,953.24
Doğuş REIT	2023	38.34	23.74	11,519.63	11,581.71
	2024	36.41	32.81	16,385.39	16,454.61
	2025	✔ 19.49	✔ 35.63	16,660.77	16,715.88
vdf	2023	465.13	44.85	n/a	n/a
	2024	566	83.97	n/a	n/a
	2025	✔ 469.51	✔ 100.51	n/a	n/a
Doğuş Technology	2023	194.77	828.75	95.57	1,119.09
	2024	430.58	792.36	421.59	1,644.52
	2025	✔ 459.79	✔ 803.07	n/a	n/a
Doğuş Insurance	2023	7.93	19.66	8.58	36.17
	2024	8	19.03	16.77	43.80
	2025	✔ 7.81	✔ 19.32	20.53	47.66
Doğuş Otomotiv[42]	2023	2,106.72	1,567.20	30,280.95	33,954.87
	2024	2,092.20	1,572.69	42,559.08	46,223.97
	2025	✔ 5,630.6	✔ 8,934	9,506,291	9,520,856
DOAŞ CONSOLIDATED	**2023**	**5,567.73**	**7,462.76**	**–**	**–**
	2024	**6,567.77**	**8,092.95**	**–**	**–**
	2025	**✔ 6,587.19**	**✔ 9,892.56**	**–**	**–**

Category-Based Distribution of Scope 3 Emissions

GHG Category Description	GHG Scope	GHG Category Number	Ton CO_2e	Share (%)
Purchased Goods and Services	Scope 3	1	1,352,230.81	14.203
Capital Goods	Scope 3	2	26.37	0.000
Fuel and Energy-Related Indirect Emissions (WTT)	Scope 3	3	1,728.74	0.018
Upstream Transportation and Distribution	Scope 3	4	50,658.98	0.532
Waste Generated in Operations	Scope 3	5	143.55	0.002
Business Travel	Scope 3	6	1,107.71	0.012
Employee Commuting	Scope 3	7	681.02	0.007
Upstream Leased Assets	Scope 3	8	0.00	0.000
Downstream Transportation and Distribution	Scope 3	9	27,177.97	0.285
Processing of Sold Products	Scope 3	10	0.00	0.000
Use of Sold Products	Scope 3	11	6,502,230.35	68.295
End-of-Life Treatment of Sold Products	Scope 3	12	7,772.41	0.082
Downstream Leased Assets	Scope 3	13	0.00	0.000
Dealers/Franchises	Scope 3	14	1,561,916.98	16.405
Investments	Scope 3	15	616.35	0.006
TOTAL			**9,506,291.24**	**99.84**

[40] Yüce Auto is excluded due to the Competition Law. TÜVTÜRK is not included in the performance metrics, as the comparison of historical data would not be meaningful due to the expiration of the contracts after 2027. Data that could not be obtained is indicated as n/a. The consolidated figures could not be calculated based on mathematical consistency for data columns containing n/a. D-Charge performance data is presented together with Doğuş Otomotiv due to the management line and operational partnership. The D-Charge team consists of 6 employees and shares office facilities with Doğuş Otomotiv. The 2025 Sustainability Report is the Doğuş Otomotiv Group's first consolidated sustainability report. Data for the Doğuş Otomotiv Group is being consolidated in phases. In columns where data is unavailable, the bold dash in the "DOAŞ CONSOLIDATED" row indicates that the relevant data could not be consolidated. Since the amount and percentage of fossil fuels do not fully reflect the impact of grid electricity distribution, the calculation was made excluding electricity consumption.

[41] The corresponding values from the IPCC Sixth Assessment Report are used for 100-year GWP values. Emissions reduction figures could not be included in the performance tables because the base year for subsidiaries and affiliates could not be consolidated. Doğuş Otomotiv regularly monitors its emissions reduction amounts and percentages on an annual basis. The base year for Doğuş Otomotiv's relevant performance indicators is 2021.

[42] In accordance with Doğuş Otomotiv's operational control approach for Scope 1, Scope 2, and Scope 3 emissions for 2025, all locations, subsidiaries, and affiliates belonging to Doğuş Otomotiv have been included in the consolidated calculation. Since the emissions of Doğuş Oto and D-Charge, which fall within the operational control boundaries, were consolidated at 100%, Doğuş Oto's Scope 1 and Scope 2 figures were excluded from the calculation of the 2025 total to avoid double counting.

Environmental and Climate Change Performance Data

Total Energy Consumption (MWh)

Company / Reporting Entity	Year	Natural Gas (MWh)	Electricity (MWh)	Coal (MWh)	Fuel Oil (MWh)	Diesel (MWh)	Gasoline (MWh)	Alternative fuels (Biodiesel. Bioethanol. Hydrogen. Synthetic Fuels etc.) (MWh)	Total energy consumption (MWH)	Total energy consumption derived from fossil sources (MWH)	total energy consumption derived from nuclear sources (MWH)	Percentage of energy consumption derived from nuclear sources within the total energy consumed (%)	Percentage of energy consumption derived from fossil sources within the total energy consumed (%)
Doğuş Oto	2023	10,047	10,857	0	0	1,305	1,306	0	23,515	12,658	0	0	53.83
	2024	9,914	12,160	0	0	1,414	1,460	0	24,948	12,789	0	0	51.26
	2025	10,278	12,898.69	0	0	1,979.39	2,260.50	0	27,416.96	14,517.89	0	0	52.95
Doğuş REIT	2023	12.70	53.96	0	0	0.20	120.15	0	187.01	133.05	0	0	71.15
	2024	0	74.22	0	0	0.14	106.62	0	180.98	106.76	0	0	58.99
	2025	0	82.09	0	0	0	75.42	0	157.51	75.42	0	0	47.88
vdf	2023	1,032.95	371.93	0	0	251.31	683.50	0	2,339.70	1,967.76	0	0	84.10
	2024	1,461.17	465.23	0	0	35.35	952.30	0	2,914.05	2,448.82	0	0	84.03
	2025	1,533.77	489.37	0	0	13.82	567.03	0	2,603.99	2,114.62	0	0	81.21
Doğuş Technology	2023	105.22	2,209.77[43]	0	0	n/a	n/a	0	2,421.99	n/a	0	0	n/a
	2024	89.14	2,244.88	0	0	49.05[44]	628.19	0	3,011.26	n/a	0	0	n/a
	2025	107.09	2,266.4	0	0	135.37	595.34	0	3,104.20	n/a	0	0	n/a
Doğuş Insurance	2023	17.55	45.29	0	0	0	18.28	0	81.12	n/a	0	0	n/a
	2024	15.08	43.85	0	0	0.42	19.88	0	79.23	n/a	0	0	n/a
	2025	16.88	44.51	0	0	0	17.72	0	79.10	n/a	0	0	n/a
Doğuş Otomotiv[45]	2023	5,326.44	6,790.09	0	0	1,073.74	3,309.27	0	16,499.55	9,709.46	0	0	58.85
	2024	4,594.43	6,739.46	0	0	4,535.17	864.46	0	16,733.52	9,994.06	0	0	59.72
	2025	4,702.36	9,999.93	0	0	1,093.09	3,416.70	0	19,212.08	9,212.15	0	0	47.95
DOAŞ CONSOLIDATED	**2023**	**16,541.86**	**20,328.04**	**0**	**0**	**–**	**–**	**0**	**45,044.37**	**–**	**0**	**0**	**–**
	2024	**16,073.82**	**21,727.64**	**0**	**0**	**6,034.13**	**4,031.45**	**0**	**47,867.03**	**–**	**0**	**0**	**–**
	2025	**16,638.48**	**25,780.98**	**0**	**0**	**3,221.67**	**6,932.72**	**0**	**52,573.84**	**–**	**0**	**0**	**–**

Total Renewable Energy Consumption

Company / Reporting Entity	Year	Total renewable energy generation (MWH)	Total renewable energy consumption (MWH)	Percentage of renewable energy consumption in total energy consumption (%)	Energy for electricity/heating/steam/cooling purchased from renewable sources (MWH)	Total energy sold (MWH)
Doğuş Oto	2023	0	0	0	0	0
	2024	0	0	0	0	0
	2025	0	0	0	0	0
Doğuş REIT	2023	0	0	0	0	0
	2024	0	0	0	0	0
	2025	0	0	0	0	0
vdf	2023	0	271.66	11.6	271.66	0
	2024	0	275.25	9.4	275.25	0
	2025	0	257.77	9.9	257.77	0
Doğuş Technology	2023	n/a	n/a	n/a	n/a	n/a
	2024	n/a	n/a	n/a	n/a	n/a
	2025	n/a	n/a	n/a	n/a	n/a
Doğuş Insurance	2023	0	0	0	0	0
	2024	0	0	0	0	0
	2025	0	0	0	0	0
Doğuş Otomotiv	2023	4,191.92	2,358.35	14.29	0	1,833.57[46]
	2024	4,337	2,276.81	13.61	0	2,060.19[47]
	2025	4,382.50	2,365.49	12.31	0	2,017.01[48]

[43] D-Ofis and Data Center total electricity consumption.
[44] No purchase was made in 2024 for the generator located at the Şekerpınar data center; the amount listed in the "Data" column represents the 2024 expense for company vehicles (diesel).
[45] The electricity consumption column presents the total electricity consumption of all Doğuş Otomotiv locations for the past three-year period. As Doğuş Otomotiv's Scope 1, Scope 2, and Scope 3 emissions for 2025 were consolidated in accordance with the operational control approach, D-Charge's electricity consumption of 2,397,042 kWh has been included as an input in the emissions calculations.
[46] Energy fed to the grid.
[47] Energy fed to the grid.
[48] Energy fed to the grid. In 2023, 2024, and 2025, the surplus electricity generated by the solar power plant is fed into the grid and settled monthly with the distribution company. In each of these three years, renewable energy consumption was calculated by subtracting the amount fed into the grid from total production, and electricity consumption is the sum of electricity purchased from the grid and electricity consumed directly from the solar power plant. In 2025, 23,415.49 MWh of the consolidated electricity consumption was purchased from the grid, while 2,365.49 MWh was supplied by the solar power plant.

Environmental and Climate Change Performance Data

Total Energy Consumption (GJ)

Company / Reporting Entity	Year	Total energy consumption (GJ)	Energy purchased form renewable sources (GJ)	Direct energy generated (GJ)	Electricity generated (GJ)	Total electricity generated from solar energy (GJ)
Doğuş Oto	2023	84,653	0	0	0	0
	2024	89,816	0	0	0	0
	2025	98,701	0	0	0	0
Doğuş REIT	2023	673.24	0	0	0	0
	2024	651.53	0	0	0	0
	2025	567.04	0	0	0	0
vdf	2023	8,422.91	977.98	0	0	0
	2024	10,490.58	990.90	0	0	0
	2025	9,374.36	927.97	0	0	0
Doğuş Technology	2023	8,719	n/a	n/a	n/a	n/a
	2024	10,841	n/a	n/a	n/a	n/a
	2025	11,175	n/a	n/a	n/a	n/a
Doğuş Insurance	2023	292.03	0	0	0	0
	2024	285.23	0	0	0	0
	2025	284.78	0	0	0	0
Doğuş Otomotiv	2023	59,398.38	0	15,090.91	15,090.91	15,090.91
	2024	60,240.70	0	15,613.20	15,613.20	15,613.20
	2025	69,163.49	0	15,777	15,777	15,777
DOAŞ CONSOLIDATED	**2023**	**162,160**	**–**	**–**	**–**	**–**
	2024	**172,321.31**	**–**	**–**	**–**	**–**
	2025	**189,266**	**–**	**–**	**–**	**–**

Water Consumption

Company / Reporting Entity	Year	Total water withdrawn from municipal water supply (m^3)	Total water withdrawn from surface water (wetlands. rivers. lakes. seas. freshwater) (m^3)	Total water withdrawn from groundwater wells (m^3)	Total water withdrawn from third-party sources (m^3)	Total water withdrawn (m^3)	Total freshwater withdrawn (m^3)	Total water reclaimed (rainwater) (m^3)	Total water reused (m^3)	Total water discharged to receiving water bodies (m^3)	Water discharged to wastewater sewer systems (municipal infrastructure. etc.) (m^3)	Total wastewater discharged (m^3)	Cases of non-compliance related to discharge limits	Total municipal water consumed (m^3)	Total water consumed withdrawn from surface water (wetlands. rivers. lakes. seas. freshwater) (m^3)	Total water consumed withdrawn from groundwater wells (m^3)	Total water consumed reclaimed from rainwater (m^3)	Total water consumed withdrawn from other sources (m^3)	Total water consumption (m^3)	Total water consumed withdrawn from all areas with water stress (m^3)
Doğuş Oto	2023	40,675	0	0	0	40,675	40,675	0	0	0	40,675	40,675	0	40,675	0	0	0	0	40,675	40,675
	2024	47,766	0	0	0	47,766	47,766	0	0	0	47,766	47,766	0	47,766	0	0	0	0	47,766	47,766
	2025	51,371	0	0	0	51,371	51,371	0	0	0	51,371	51,371	0	✔ 51,371	0	0	0	0	51,371	51,371
Doğuş REIT	2023	160	0	0	0	160	160	0	0	0	160	160	0	160	0	0	0	0	160	160
	2024	140	0	0	0	140	140	0	0	0	140	140	0	140	0	0	0	0	140	140
	2025	143	0	0	0	143	143	0	0	0	143	143	0	✔ 143	0	0	0	0	143	143
vdf	2023	1,234.26	0	0	0	1,234.26	1,234.26	0	0	0	1,234.26	1,234.26	0	1,234.26	0	0	0	0	1,234.26	1,234.26
	2024	1,498.00	0	0	0	1,498.00	1,498.00	0	0	0	1,498	1,498	0	1,498	0	0	0	0	1,498	1,498
	2025	1444.01	0	0	0	1,444.01	1,444.01	0	0	0	1,444.01	1,444.01	0	✔ 1,444.01	0	0	0	0	1,444.01	1,444.01
Doğuş Technology	2023	835.65	0	0	0	835.65	835.65	0	0	0	835.65	835.65	0	835.65	0	0	0	0	835.65	835.65
	2024	856.62	0	0	0	856.62	856.62	0	0	0	856.62	856.62	0	857	0	0	0	0	856.62	856.62
	2025	963.67	0	0	0	963.67	963.67	0	0	0	963.67	963.67	0	✔ 964	0	0	0	0	963.67	963.67
Doğuş Insurance	2023	128.1646	0	0	0	128.1646	128.1646	0	0	0	128.1646	128.1646	0	128.16	0	0	0	0	128.1646	128.1646
	2024	131.3356	0	0	0	131.3356	131.3356	0	0	0	131.3356	131.3356	0	131	0	0	0	0	131.3356	131.3356
	2025	153.61	0	0	0	153.61	153.61	0	0	0	153.61	153.61	0	✔ 154	0	0	0	0	153.61	153.61
Doğuş Otomotiv	2023	34,620	0	0	0	34,620	34,620	0	0	0	34,620	34,620	0	34,620	0	0	0	0	34,620	34,620
	2024	42,078	0	0	0	42,078	42,078	0	0	0	42,078	42,078	0	42,078	0	0	0	0	42,078	42,078
	2025	25,114	0	0	0	25,114	25,114	0	0	0	25,114	25,114	0	✔ 25,114	0	0	0	0	25,114	25,114
DOAŞ CONSOLIDATED	**2023**	**77,653.07**	**0**	**0**	**0**	**77,653.07**	**77,653.07**	**0**	**0**	**0**	**77,653.07**	**77,653.07**	**0**	**77,653.07**	**0**	**0**	**0**	**0**	**77,653.07**	**77,653.07**
	2024	**92,470.34**	**0**	**0**	**0**	**92,470.34**	**92,470.34**	**0**	**0**	**0**	**92,470.34**	**92,470.34**	**0**	**92,470.34**	**0**	**0**	**0**	**0**	**92,470.34**	**92,470.34**
	2025	**79,189.62**	**0**	**0**	**0**	**79,189.62**	**79,189.62**	**0**	**0**	**0**	**79,189.62**	**79,189.62**	**0**	✔ **79,189.62**	**0**	**0**	**0**	**0**	**79,189.62**	**79,189.62**

Environmental and Climate Change Performance Data

Biodiversity

Company / Reporting Entity	Year	Number of facilities in legally protected areas	Number of facilities in UNESCO World Heritage Sites	Number of facilities in UNESCO Man and the Biosphere Program reserves	Number of facilities in Ramsar sites	Number of facilities in Key Biodiversity Areas
Doğuş Oto	2023	0	0	0	0	0
	2024	0	0	0	0	0
	2025	0	0	0	0	0
Doğuş REIT	2023	0	0	0	0	0
	2024	0	0	0	0	0
	2025	0	0	0	0	0
vdf	2023	0	0	0	0	0
	2024	0	0	0	0	0
	2025	0	0	0	0	0
Doğuş Technology	2023	0	0	0	0	0
	2024	0	0	0	0	0
	2025	0	0	0	0	0
Doğuş Insurance	2023	0	0	0	0	0
	2024	0	0	0	0	0
	2025	0	0	0	0	0
Doğuş Otomotiv	2023	0	0	0	0	0
	2024	0	0	0	0	3
	2025	0	0	0	0	3
DOAŞ CONSOLIDATED	**2023**	**0**	**0**	**0**	**0**	**0**
	2024	**0**	**0**	**0**	**0**	**3**
	2025	**0**	**0**	**0**	**0**	**3**

Waste Management

Company / Reporting Entity	Year	Total hazardous waste generated (kg)	Total non-hazardous waste generated (kg)	Total waste (kg)	Total waste recycled (kg)	Waste recycling rate (%)	Industrial waste generated (kg)	Electronic waste generated (kg)	Total number of significant spills recorded (direct and accidental oil and other hydrocarbon spills)	Total volume of significant spills recorded (direct and accidental oil and other hydrocarbon spills) (thousand barrels)	Percentage of environmental products and services (%)
Doğuş Oto	2023	665,751	307,271	973,022	742,783	76	780,444	230	0	0	24
	2024	696,550	341,723	1,038,273	808,809	78	794,518	751	0	0	44
	2025	614,321	295,149	909,470	737,494	81	765,369	895	0	0	49
Doğuş REIT	2023	n/a	399.35	n/a	399.35	100	0	n/a	0	0	n/a
	2024	n/a	930.61	n/a	930.61	100	0	n/a	0	0	n/a
	2025	0.75	454.16	454.91	454.16	100	0	n/a	0	0	n/a
vdf	2023	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0	n/a
	2024	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0	n/a
	2025	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0	n/a
Doğuş Technology	2023	742.41	832.82	1,575.23	0	0	440.9	440.9	0	0	n/a
	2024	6,642.26	8,940.82	15,583.08	0	0	6,553.02	6,553.02	0	0	n/a
	2025	291.75	120.18	411.93	0	0	221	221	0	0	n/a
Doğuş Insurance	2023	0.5496	9.513	10.0626	n/a	n/a	n/a	0	n/a	n/a	n/a
	2024	0.8028	134.2147	135.0175	n/a	n/a	n/a	0.0078	n/a	n/a	n/a
	2025	16.1761	0.0197	16.1958	n/a	n/a	n/a	0.003	n/a	n/a	n/a
Doğuş Otomotiv[49]	2023	162,033	470,421	632,454	632,454	100	581,853	0	0	0	0.69
	2024	181,591	408,692	590,283	590,283	100	547,922	0	0	0	2.27
	2025	194,345	434,544	628,889	628,846	100	545,921	40	0	0	9.09

[49] Calculated based on Doğuş Otomotiv's consolidated retail sales figures.

Employees and the Work Environment Performance Data

Employee Demographics

Company / Reporting Entity	Year	Number of female employees	Number of male employees	Total number of employees	Percentage of female employees (%)	Percentage of female executives (%)	Number of subcontracted female employees	Number of subcontracted male employees	Total number of subcontracted employees	Number of females employed for an indefinite period	Number of males employed for an indefinite period	Total number of persons employed for an indefinite period	Number of employees covered by collective bargaining agreements	Number of seasonal and temporary contracted female employees	Number of seasonal and temporary contracted male employees	Total number of seasonal and temporary contracted employees
Doğuş Oto	2023	205	869	1,074	19	34.4	141	333	474	202	864	1,066	0	3	5	8
	2024	213	909	1,122	19	32.5	135	392	527	209	904	1,113	0	4	5	9
	2025	222	947	1,169	18.7	38.1	154	447	601	216	941	1157	0	6	6	12
Doğuş REIT	2023	6	8	14	43	7.14	n/a	n/a	n/a	6	8	14	0	n/a	n/a	n/a
	2024	6	8	14	43	7.14	n/a	n/a	n/a	6	8	14	0	n/a	n/a	n/a
	2025	7	6	13	54	7.69	n/a	n/a	n/a	7	6	13	0	n/a	n/a	n/a
vdf	2023	195	128	323	60	2	14	8	22	160	108	268	n/a	13	6	19
	2024	187	130	317	59	2	15	5	20	161	118	279	n/a	13	9	22
	2025	195	136	331	59	2	4	3	7	174	118	292	n/a	17	17	34
Doğuş Technology	2023	189	283	472	40.04	46	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	2024	208	303	511	40.70	44	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	2025	213	281	494	43.12	50	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Doğuş Insurance	2023	11	0	11	100	2	0	0	0	11	0	11	0	0	0	0
	2024	11	3	14	79	2	0	0	0	11	3	14	0	0	0	0
	2025	11	3	14	79	2	0	0	0	11	3	14	0	0	0	0
Doğuş Otomotiv	2023	255	484	739	34.5	36.5	65	495	560	255	484	739	0	11	12	23
	2024	258	516	774	33.3	35.8	69	495	564	258	516	774	0	13	14	27
	2025	256	535	791	32.60	35.17	70	501	571	256	535	791	0	14	8	22
DOAŞ CONSOLIDATED	**2023**	**861**	**1,772**	**2,633**	**32.70**	**33.56**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
	2024	**883**	**1,869**	**2,752**	**32.09**	**32.32**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
	2025	**904**	**1,908**	**2,812**	**32.15**	**35.45**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Employee Distribution by Region

Company / Reporting Entity	Year	Number of female employees in the Marmara region	Number of male employees in the Marmara region	Total number of employees in the Marmara region	Number of female employees in the Aegean region	Number of male employees in the Aegean region	Total number of employees in the Aegean region	Number of female employees in the Mediterranean region	Number of male employees in the Mediterranean region	Total number of employees in the Mediterranean region	Number of female employees in the Central Anatolia region	Number of male employees in the Central Anatolia region	Total number of employees in the Central Anatolia region	Number of female employees in the Eastern Anatolia region	Number of male employees in the Eastern Anatolia region	Total number of employees in the Eastern Anatolia region	Number of female employees in the Southeastern Anatolia region	Number of male employees in the Southeastern Anatolia region	Total number of employees in the Southeastern Anatolia region	Number of female employees in the Black Sea region	Number of male employees in the Black Sea region	Total number of employees in the Black Sea region
Doğuş Oto	2023	167	697	864	0	0	0	0	0	0	38	172	210	0	0	0	0	0	0	0	0	0
	2024	175	728	903	0	0	0	0	0	0	38	181	219	0	0	0	0	0	0	0	0	0
	2025	176	753	929	0	0	0	0	0	0	40	188	228	0	0	0	0	0	0	0	0	0
Doğuş REIT	2023	6	8	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2024	6	8	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2025	7	6	13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
vdf	2023	161	120	281	9	1	10	14	2	16	6	3	9	0	0	0	4	2	6	1	0	1
	2024	150	122	272	11	1	12	14	2	16	9	3	12	0	0	0	2	2	4	1	0	1
	2025	159	127	286	11	1	12	9	3	12	11	3	14	0	0	0	4	2	6	1	0	1
Doğuş Technology	2023	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	2024	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	2025	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Doğuş Insurance	2023	11	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2024	11	3	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2025	11	3	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Doğuş Otomotiv	2023	253	477	730	2	7	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2024	254	507	761	4	9	13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2025	252	524	776	4	11	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Employees and the Work Environment Performance Data

Employee Distribution by Educational Background

Company / Reporting Entity	Year	Number of primary school graduate female employees	Number of primary school graduate male employees	Total number of primary school graduate employees	Number of high school graduate female employees (including associate degree graduates)	Number of high school graduate male employees (including associate degree graduates)	Total number of high school graduate employees (including associate degree graduates)	Number of female employees with a university degree or higher	Number of male employees with a university degree or higher	Total number of employees with a university degree or higher
Doğuş Oto	2023	0	109	109	49	484	533	156	276	432
	2024	0	103	103	62	514	576	151	292	443
	2025	0	99	99	59	532	591	164	317	481
Doğuş REIT	2023	0	0	0	1	1	2	5	7	12
	2024	0	0	0	1	1	2	5	7	12
	2025	0	0	0	1	1	2	6	5	11
vdf	2023	0	0	0	56	30	86	139	98	237
	2024	0	0	0	55	36	91	132	94	226
	2025	0	0	0	62	40	102	133	96	229
Doğuş Technology	2023	2	1	3	11	22	33	176	260	436
	2024	1	1	2	15	31	46	192	271	463
	2025	1	1	2	13	26	39	199	254	453
Doğuş Insurance	2023	0	0	0	3	0	3	8	0	8
	2024	0	0	0	3	0	3	8	3	11
	2025	0	0	0	3	0	3	8	3	11
Doğuş Otomotiv	2023	1	18	19	23	147	170	231	319	550
	2024	0	17	17	24	158	182	234	341	575
	2025	0	15	15	24	163	187	232	357	589
DOAŞ CONSOLIDATED	**2023**	**3**	**128**	**131**	**143**	**684**	**827**	**715**	**960**	**1,675**
	2024	**1**	**121**	**122**	**160**	**740**	**900**	**722**	**1,008**	**1,730**
	2025	**1**	**115**	**116**	**162**	**762**	**924**	**742**	**1,032**	**1,774**

Employee Distribution by Age Groups

Company / Reporting Entity	Year	Number of female employees under 30	Number of male employees under 30	Total number of employees under 30	Percentage of employees under 30 in total employees (%)	Number of female employees aged 30–50	Number of male employees aged 30–50	Total number of employees aged 30–50	Percentage of employees aged 30–50 in total employees (%)	Number of female employees over 50	Number of male employees over 50	Total number of employees over 50	Percentage of employees over 50 in total employees (%)
Doğuş Oto	2023	77	239	316	29.42	125	583	708	65.92	3	47	50	4.66
	2024	69	284	353	31.46	140	567	707	63.01	4	58	62	5.53
	2025	66	311	377	32.58	146	558	704	60.85	4	72	76	6.57
Doğuş REIT	2023	0	0	0	0	5	4	9	64	1	4	5	36
	2024	0	0	0	0	4	4	8	57	2	4	6	43
	2025	0	0	0	0	4	3	7	54	3	3	6	46
vdf	2023	53	26	79	24	140	94	234	72	2	8	10	3
	2024	38	24	62	20	148	99	247	78	1	7	8	3
	2025	42	27	69	21	151	101	252	76	2	8	10	3
Doğuş Technology	2023	75	107	182	39	111	165	276	58	3	11	14	3
	2024	80	114	194	38	126	178	304	59	2	11	13	3
	2025	80	95	175	35	131	176	307	62	2	10	12	2
Doğuş Insurance	2023	4	0	4	36	5	0	5	45	2	0	2	18
	2024	3	0	3	21	6	3	9	64	2	0	2	14
	2025	1	0	1	7	8	3	11	79	2	0	2	14
Doğuş Otomotiv	2023	79	106	185	25	157	313	470	63.6	19	65	84	11.37
	2024	74	107	181	23.38	165	338	503	64.99	19	71	90	11.63
	2025	62	100	162	20.48	172	356	528	66.75	22	79	101	12.77
DOAŞ CONSOLIDATED	**2023**	**288**	**478**	**766**	**29.09**	**543**	**1,159**	**1,702**	**64.64**	**30**	**135**	**165**	**6.27**
	2024	**264**	**529**	**793**	**28.82**	**589**	**1,189**	**1,778**	**64.61**	**30**	**151**	**181**	**6.58**
	2025	**251**	**533**	**784**	**28**	**612**	**1,197**	**1,809**	**64.61**	**35**	**172**	**207**	**7.39**

Employees and the Work Environment Performance Data

Employee Length of Service Distribution by Year

Company / Reporting Entity	Year	Female employees with 0–5 years of service	Female employees with 5–10 years of service	Female employees with 10 and above years of service	Male employees with 0–5 years of service	Male employees with 5–10 years of service	Male employees with 10 and above years of service	Average employee length of service (year)
Doğuş Oto	2023	92	56	57	320	244	305	8.09
	2024	103	51	59	375	208	326	8.11
	2025	106	48	62	414	175	352	8.38
Doğuş REIT	2023	1	0	5	2	1	5	15.87
	2024	1	0	5	2	1	5	16.87
	2025	2	0	5	1	1	4	17.87
vdf	2023	122	66	16	89	35	6	5.5
	2024	93	49	45	66	29	35	6.68
	2025	123	35	37	100	23	13	4.48
Doğuş Technology	2023	148	35	6	232	43	8	n/a
	2024	159	39	10	242	48	13	n/a
	2025	156	42	15	208	56	17	n/a
Doğuş Insurance	2023	5	3	3	0	0	0	7.8
	2024	4	4	3	3	0	0	9.36
	2025	4	3	4	3	0	0	10.38
Doğuş Otomotiv	2023	108	64	83	173	96	215	9.76
	2024	110	53	95	173	115	228	10.03
	2025	106	45	105	176	117	242	10.51
DOAŞ CONSOLIDATED	**2023**	**476**	**224**	**170**	**816**	**419**	**539**	**–**
	2024	**470**	**196**	**217**	**861**	**401**	**607**	**–**
	2025	**497**	**173**	**228**	**902**	**372**	**628**	**–**

Board of Directors and Senior Management

Company / Reporting Entity	Year	Number of male members of the Board of Directors	Number of female members of the Board of Directors	Total number of members of the Board of Directors	Number of female employees in senior management	Number of male employees in senior management	Total number of employees in senior management	Percentage of employees in senior management in total employees (%)	Number of female employees in middle management and managerial positions	Number of male employees in middle management and managerial positions	Total number of employees in middle management and managerial positions	Percentage of employees in middle management and managerial positions in total employees (%)
Doğuş Oto	2023	3	1	4	0	7	7	0.65	41	71	112	10.43
	2024	3	1	4	0	7	7	0.62	39	74	113	10.07
	2025	3	1	4	0	7	7	0.61	42	76	118	10.20
Doğuş REIT	2023	5	1	6	2	5	7	50	2	2	4	29
	2024	5	1	6	2	5	7	50	2	2	4	29
	2025	4	2	6	3	3	6	46	2	2	4	31
vdf	2023	7	0	7	0	5	5	2	7	16	23	7
	2024	7	0	7	2	3	5	2	5	15	20	6
	2025	7	0	7	3	4	7	2	4	18	22	7
Doğuş Technology	2023	3	0	3	3	3	6	1.27	n/a	n/a	n/a	n/a
	2024	3	1	4	3	5	8	1.57	n/a	n/a	n/a	n/a
	2025	3	1	4	3	4	7	1.42	n/a	n/a	n/a	n/a
Doğuş Insurance	2023	3	0	3	1	0	1	9	1	0	1	9
	2024	3	0	3	1	0	1	7	1	0	1	7
	2025	3	0	3	1	0	1	7	1	0	1	7
Doğuş Otomotiv	2023	4	2	6	2	7	9	1.22	90	179	269	36.4
	2024	4	2	6	1	9	10	1.42	93	192	285	36.82
	2025	5	1	6	1	10	11	1.39	99	205	304	38.43
DOAŞ CONSOLIDATED	**2023**	**25**	**4**	**29**	**8**	**27**	**35**	**1.33**	**–**	**–**	**–**	**–**
	2024	**25**	**5**	**30**	**9**	**29**	**38**	**1.38**	**–**	**–**	**–**	**–**
	2025	**25**	**5**	**30**	**11**	**28**	**39**	**1.39**	**–**	**–**	**–**	**–**

Employees and the Work Environment Performance Data

Employees with Disabilities

Company / Reporting Entity	Year	Number of female employees with disabilities	Number of male employees with disabilities	Total number of employees with disabilities	Percentage of employees with disabilities (%)
Doğuş Oto	2023	2	32	34	3
	2024	2	33	35	3
	2025	2	35	37	3
Doğuş REIT	2023	0	0	0	0
	2024	0	0	0	0
	2025	0	0	0	0
vdf	2023	0	5	5	2
	2024	1	4	5	2
	2025	1	4	5	2
Doğuş Technology	2023	7	9	16	3.39
	2024	9	10	19	3.72
	2025	9	9	18	3.64
Doğuş Insurance	2023	0	0	0	0
	2024	0	0	0	0
	2025	0	0	0	0
Doğuş Otomotiv	2023	3	17	20	3
	2024	5	19	24	3
	2025	6	18	24	3.03
DOAŞ CONSOLIDATED	**2023**	**12**	**63**	**75**	**2.85**
	2024	**17**	**66**	**83**	**3.02**
	2025	**18**	**66**	**84**	**2.99**

Employee Turnover – New Hires

Company / Reporting Entity	Year	Number of female new hires under 30	Number of female new hires aged 30-50	Number of female new hires over 50	Total number of female new hires	Number of male new hires under 30	Number of male new hires aged 30-50	Number of male new hires over 50	Total number of male new hires	Total number of new hires	Percentage of female new hires (%)	Percentage of new hires in total employees (%)
Doğuş Oto	2023	20	12	0	32	88	41	1	130	162	20	15.08
	2024	23	19	0	42	117	39	0	156	198	21	17.65
	2025	19	3	0	22	105	26	0	131	153	14	13.09
Doğuş REIT	2023	0	0	0	0	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0	0	0	0	0
vdf	2023	34	31	2	67	13	27	5	46	113	59	35
	2024	22	25	0	47	12	17	1	30	77	61	24
	2025	16	16	0	32	11	16	1	28	60	53	18
Doğuş Technology	2023	22	20	0	42	37	32	1	70	112	37.50	23.73
	2024	26	22	1	49	33	29	1	63	112	43.75	21.92
	2025	24	5	0	29	17	4	0	21	50	58	10.12
Doğuş Insurance	2023	3	0	0	3	0	0	0	0	3	100	27
	2024	0	0	0	0	0	3	0	3	3	0	21
	2025	0	0	0	0	0	0	0	0	0	0	0
Doğuş Otomotiv	2023	27	12	0	39	38	27	2	67	106	36.79	14.34
	2024	23	7	0	30	32	26	1	59	89	33.71	11.50
	2025	25	6	0	31	31	17	2	50	81	38.27	10.24
DOAŞ CONSOLIDATED	**2023**	**106**	**75**	**2**	**183**	**176**	**127**	**9**	**313**	**496**	**36.90**	**18.84**
	2024	**94**	**73**	**1**	**168**	**194**	**114**	**3**	**311**	**479**	**35.07**	**17.41**
	2025	**84**	**30**	**0**	**114**	**164**	**63**	**3**	**230**	**344**	**33.14**	**12.23**

Employees and the Work Environment Performance Data

Employee Turnover – Leaves of Employment and Terminations

Company / Reporting Entity	Year	Number of female employees who left work voluntarily	Number of male employees who left work voluntarily	Total number of employees who left work voluntarily	Number of female employees who left work involuntarily (terminated)	Number of male employees who left work involuntarily (terminated)	Total number of employees who left work involuntarily (terminated)	Number of female employees who left work	Number of male employees who left work	Total number of employees who left work
Doğuş Oto	2023	28	133	161	45	231	276	73	364	437
	2024	32	65	97	4	55	59	36	120	156
	2025	12	50	62	7	42	49	19	92	111
Doğuş REIT	2023	0	1	1	0	0	0	0	1	1
	2024	0	0	0	0	0	0	0	0	0
	2025	0	1	1	0	0	0	0	1	1
vdf	2023	37	47	84	12	2	14	49	49	98
	2024	38	16	54	10	14	24	48	30	78
	2025	21	24	45	15	19	34	36	43	79
Doğuş Technology	2023	n/a	n/a	n/a	n/a	n/a	n/a	21	46	67
	2024	n/a	n/a	n/a	n/a	n/a	n/a	21	40	61
	2025	n/a	n/a	n/a	n/a	n/a	n/a	18	19	37
Doğuş Insurance	2023	1	1	2	0	0	0	1	1	2
	2024	0	0	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0	0	0
Doğuş Otomotiv	2023	8	21	29	4	6	10	12	27	39
	2024	20	17	37	7	7	14	27	24	51
	2025	16	22	38	7	6	13	23	28	51
DOAŞ CONSOLIDATED	**2023**	**–**	**–**	**–**	**–**	**–**	**–**	**156**	**488**	**644**
	2024	**–**	**–**	**–**	**–**	**–**	**–**	**132**	**214**	**346**
	2025	**–**	**–**	**–**	**–**	**–**	**–**	**96**	**183**	**279**

Employee Turnover Rates

Company / Reporting Entity	Year	Female employee turnover rate (%)	Male employee turnover rate (%)	Total employee turnover rate (%)	Voluntary employee turnover rate (%)	Involuntary employee turnover rate (terminations) (%)
Doğuş Oto	2023	33.5	37	36.4	12.5	23.9
	2024	17.6	13.5	14.3	8.2	6.1
	2025	8.9	10	9.8	5.5	4.3
Doğuş REIT	2023	0	6.67	6.67	6.67	0
	2024	0	0	0	0	0
	2025	0	7.14	7.14	7.14	0
vdf	2023	10.58	8.39	18.98	14.96	4.01
	2024	12.12	3.37	15.49	13.47	2.02
	2025	7.41	8.95	16.36	11.42	4.94
Doğuş Technology	2023	3.48	8.70	5.81	14	n/a
	2024	2.73	6.70	4.60	12	n/a
	2025	1.70	3.95	2.99	7	n/a
Doğuş Insurance	2023	10	100	18	18	0
	2024	0	0	0	0	0
	2025	0	0	0	0	0
Doğuş Otomotiv	2023	4.7	5.6	5.3	3.9	1.4
	2024	10.5	4.7	6.6	4.8	1.8
	2025	9	5.2	6.4	4.8	1.6
DOAŞ CONSOLIDATED[50]	**2023**	**5.92**	**18.53**	**24.46**	**–**	**–**
	2024	**4.80**	**7.78**	**12.57**	**–**	**–**
	2025	**3.41**	**6.51**	**9.92**	**–**	**–**

[50] The consolidated employee turnover rate is calculated based on the total number of employees.

Employees and the Work Environment Performance Data

Maternity and Parental Leaves

Company / Reporting Entity	Year	Number of employees who took maternity leave	Number of employees who took paternity leave	Number of female employees who returned to work after maternity/parental leave	Number of male employees who returned to work after maternity/parental leave	Total number of employees who returned to work after maternity/parental leave	Number of female employees who remained employed for 12 months after returning from maternity/parental leave	Number of male employees who remained employed for 12 months after returning from maternity/parental leave	Total number of employees who remained employed for 12 months after returning from maternity/parental leave	Return-to-work rate after maternity leave among female employees (%)	Return-to-work rate after paternity leave among male employees (%)	Overall return-to-work rate after maternity/parental leave (%)
Doğuş Oto	2023	10	43	9	43	52	9	36	45	90	100	98.11
	2024	3	29	3	29	32	3	28	31	100	100	100
	2025	7	35	3	35	38	3	33	36	42.86	100	90.48
Doğuş REIT	2023	0	0	0	0	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0	0	0	0	0
vdf	2023	7	4	5	4	9	5	4	9	71	100	82
	2024	7	4	4	4	8	4	4	8	57	100	73
	2025	8	8	0	8	8	0	8	8	0	100	50
Doğuş Technology	2023	4	9	4	9	13	4	9	13	100	100	100
	2024	6	14	6	14	20	6	14	20	100	100	100
	2025	3	12	3	12	15	3	12	15	100	100	100
Doğuş Insurance	2023	0	0	0	0	0	1	0	1	0	0	0
	2024	1	0	1	0	1	1	0	1	100	0	100
	2025	0	0	0	0	0	1	0	1	0	0	0
Doğuş Otomotiv	2023	8	15	7	15	22	6	15	21	88	100	94
	2024	8	9	7	9	16	7	8	15	88	100	94
	2025	5	19	5	19	24	5	19	24	100	100	100
DOAŞ CONSOLIDATED	**2023**	**29**	**71**	**25**	**71**	**96**	**25**	**64**	**89**	**86.21**	**100**	**96**
	2024	**25**	**56**	**21**	**56**	**77**	**21**	**54**	**75**	**84**	**100**	**95.06**
	2025	**23**	**74**	**11**	**74**	**85**	**12**	**72**	**84**	**47.83**	**100**	**87.63**

Employee Loyalty

Company / Reporting Entity	Year	Employee loyalty score
Doğuş Oto	2023	No survey was conducted in the relevant year,
	2024	75
	2025	No survey was conducted in the relevant year,
Doğuş REIT	2023	87
	2024	90
	2025	No survey was conducted in the relevant year,
vdf	2023	73
	2024	No survey was conducted in the relevant year,
	2025	74.2
Doğuş Technology	2023	No survey was conducted in the relevant year,
	2024	74
	2025	80
Doğuş Otomotiv	2023	No survey was conducted in the relevant year,
	2024	84
	2025	No survey was conducted in the relevant year,

Employees and the Work Environment Performance Data

Employee Performance Management

Company / Reporting Entity	Year	Number of female employees receiving regular performance and career development reviews	Number of female employees included in regular performance and career development reviews	Percentage of female employees receiving regular performance and career development reviews	Number of male employees receiving regular performance and career development reviews	Number of male employees included in regular performance and career development reviews	Percentage of male employees receiving regular performance and career development reviews	Number of employees receiving regular performance and career development reviews	Number of employees included in regular performance and career development reviews	Percentage of total employees receiving regular performance and career development reviews	Performance review frequency
Doğuş Oto	2023	188	188	18.6	821	821	81.4	1,009	1,009	94.7	Once a year
	2024	198	198	18.5	873	873	81.5	1,071	1,071	96.2	Once a year
	2025	209	209	18.7	908	908	81.3	1,117	1,117	96.5	Once a year
Doğuş REIT	2023	0	0	0	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0	0	0	0
vdf	2023	81	81	42	94	94	73	175	175	54	Twice a year
	2024	94	94	50	103	103	79	197	197	62	Twice a year
	2025	94	94	48	107	107	79	201	201	61	Twice a year
Doğuş Technology	2023	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	2024	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	2025	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Doğuş Insurance	2023	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	2024	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	2025	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Doğuş Otomotiv	2023	246	246	96.5	467	467	96.5	713	713	96.48	Once a year
	2024	252	252	97.7	506	506	98.1	758	758	97.93	Once a year
	2025	250	250	97.7	517	517	96.60	767	767	96.97	Once a year

Training and Development Programs

Company / Reporting Entity	Year	Total training hours	Total training hours received by female employees	Total training hours received by male employees	Total training hours received by white-collar employees	Total training hours received by blue-collar employees	Average training hours per employee (person/hour)	Training hours received per female employee (person/hour)	Training hours received per male employee (person/hour)	Training hours received per white-collar employee (person/hour)	Training hours received per blue-collar employee (person/hour)	Total training hours in ethics training	Employee participation rate in ethics training (%)	Total training cost (TRY)	Training cost per employee (TRY)
Doğuş Oto	2023	29,110	7,069	22,041	19,545	9,565	24.24	28.27	22.71	27.8	19.21	882.92	76	3,864,689	3218
	2024	37,802	9,650	28,152	26,649	11,153	29.07	12.75	53.93	49.93	21.36	292.5	21	7,883,024	6163
	2025	44,570	9,352	35,218	26,996	17,574	33.41	36.67	32.64	33.54	33.22	0	0	8,930,100	6,694
Doğuş REIT	2023	363	n/a	n/a	363	0	25.93	60.50	45.38	25.93	0	0	0	328,784.70	23,484.62
	2024	207	n/a	n/a	207	0	14.79	34.50	25.88	14.79	0	0	0	328,042.70	23,431.62
	2025	166	146	20	166	0	12.77	20.86	3.33	12.77	0	0	0	266,013.33	20,462.56
vdf	2023	7,065	n/a	n/a	7,065	0	24	6.49	5.74	24.03	0	0	0	1,071,945.05	3,646.07
	2024	2,595	n/a	n/a	2,595	0	12.8	8.48	7.24	12.85	0	406	64	990,336.30	4,902.65
	2025	4,830	n/a	n/a	4,830	0	15.8	11.78	7.60	15.78	0	140	21	1,721,359.82	5,625.36
Doğuş Technology	2023	1,643.5	n/a	n/a	1,643.5	0	3.48	8.7	5.81	3.48	0	n/a	n/a	n/a	n/a
	2024	1394	n/a	n/a	1,394	0	2.73	6.7	4.6	2.73	0	n/a	n/a	n/a	n/a
	2025	841	n/a	n/a	841	0	1.7	3.95	2.99	1.7	0	n/a	n/a	n/a	n/a
Doğuş Insurance	2023	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	2024	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	2025	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Doğuş Otomotiv	2023	24,078	10,203	13,875	23,229	849	30.99	42.07	29.68	39.74	6.76	457	55	7,835,656	10,084
	2024	32,030	13,071	18,958	28,432	3,597	38.09	50.76	37.84	45.60	26.65	461.5	54	16,477,392	19,593
	2025	33,769	11,591	22,178	26,672	7,097	38.68	44.84	42.12	41.55	49.63	0	0	22,555,700	25,837

Employees and the Work Environment Performance Data

Volunteering Activities

Company / Reporting Entity	Year	Total hours spent by employees on volunteering activities	Number of employees participating in volunteering activities
Doğuş Otomotiv	2023	1,255	95
	2024	802	104
	2025	1,315	113

Development Programs

Company / Reporting Entity	Year	Number of employees participating in programs implemented to develop employee skills
Doğuş Oto	2023	1,533
	2024	1,337
	2025	1,363
Doğuş REIT	2023	2
	2024	0
	2025	0
vdf	2023	294
	2024	202
	2025	306
Doğuş Otomotiv	2023	810
	2024	927
	2025	926

Salary Rates and Compensation

Company / Reporting Entity	Year	Average hourly wage (TRY)	Percentage of non-permanent employees paid below the applicable minimum wage (%)	Percentage of permanent employees paid below the applicable minimum wage (%)	Gender pay gap (%) (Average gross hourly wage of male employees minus average gross hourly wage of female employees divided by average gross hourly wage of male employees times 100)	Female-to-male salary ratio (%) (Average gross salary of female employees divided by average gross salary of male employees times 100)	Total annual wages paid to employees (TRY)	Total amount of salaries and wages paid to employees and the management (TRY)
Doğuş Oto	2023	130.35	8.39	0	10.11	89.89	346,959,798.45	695,615,160.17
	2024	270	9.24	0	8.36	91.64	690,073,344.70	1,461,282,547.13
	2025	449	8.82	0	2.75	67.23	1,051,908,844.09	2,165,649,316.50
Doğuş Otomotiv	2023	105.78	2.33	0	7.64	92.36	476,806,688	1,335,703,379
	2024	292.43	2.77	0	7.5	93.73	982,420,837	3,167,391,879
	2025	605.21	3.46	0	5.22	94.78	1,453,515,130	3,526,373,229

Employees and the Work Environment Performance Data

Discrimination and Human Rights Violation Cases

Company / Reporting Entity	Year	Number of discrimination cases	Number of serious human rights violations and incidents related to employees
Doğuş Oto	2023	0	0
	2024	0	0
	2025	0	0
Doğuş REIT	2023	0	0
	2024	0	0
	2025	0	0
vdf	2023	0	0
	2024	0	0
	2025	0	0
Doğuş Technology	2023	0	0
	2024	0	0
	2025	0	0
Doğuş Insurance	2023	0	0
	2024	0	0
	2025	0	0
Doğuş Otomotiv	2023	0	0
	2024	0	0
	2025	0	0

Relations with Local Communities

Company / Reporting Entity	Year	Total number of identified cases of violations involving the rights of local communities
Doğuş Oto	2023	0
	2024	0
	2025	0
Doğuş REIT	2023	0
	2024	0
	2025	0
vdf	2023	0
	2024	0
	2025	0
Doğuş Technology	2023	0
	2024	0
	2025	0
Doğuş Insurance	2023	0
	2024	0
	2025	0
Doğuş Otomotiv	2023	0
	2024	0
	2025	0

Occupational Health and Safety (OHS) Performance Data

OHS Performance Indicators

Company / Reporting Entity	Year	Total number of accidents	Total number of lost-time accidents	Number of fatal occupational accidents	Number of days lost due to occupational accidents	Number of employees diagnosed with occupational diseases	Number of near miss incidents	Number of employees covered by the OHS management system	Total hours worked	Total number of employees	Total Recordable Incident Frequency Rate (TRIFR)	Lost-Time Injury Frequency Rate (LTIFR)	Fatal occupational accident rate	Occupational disease rate	OHS Management System coverage rate[51]
Doğuş Oto	2023	69	28	0	116	0	n/a	1,074	3,286,935	1,074	20.99	8.51	0	0	100
	2024	54	24	0	113	0	n/a	1,122	2,971,650	1,122	18.17	8.07	0	0	100
	2025	58	25	0	119	0	11	1,169	3,122,820	1,169	18.57	8.01	0	0	100
Doğuş REIT	2023	0	0	0	0	0	n/a	n/a	37,800	14	0	0	0	0	n/a
	2024	0	0	0	0	0	n/a	n/a	37,800	14	0	0	0	0	n/a
	2025	0	0	0	0	0	n/a	n/a	35,100	13	0	0	0	0	n/a
vdf	2023	1	0	0	0	0	0	323	498,000	323	2.01	0	0	0	100
	2024	1	0	0	0	0	0	317	504,008	317	1.98	0	0	0	100
	2025	1	0	0	0	0	1	331	512,064	331	1.95	0	0	0	100
Doğuş Technology	2023	1	0	0	0	0	0	472	1,333,280	472	0.75	0	0	0	100
	2024	2	0	0	0	0	0	511	1,428,960	511	1.39	0	0	0	100
	2025	2	1	0	22	0	0	494	1,324,960	494	1.5	0.75	0	0	100
Doğuş Insurance	2023	0	0	0	0	0	0	11	28,080	11	0	0	0	0	100
	2024	0	0	0	0	0	1	14	32,760	14	0	0	0	0	100
	2025	0	0	0	0	0	0	14	32,760	14	0	0	0	0	100
Doğuş Otomotiv[52]	2023	18	1	0	20	0	0	739	1,975,492.50	739	9.1	0.5	0	0	100
	2024	30	10	0	105	0	0	774	2,096,895	774	14.31	4.77	0	0	100
	2025	29	13	0	115	0	0	791	2,258,842.50	791	12.84	5.76	0	0	100
DOAŞ CONSOLIDATED	**2023**	**89**	**29**	**0**	**136**	**0**	**–**	**–**	**7,159,587.50**	**2,633**	**12.43**	**4.05**	**0**	**0**	**–**
	2024	**87**	**34**	**0**	**218**	**0**	**–**	**–**	**7,072,073**	**2,752**	**12.30**	**4.81**	**0**	**0**	**–**
	2025	**90**	**39**	**0**	**256**	**0**	**–**	**–**	**7,286,546.50**	**2,812**	**12.35**	**5.35**	**0**	**0**	**–**

OHS Training

Company / Reporting Entity	Year	Total OHS training hours provided	OHS training hours per employee
Doğuş Oto	2023	6,840	6.37
	2024	4,704	4.19
	2025	8,816	7.54
Doğuş REIT	2023	0	0
	2024	70	4.12
	2025	70.6	4.15
vdf	2023	688	2.7
	2024	568	2.6
	2025	1,024	4.03
Doğuş Technology	2023	560	0.87
	2024	1,128	1.64
	2025	4,056	6.37
Doğuş Insurance	2023	n/a	n/a
	2024	n/a	n/a
	2025	16	1.1
Doğuş Otomotiv	2023	5,588	6.1
	2024	4,340	4.0
	2025	4,428	5.22

[51] The OHS Management System coverage rate refers to the percentage of employees covered by the occupational health and safety management principles and procedures implemented within the Company, regardless of whether ISO 45001 or similar external certification is in place.
[52] This is the consolidated data for Doğuş Otomotiv's logistics operations, Headquarters, and D-Charge.

Corporate Governance Performance Data

Business Ethics

Company / Reporting Entity	Year	Monetary political contributions made	In-kind political contributions made	Amount spent for internal and external lobbying activities	Amount paid for membership in lobbying organizations
Doğuş Oto	2023	0	0	0	0
	2024	0	0	0	0
	2025	0	0	0	0
vdf	2023	0	0	0	0
	2024	0	0	0	0
	2025	0	0	0	0
Doğuş Insurance	2023	0	0	0	0
	2024	0	0	0	0
	2025	0	0	0	0
Doğuş Otomotiv[53]	2023	0	0	0	0
	2024	0	0	0	0
	2025	0	0	0	0

Board Structure

Company / Reporting Entity	Year	Number of members on the Board of Directors	Number of executive members on the Board of Directors	Number of independent members on the Board of Directors	Number of female members on the Board of Directors	Number of male members on the Board of Directors	Percentage of female members on the Board of Directors (%)	Number of Board members with a university degree	Number of Board members with a master's degree	Number of Board members with a doctoral degree
Doğuş Oto	2023	4	1	0	1	3	25	4	4	0
	2024	4	1	0	1	3	25	4	4	0
	2025	4	1	0	1	3	25	4	4	0
Doğuş REIT	2023	6	1	2	1	5	16.67	6	3	1
	2024	6	1	2	1	5	16.67	6	3	1
	2025	6	0	2	2	4	33.33	6	4	2
vdf	2023	7	2	0	0	7	0	7	2	0
	2024	7	2	0	0	7	0	7	2	0
	2025	7	2	0	0	7	0	7	3	0
Doğuş Technology	2023	3	n/a	n/a	0	3	0	3	n/a	n/a
	2024	4	n/a	n/a	1	3	25	4	n/a	n/a
	2025	4	n/a	n/a	1	3	25	4	n/a	n/a
Doğuş Insurance	2023	3	0	0	0	3	0	3	n/a	n/a
	2024	3	0	0	0	3	0	3	n/a	n/a
	2025	3	0	0	0	3	0	3	n/a	n/a
Doğuş Otomotiv	2023	6	1	2	2	4	33	6	6	0
	2024	6	1	2	2	4	33	6	6	0
	2025	6	1	2	1	5	17	6	5	0
DOAŞ CONSOLIDATED	**2023**	**29**	**–**	**–**	**4**	**25**	**13.79**	**29**	**–**	**–**
	2024	**30**	**–**	**–**	**5**	**25**	**16.67**	**30**	**–**	**–**
	2025	**30**	**–**	**–**	**5**	**25**	**16.67**	**30**	**–**	**–**

[53] Doğuş Otomotiv has several memberships to industry associations. The total membership fees paid were TRY 869,439 in 2023, TRY 1,036,229 in 2024, and 1,612,286 TRY in 2025.

Corporate Governance Performance Data

Retained Economic Value and Attendance

Company / Reporting Entity	Year	Retained economic value (Retained Economic Value: Direct Economic Value Generated minus Economic Value Distributed) (TRY)	Number of Board meetings held	Attendance rate of Board members at Board meetings	Percentage of maximum voting rights or ownership rights permitted
Doğuş Oto	2023	41,823,238,511.84	n/a	Emir Ali Bilaloğlu: 100% Gür Çağdaş: 50% Koray Arıkan: 100% Özlem Denizmen Kocatepe: 83%	n/a
	2024	48,631,601,898.38	n/a	Emir Ali Bilaloğlu: 100% Gür Çağdaş: 33% Koray Arıkan: 100% Özlem Denizmen Kocatepe: 92%	n/a
	2025	73,864,806,074.59	4	Emir Ali Bilaloğlu: 100% Gür Çağdaş: 50% Koray Arıkan: 100% Özlem Denizmen Kocatepe: 83%	100
Doğuş REIT	2023	407,026,150.00	18	Hüsnü Akhan: 100% Ekrem Nevzat Öztangut: 100% Hasan Hüsnü Güzelöz: 100% Erdem Tavas: 100% Güler Aras: 100% Hatice Kara: 100%	n/a
	2024	586,207,757	18	Hüsnü Akhan: 100% Ekrem Nevzat Öztangut: 100% Hasan Hüsnü Güzelöz: 100% Erdem Tavas: 100% Güler Aras: 100% Hatice Kara: 100%	n/a
	2025	859,544,837	21	Hüsnü Akhan: 100% Ekrem Nevzat Öztangut: 100% Hasan Hüsnü Güzelöz: 100% Erdem Tavas: 100% Güler Aras: 90.48% Hatice Kara: 100%	n/a
vdf	2023	n/a	3	n/a	n/a
	2024	n/a	3	n/a	n/a
	2025	n/a	3	n/a	n/a
Doğuş Otomotiv	2023	n/a	12	Emir Ali Bilaloğlu: 100% Gür Çağdaş: 50% Koray Arıkan: 100% Özlem Denizmen Kocatepe: 83% Adalet Yasemin Akad: 100% Adnan Memiş: 92%	100
	2024	n/a	12	Emir Ali Bilaloğlu: 100% Gür Çağdaş: 33% Koray Arıkan: 100% Özlem Denizmen Kocatepe: 92% Adalet Yasemin Akad: 100% Adnan Memiş: 92%	100
	2025	n/a	13	Emir Ali Bilaloğlu: 100% Gür Çağdaş 33% Koray Arıkan 100% Özlem Denizmen Kocatepe 83% Adnan Memiş 83% Osman Cem Yurtbay 100%	100

Senior Executive Compensations. Earnings per Share and Revenue Growth

Company / Reporting Entity	Year	Total compensation paid to all senior executives (thousand TRY)	Earnings per share (TRY)	Revenue growth (%)
Doğuş Otomotiv	2023	1,075,298[54]	141.61[55]	69
	2024	2,158,815[56]	45.42[57]	-13
	2025	2,031,812[58]	14.28[59]	4

[54-55] Presented in purchasing power as of December 31, 2023
[56-57] Presented in purchasing power as of December 31, 2024.
[58-59] Presented in purchasing power as of December 31, 2025.

Corporate Governance Performance Data

Indirect Economic Impact and Taxation-related Data

Company / Reporting Entity	Year	Total monetary value of financial assistance received from the state (TRY)	Total amount of tax relief and tax credits received (TRY)	Amount of subsidies received (TRY)	Percentage of senior management hired locally (%)	Amount of investment grants. R&D grants and other relevant types of grants (TRY)	Total amount of significant infrastructure investments and services supported (TRY)	Total taxes paid (TRY)
Doğuş Oto	2023	0	0	0	100	0	0	6,266,300,221.94
	2024	0	0	0	100	0	0	7,923,275,650.48
	2025	0	0	0	100	0	0	10,931,272,787.70
vdf	2023	0	0	0	n/a	0	0	679,292,064.67
	2024	0	0	0	n/a	0	0	2,358,949,146.31
	2025	0	0	0	n/a	0	0	3,487,861,822.66
Doğuş Insurance	2023	0	n/a	n/a	100	n/a	n/a	n/a
	2024	0	n/a	n/a	100	n/a	n/a	n/a
	2025	0	n/a	n/a	100	n/a	n/a	n/a
Doğuş Otomotiv	2023	0	0	0	100	0	0	10,663,474,402.91
	2024	0	0	0	100	0	0	10,916,447,701.84
	2025	0	0	0	100	0	0	8,889,808,960.66

Anti-corruption

Company / Reporting Entity	Year	Total number of operations assessed for corruption-related risks	Total percentage of operations assessed for corruption-related risks	Total number of members of governance bodies (board of directors. governance committees. etc.) to whom anti-corruption policies and procedures have been communicated	Total percentage of members of governance bodies (board of directors. governance committees. etc.) to whom anti-corruption policies and procedures have been communicated (%)
Doğuş Oto	2023	7	65	n/a	n/a
	2024	7	65	n/a	n/a
	2025	7	65	4	100
Doğuş REIT	2023	0	0	0	0
	2024	0	0	Board of Directors:6. Corporate Governance Committee:5	100
	2025	0	0	Board of Directors:6. Corporate Governance Committee:5	100
vdf	2023	3	1.08	4	57
	2024	2	0.72	4	57
	2025	1	0.36	4	57
Doğuş Technology	2023	0	0	n/a	n/a
	2024	0	0	n/a	n/a
	2025	0	0	n/a	n/a
Doğuş Insurance	2023	0	0	0	0
	2024	0	0	0	0
	2025	0	0	0	0
Doğuş Otomotiv[60]	2023	34	47	6	100
	2024	30	41	6	100
	2025	25	38	6	100
DOAŞ CONSOLIDATED	**2023**	**44**	**–**	**–**	**–**
	2024	**39**	**–**	**–**	**–**
	2025	**33**	**–**	**–**	**–**

[60] D-Charge included.

Sustainable Supply Chain Management Performance Data

Procurement-related Practices

Company / Reporting Entity	Year	Total amount spent on procurement (TRY)	Total amount spent on local procurement (TRY)	Local procurement percentage (%)	Total number of suppliers
Doğuş Oto	2023	911,617.67	911,617.67	100	1272
	2024	3,908,619,864.47	3908619864	100	2,821
	2025	4,728,889,032.82	4728889033	100	1,637
Doğuş REIT	2023	71,714,830.26	71,016,646.64	99.02	n/a
	2024	194,364,855.20	192,102,894.77	98.82	n/a
	2025	261,202,604.19	256,508,276.29	98.2	221
vdf	2023	10,161,355,475.36	10,147,677,810.81	99.87	2,377
	2024	8,846,755,502.47	8,827,454,036.66	99.78	2,478
	2025	9,484,385,753.33	9,425,993,885.49	99.38	2,302
Doğuş Technology	2023	320,700,000	302,700,000	94.38	374
	2024	673,000,000	460,500,000	68.42	424
	2025	945,500,000	838,000,000	88.63	911
Doğuş Insurance	2023	6,995,442	6,995,442	100	51
	2024	19,798,525.00	19,798,525.00	100	58
	2025	16,318,094.00	16,318,094.00	100	48
Doğuş Otomotiv	2023	4,317,127,824.87	4,105,821,124.26	95	1,898
	2024	9,359,833,524.06	9,202,539,308.07	98	2,101
	2025	16,471,697,779.43	16,341,261,904.07	99	1,955
DOAŞ CONSOLIDATED	**2023**	**14,878,805,190.16**	**14,635,122,641.38**	**98.36**	**–**
	2024	**23,002,372,271.20**	**22,611,014,628.50**	**98.30**	**–**
	2025	**31,907,993,263.77**	**31,606,971,192.85**	**99.06**	**–**

Supplier Audits and Assessments

Company / Reporting Entity	Year	Supplier audits	Number of high-risk posing suppliers	Percentage of high-risk posing suppliers (%)	Percentage of high-risk posing supplier audits (%)	Number of new suppliers	Percentage of new suppliers assessed using social criteria (%)	Number of suppliers assessed for social impacts	Number of suppliers identified as having significant actual and potential negative social impact	Percentage of suppliers identified as having significant actual and potential negative social impacts with whom improvements were agreed upon as a result of the assessment (%)	Percentage of suppliers identified as having significant actual and potential negative social impacts with whom relationships were terminated as a result of the assessment (%)	Percentage of new suppliers audited using environmental criteria (%)	Number of suppliers assessed for environmental impacts	Number of suppliers identified as having significant actual and potential negative environmental impacts	Percentage of suppliers identified as having significant actual and potential negative environmental impacts with whom improvements were agreed upon as a result of the assessment (%)	Percentage of suppliers identified as having significant actual and potential negative environmental impacts with whom business relationships were terminated as a result of the assessment (%)
Doğuş Otomotiv	2023	49	53	2.79	92.45	13	50	49	0	5.66	0	50	49	0	0	0
	2024	43	95	4.52	45.26	42	16	43	1	6.31	0	16	43	0	0	0.0004
	2025	57	122	6.24	46.72	27	37	57	1	16.39	0	37	57	0	0	0.0005

Payment Practices

Company / Reporting Entity	Year	Average time taken to pay an invoice from a supplier (days)	Percentage of payments made to suppliers within standard payment terms (%)	Number of ongoing legal proceedings related to overdue payments to suppliers
Doğuş Oto	2023	30	100	0
	2024	30	100	0
	2025	30	100	0
Doğuş REIT	2023	30	100	0
	2024	30	100	0
	2025	30	100	0
Doğuş Insurance	2023	25-30	n/a	n/a
	2024	25-30	n/a	n/a
	2025	25-30	n/a	n/a
Doğuş Otomotiv	2023	21	100	0
	2024	21	100	0
	2025	21	100	0

Sustainable Supply Chain Management Performance Data

Anti-Corruption

Company / Reporting Entity	Year	Total number of suppliers to whom anti-corruption policies and procedures were communicated	Total percentage of suppliers to whom anti-corruption policies and procedures were communicated (%)
Doğuş Otomotiv	2023	723	38
	2024	730	34
	2025	757	34

Freedom of Association

Company / Reporting Entity	Year	Number of suppliers that may potentially pose a significant risk of violating workers' freedom of association or right to collective bargaining
Doğuş Otomotiv	2023	0
	2024	0
	2025	0

Child Labor

Company / Reporting Entity	Year	Number of suppliers identified as posing a risk of child labor
Doğuş Otomotiv	2023	0
	2024	0
	2025	0

Forced Labor

Company / Reporting Entity	Year	Number of suppliers identified as posing a risk of forced labor
Doğuş Otomotiv	2023	0
	2024	0
	2025	0

Internal Audit – Ethics Hotline Performance Data

Ethics Hotline

Company / Reporting Entity	Year	Total number of reports received through the Ethics Hotline	Number of reports against which proceedings started	Number of reports substantiated and resulting in action
Doğuş Oto	2023	33	10	5
	2024	20	9	4
	2025	17	11	10
Doğuş REIT	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
vdf	2023	0	0	0
	2024	3	3	0
	2025	3	3	0
Doğuş Insurance	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
Doğuş Otomotiv	2023	0	0	0
	2024	1	1	1
	2025	3	2	2

Legal Performance Data[61]

Company / Reporting Entity	Year	Amount of monetary fines. penalties and compensation paid as a result of violations related to social and human rights factors	Amount of monetary fines. penalties and compensation paid as a result of serious human rights violations and incidents involving employees	Total financial loss arising from legal proceedings or violations related to labor law (TRY)	Total financial loss resulting from lawsuits related to discrimination cases involving employees (TRY)	Number of convictions for violations of anti-corruption and anti-bribery laws	Amount of fines imposed for violations of anti-corruption and anti-bribery laws (TRY)	Number of confirmed incidents of corruption or bribery	Number of incidents involving employees who were confirmed to have been dismissed or subjected to disciplinary action for their involvement in corruption- or bribery-related cases	Number of confirmed cases involving contracts with business partners that were terminated or not renewed due to corruption- or bribery-related violations	Total number of cases of significant non-compliance with laws and regulations	Cases in which monetary fines were imposed	Cases in which non-monetary sanctions were imposed	Total number of cases of non-compliance with laws and regulations in which monetary sanctions were imposed	Amount of fines imposed for cases of non-compliance with laws and regulations	Total amount of all litigation expenses reported by the Company (TRY)	Number of public corruption-related cases brought against the Company or its employees	Number of legal proceedings. ongoing or completed during the reporting period. related to anti-competitive behavior and violations of competition and antitrust laws
Doğuş REIT	2023	0	0	661,000	0	0	0	0	0	0	0	0	0	n/a	n/a	n/a	0	0
	2024	0	0	154,188	0	0	0	0	0	0	0	0	0	n/a	n/a	n/a	0	0
	2025	0	0	164,423	0	0	0	0	0	0	0	0	0	n/a	n/a	n/a	0	0
vdf	2023	0	0	5,004[62]	0	0	0	0	0	0	0	0	0	0	0	3,861,914.58	0	0
	2024	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13,727,982.26	0	0
	2025	0	0	16,500[63]	0	0	0	0	0	0	0	0	0	1[64]	3,200	28,359,568.66	0	0
Doğuş Technology	2023	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Doğuş Insurance	2023	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Doğuş Otomotiv[65]	2023	0	0	1,533,725.94	0	0	0	0	0	0	0	0	0	0	0	1,533,725.94	0	0
	2024	0	0	1,202,700.93	0	0	0	0	0	0	2	2	0	2	14,044,397.17	15,247,098.10	0	0
	2025	0	0	839,833.46	0	0	0	0	0	0	0	0	0	0	0	839,833.46	0	0
DOAŞ CONSOLIDATED	**2023**	**0**	**0**	**2,199,729.94**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**–**	**–**	**–**	**0**	**0**
	2024	**0**	**0**	**1,356,888.93**	**0**	**0**	**0**	**0**	**0**	**0**	**2**	**2**	**0**	**–**	**–**	**–**	**0**	**0**
	2025	**0**	**0**	**1,020,756.46**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**–**	**–**	**–**	**0**	**0**

[61] D-Charge has no employee compensation claims or administrative lawsuits, violations, or cases of non-compliance with laws and regulations.
[62] Due to a delay in submitting the employment entry notification to the Social Security Institution.
[63] Due to a delay in reporting an occupational accident.
[64] Due to non-compliance with the provisions of the Regulation on Commercial Communication and Commercial Electronic Messages, published in the Official Gazette No. 29417, issued pursuant to Law No. 6563 on the Regulation of Electronic Commerce.
[65] Doğuş Oto is included. However, financial losses related solely to labor law do not include Doğuş Oto and comprise only payments made by Doğuş Otomotiv. The total amount paid by Doğuş Otomotiv in 2025 in relation to labor lawsuits was TRY 839,833.46. The total amount paid by Doğuş Oto in 2025 in relation to labor lawsuits was TRY 5,100,321.37.

Financial Performance Data

Financial Performance Ratios

KPI	Unit	2023	2024	2025
Gross Profit Margin	%	21.5	16.0	12.5
Operating Expenses / Sales	%	3.7	7.4	8.0
EBITDA Margin	%	18.7	9.8	5.8
EBIT Margin	%	17.8	8.6	4.5
Net Profit Margin	%	13.2	4.1	1.2

Financial Aggregates (TRY million)

KPI	Unit	2023	2024	2025
Total unit sales (excluding Skoda. wholesale)	Number	138,303	145,379	162,818
Net sales	TRY million	282,044	246,568	255,781
EBITDA	TRY million	52,625	24,147	14,865
Net profit	TRY million	37,347	10,004	3,078
Capital expenditures	TRY million	2,869	4,970	3,724
Total assets	TRY million	128,255	120,695	130,369
Working capital	TRY million	58,910	53,243	53,071
Gross profit	TRY million	60,719	39,572	31,925
Operating expenses	TRY million	10,392	18,310	20,418
EBIT	TRY million	50,327	21,262	11,506
ROA	%	29.1	8.3	2.4
ROE	%	47.2	13.7	4.5
Net financial debt / Equity	Ratio	0.075	0.048	0.370
Payments to shareholders	TRY million	3,750	11,200	6,000
Corporate income tax expense	TRY million	11,187	5,466	2,533
Community investments	TRY million	205	3,219	3,134
Payments to suppliers	TRY million	8,159	12,251	16,472
Revenue	TRY million	282,044	246,568	255,781
Cash flows from operating activities	TRY million	18,909	17,862	-12,803
Net financial debt	TRY million	5,928	3,522	25,185
Total assets	TRY million	128,255	120,695	130,369

Vehicle Sales by Brand

KPI	Unit	2023	2024	2025
Passenger	Number	151,322	161,600	182,963
Volkswagen	Number	71,093	74,533	88,682
Audi	Number	22,878	19,700	24,832
SEAT	Number	10,929	12,470	9,857
CUPRA	Number	10,165	9,663	12,998
SKODA	Number	35,041	43,972	45,321
PORSCHE	Number	1,158	1,203	1,207
BENTLEY	Number	36	37	38
LAMBORGHİNİ	Number	22	22	28
Light Commercial Vehicles	Number	17,683	22,435	23,605
Volkswagen	Number	17,683	22,435	23,605
Heavy Commercial Vehicles	Number	2,775	2,854	2,613
SCANIA	Number	2,775	2,854	2,613
TOTAL	Number	171,780	186,889	209,181

Financial Performance Data

Market and Operational Indicators

KPI	Unit	2023	2024	2025
Doğuş Otomotiv market share (Retail)	%	13.7	14.9	15.1
Number of used vehicle sales (DOD)	Number	18,229	19,096	20,453
Sales volume (Wholesale) – Doğuş Otomotiv	Number	138,303	145,379	162,818
Number of vehicles serviced at service centers – Doğuş Otomotiv	Number	18,498	19,506	19,757
Sales volume (Retail) – Doğuş Oto	Number	54,210	46,125	55,085
Number of vehicles serviced at service centers – Doğuş Oto	Number	210,556	204,676	218,873

Revenue Distribution and Community Contributions

KPI	Unit	2023	2024	2025
Total revenue	TRY million	282,044	246,568	255,781
Operating expenses	TRY million	10,392	18,310	20,418
Payments made and benefits provided to employees	TRY million	7,460	6,897	6,065
Retained earnings	TRY million	36,698	52,940	51,811
Total donations	TRY million	205	3,219	3,134
Total political contributions	TRY million	0	0	0
Total contributions lobbying activities	TRY million	0	0	0

Quality Management Systems

Doğuş Otomotiv Group Quality Management Systems Certification Rates

Certification / Assessment	Total number of locations	Number of locations covered by certification / assessment	Rate	Scope
ISO 9001	24	9	37.50	Maslak L&B has been evaluated under the scope of the General Directorate's certification and audit process.
ISO 14001	24	6	25	Maslak L&B has been evaluated under the scope of the General Directorate's certification and audit process.
ISO 45001	24	8	33.33	Maslak L&B has been evaluated under the scope of the General Directorate's certification and audit process.
ISO 50001	24	11	45.83	
ISO 27001	24	6	25	Maslak L&B has been evaluated under the scope of the General Directorate's certification and audit process.

Reporting Appendices

Reporting Map of Material Topics

Double Materiality Assessment Topics	2025 Management Relevance	Section Covered in the Report
Climate Crisis and Carbon Footprint Energy Efficiency Renewable Energy Resources Products and Services Using Alternative Energy	Climate and energy topics are addressed in relation to operational emissions, energy use, the transition to renewable energy, electric mobility, and climate impact arising from the value chain.	Risk Management and Resilience Environmental Performance Metrics and Targets
Circular Economy Environmental Awareness	Resource use, waste management, recycling, reuse, the used vehicle ecosystem, and environmental awareness practices are monitored.	Environmental Performance Customers and Mobility Community Engagement
Electric Vehicles Micro-mobility Solutions Right Product at the Right Time	The transformation of the product portfolio is linked to low-carbon mobility, customer demand, product availability, charging infrastructure, and new mobility solutions.	Beyond Mobility Customers and Mobility Risk Management and Resilience
Customer Satisfaction Fast and Transparent Processes Diversity of Financial Solutions	Customer experience is managed through sales and after-sales services, DİM, digital contact points, financing and insurance connections, accessible services, and service continuity.	Customers and Mobility Digital Transformation and Data Performance Indicators
Digital Transformation Information Security and Cybersecurity Equality in Competence	It is related to digital infrastructure, data management, artificial intelligence, automation, information security, data privacy, and the development of employees' digital competencies.	Digital Transformation and Data Management Information Security and Data Privacy Employees and the Workplace
Highly Loyal and Capable Employees Employee Engagement / MW Culture Gender Equality and Inclusion Managing Intergenerational Differences	Monitored through employee experience, loyalty, talent development, diversity, inclusion, leadership, employee representation mechanisms, and transformation capabilities.	Employees and the Working Environment Governance Performance Indicators
Occupational Health and Safety Vocational High Schools and Skilled Workforce Development	Linked to safety culture, technical capabilities, service and field operations, training investments, and industrial skills development.	Employees and the Working Environment Authorized Dealer and Service Network Community Engagement
Sustainable Supply Chain Management Stakeholder Engagement	Linked to supplier assessment processes, Ethical Code compliance commitments, the scope of critical suppliers, the Authorized Dealer and Service Center network, OEM relationships, and stakeholder feedback mechanisms.	Supply Chain and Our Business Partners Stakeholder Engagement Impact-Risk-Opportunity Management
Business Ethics and Compliance Transparency and Accountability / Corporate Reputation	Managed through the Ethical Code, Ethics Line, compliance processes, corporate policies, internal controls, internal audit, tax approach, stakeholder trust, and reporting reliability.	Governance Ethics, Compliance and Transparency Corporate Policies and Management Commitments
Business Continuity and Risk Management Collaboration on Public Policies	Linked to enterprise risk management, scenario analysis, operational resilience, monitoring of regulatory developments, industry representation, and business continuity planning.	Risk Management and Resilience Strategy Governance
Social License and Corporate Volunteering	Monitored through road safety, community engagement programs, volunteering, education, environmental awareness, and community benefit initiatives.	Community Engagement Customers and Mobility Performance Indicators

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GRI Indicators	ESRS Indicators	IFRS S1-S2 / TSRS 1-2	SASB	(UNGC)	(UNWEPs)	Disclosure	Disclosure Location
GRI 2: General Disclosures 2021							
2-1 Organizational details	See also the indicators of Directive 2013/34/EU						About Doğuş Otomotiv-9-12; Imprint-114
2-2 Entities included in the organization's sustainability reporting	ESRS 1; ESRS 2; BP-1			G12	Principle 7		About the Report-13-16; Consolidated Sustainability Scope and Management Boundaries-24
2-3 Reporting period, frequency and contact point (2-3-a and 2-3-b)	ESRS 1	TSRS 1 para.60-63 (Location of Disclosures); para.64-69 (Timing of Reporting)		G12	Principle 7		About the Report-13
2-4 Restatements of information	ESRS 2; BP-2	TSRS 1 para.77-82 (Measurement Uncertainty); para.83-86 (Errors)					About the Report-13
2-5 External assurance	See also the independent assurance requirements of Directive (EU) 2022/2464			G13			About the Report-13-16; Independent Assurance Statement-108
2-6 Activities, value chain and other business relationships	ESRS 2; SBM-1	TSRS 1 para.32 (Business Model and Value Chain), para.33 (Strategy and Decision-making); TSRS 2 para.13 (Business Model and Value Chain), para.14 (Strategy and Decision-making), para.15-21 (Financial Position, Financial Performance and Cash Flows)					Business Model and Integrated Value Creation-16; Supply Chain and Our Business Partners-62
2-7 Employees	ESRS 2; SBM-1; ESRS S1; S1-6						Employees and Work Environment-56-59; Employees and Work Environment Data 73-81
2-8 Workers who are not employees	ESRS S1; S1-7						Employee Demographics-73; Employees and Work Environment Data 73-81
2-9 Governance structure and composition (2-9-a [for public benefit organizations only], 2-9-b, 2-9-c-i, c-ii, c-v to c-viii)	ESRS 2; GOV-1; ESRS G1	TSRS 1 para.26-27 (Governance); TSRS 2 para.5-7 (Governance)	CG-MR-330a.1 (Workforce Diversity and Inclusion)	G5, L7	Principle 1, 2	Proportion of women in management: 35.45% Proportion of female employees: 32.15% Our 2025 Integrated Sustainability Report includes gender-disaggregated data. However, data disaggregated by race/ethnic group is not available. Discrimination on the basis of race/ethnic origin is strictly prohibited under Doğuş Otomotiv's Code of Ethics, and no such inquiry is made.	Board Structure and Oversight Responsibility-18; Board Structure-83; Employees and Work Environment Data 73-81
2-10 Nomination and selection of the highest governance body	ESRS 2; GOV-1; GOV-2; GOV-3; GOV-4; GOV-5; ESRS 1	TSRS 1 para.26-27 (Governance); TSRS 2 para.5-7 (Governance)					Board Structure and Oversight Responsibility-18-20
2-11 Chair of the highest governance body	ESRS 2; GOV-1; GOV-2; GOV-3; GOV-4; GOV-5; ESRS 1	TSRS 1 para.26-27 (Governance); TSRS 2 para.5-7 (Governance)					Board Structure and Oversight Responsibility-18-20
2-12 Role of the highest governance body in overseeing the management of impacts	ESRS 2; GOV-1; GOV-2; SBM-2; ESRS G1	TSRS 1 para.26-27 (Governance); TSRS 2 para.5-7 (Governance), para.29(g)		G1, G7	Principle 1, 2		Board Oversight Areas-19; Sustainability Governance-20
2-13 Delegation of responsibility for managing impacts	ESRS 2; GOV-1; GOV-2; ESRS G1; G1-3	TSRS 1 para.26-27 (Governance); TSRS 2 para.5-7 (Governance), para.29(g)		G4, G5			Board Committees and Sustainability Oversight-19; Sustainability Governance-20-23
2-14 Role of the highest governance body in sustainability reporting	ESRS 2; GOV-5; IRO-1	TSRS 1 para.1-4 (Objective), para.26-27 (Governance); TSRS 2 para.5-7 (Governance), para.29(g)		G1	Principle 1, 2		Board Oversight Areas-19; Sustainability Governance-20-23
2-15 Conflicts of interest	ESRS G1; G1-1; G1-2; G1-3; G1-4; G1-5; G1-6; ESRS 1	TSRS 1 para.26-27 (Governance); TSRS 2 para.5-7 (Governance)					Ethics, Compliance and Transparency-20-23
2-16 Communication of critical concerns	ESRS 2; GOV-2; ESRS G1; G1-1; G1-3	TSRS 1 para.26-27 (Governance); TSRS 2 para.5-7 (Governance), para.29(g)					Ethics, Compliance and Transparency-20-23
2-17 Collective knowledge of the highest governance body	ESRS 2; GOV-1	TSRS 1 para.26-27 (Governance); TSRS 2 para.5-7 (Governance), para.29(g)					Sustainability Governance-20-23; Board Structure and Oversight Responsibility-18-20
2-18 Evaluation of the performance of the highest governance body	ESRS 2; GOV-1; GOV-2; GOV-3; GOV-4; GOV-5; ESRS 1	TSRS 1 para.26-27 (Governance – general); TSRS 2 para.29(g) (Remuneration – inclusion of climate-related metrics)					Remuneration, Performance and Governance Principles-24; Remuneration and Performance Management Framework-25
2-19 Remuneration policies	ESRS 2; GOV-3	TSRS 1 para.26-27 (Governance), para.51 (Metrics and Targets – remuneration link); TSRS 2 para.5-7 (Governance), para.29(g) (Remuneration)		G10			Remuneration, Performance and Governance Principles-24; Remuneration and Performance Management Framework-25
2-20 Process to determine remuneration	ESRS 2; GOV-3	TSRS 1 para.26-27 (Governance), para.51; TSRS 2 para.5-7 (Governance), para.29(g) (Remuneration)					Remuneration, Performance and Governance Principles-24; Remuneration and Performance Management Framework-25
2-21 Annual total compensation ratio (2-21-a and 2-21-c)	ESRS S1; S1-16			L8	Principle 1, 2	Confidentiality limitation - As Board remuneration analysis is not standard practice in the countries in which we operate, it is not separately disclosed and is instead disclosed in aggregate within the financial report.	Remuneration and Performance Management Framework-25

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GRI Indicators	ESRS Indicators	IFRS S1-S2 / TSRS 1-2	SASB	(UNGC)	(UNWEPs)	Disclosure	Disclosure Location
2-22 Statement on sustainable development strategy	ESRS 2; SBM-1	TSRS 1 para.28-29 (Strategy – Objective); TSRS 2 para.8-9 (Strategy – Objective)		G1			Our Impact Area and Priorities-28-30; Our Strategic Priorities-30; Impact-Risk-Opportunity (IRO) Management, 32-34; United Nations Sustainable Development Goals, 34-35; Message from the Chairman of the Board and Executive Committee-4
2-23 Policy commitments (2-23-a-i to a-iv; 2-23-b, 2-23-d, 2-23-e, 2-23-f); 102-1 Transition plan for climate change mitigation; 102-2 Climate change adaptation plan; 102-3 Just transition	ESRS 2; GOV-4; MDR-P; ESRS S1; S1-1; ESRS S2; S2-1; ESRS S3; S3-1; ESRS S4; S4-1; ESRS G1; G1-1	TSRS 1 para.26-27 (Governance), para.33(a) (Strategy and Decision-making – response to risks/opportunities); TSRS 2 para.29(g) (In the context of remuneration, to the extent relevant)		G2, G3, G7, G7.1, HR2, HR2.1, L1.1, E1.1, AC2	Principle 1, 2, 5, 6, 7		Corporate Policies and Management Commitments-23; Policies
2-24 Embedding policy commitments	ESRS 2; GOV-2; MDR-P; ESRS S1; S1-4; ESRS S2; S2-4; ESRS S3; S3-4; ESRS S4; S4-4; ESRS G1; G1-1	TSRS 1 para.26-27 (Governance), para.33(a) (Strategy and Decision-making – embedding of plans into implementation); TSRS 2 para.29(g) (to the extent relevant)		G2, G3, G7, G7.1, HR2, HR2.1, L1.1, E1.1, AC2	Principle 1, 2, 5, 6, 7		Corporate Policies and Management Commitments-23; Sustainability Strategy, 23-36; Risk Management and Resilience, 37-44
2-25 Processes to remediate negative impacts; 102-1 Transition plan for climate change mitigation; 102-2 Climate change adaptation plan; 102-3 Just transition	ESRS S1; S1-1; S1-3; ESRS S2; S2-1; S2-3; S2-4; ESRS S3; S3-1; S3-3; S3-4; ESRS S4; S4-1; S4-3; S4-4; ESRS G1; G1-1; G1-3	TSRS 2 para.14(a)(iv) (Climate-related Transition Plan); para.14(a)(ii)-(iii), para.22 (Mitigation/Adaptation Efforts, Climate Resilience); para.14(a)(i) (Workforce Arrangements – just transition context)					Ethics Management and Reporting Process-20-22
2-26 Mechanisms for seeking advice and raising concerns	ESRS S1; S1-3; ESRS S2; S2-3; ESRS S3; S3-3; ESRS S4; S4-3; ESRS G1; G1-1; G1-3			G8, G8.1	Principle 1		Ethics Hotline and Reporting Process-20-22; Ethics Hotline-88
2-27 Compliance with laws and regulations	ESRS 2; ESRS E2; E2-4; ESRS S1; S1-17; ESRS G1; G1-4		CG-MR-310a.3 (Labor Practices – losses from legal proceedings); CG-MR-330a.2 (Workforce Diversity and Inclusion – losses from discrimination-related legal proceedings)			In 2025, the total amount paid by Doğuş Otomotiv in connection with labor lawsuits was TRY 839,833.46. The total amount paid by Doğuş Oto in connection with labor lawsuits was TRY 5,100,321.37. During 2025, Doğuş Otomotiv Servis ve Ticaret A.Ş. was subject to a penalty ordering the suspension of advertisements in relation to marketing communications, and Doğuş Oto Pazarlama ve Ticaret A.Ş. was subject to an administrative fine of TRY 8,000. In line with our transparency principle regarding regulatory compliance, this information is disclosed to the public in accordance with GRI 2-27. This information is also provided as the corresponding disclosure for KPI 417-3. There were no other legal proceedings arising from non-compliance with laws and regulations on other topics (environment, occupational health and safety, corruption and bribery, anti-competitive practices, discrimination, child labor, forced labor, violation of the rights of indigenous peoples, health and safety impacts of products and services, product and service information and labeling, breach of customer privacy, etc.). See KPI 205-3 for anti-corruption, KPI 206-1 for anti-competitive practices, KPI 406-1 for discrimination, KPI 408-1 for child labor, KPI 409-1 for forced labor, KPI 411-1 for violation of the rights of indigenous peoples, KPI 416-2 for health and safety impacts of products and services, KPI 417-2 for product and service information and labeling, and KPI 418-1 for breach of customer privacy. In 2025 there were no legal matters or financial losses related to employee discrimination cases at Doğuş Otomotiv. Data relating to subsidiaries and affiliates is disclosed to the public under the 'Legal Performance Data' heading of the report.	Compliance Indicators-21; Legal Performance Data-88
2-28 Membership associations	ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M					Doğuş Otomotiv did not engage in any lobbying activities during the year and did not enter into any collaboration relating to the development of public policy. Doğuş Otomotiv does not provide in-kind or monetary support to any political party or organization. Doğuş Otomotiv holds memberships in sector associations. Total membership dues paid amounted to TRY 869,439 in 2023, TRY 1,036,229 in 2024, and TRY 1,612,286 in 2025.	Memberships and Collaborations
2-29 Approach to stakeholder engagement; 102-1 Transition plan for climate change mitigation; 102-2 Climate change adaptation plan; 102-3 Just transition	ESRS 2; ESRS S1; S1-1; S1-2; ESRS S2; S2-1; S2-2; ESRS S3; S3-1; S3-2; ESRS S4; S4-1; S4-2			G11		In addition to the numerous meetings held by the Sustainability Council and Committee during the report preparation process, stakeholder feedback gathered from various stakeholder platforms was also taken into account in this process.	Stakeholder Engagement and Feedback Mechanisms-25-26 Stakeholder Engagement
2-30 Collective bargaining agreements	ESRS S1; S1-8			L1.2, L6		There is no trade union at our Company; therefore, the proportion of unionized employees covered by collective bargaining agreements at Doğuş Otomotiv is 0%.	Employee Demographics-73

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GRI Indicators	ESRS Indicators	IFRS S1-S2 / TSRS 1-2	SASB	(UNGC)	(UNWEPs)	Disclosure	Disclosure Location
GRI 3: Material Topics 2021							
3-1 Process to determine material topics	ESRS 2; BP-1; IRO-1	TSRS 1 para.17-19 (Materiality)		G7, G7.1, HR3, L2, E2,	Principle 1, 2, 3, 4, 5, 6, 7	Doğuş Otomotiv's strategic priorities are monitored on the basis of the results of the double materiality assessment carried out in 2024. In the 2025 report, these priorities are evaluated together with the consolidated sustainability scope, the Impact-Risk-Opportunity approach, and the 'Beyond Mobility' strategic framework. In this way, the material topics identified in the previous period are addressed with a stronger management linkage to the Company's current business model, value chain, risk profile, stakeholder expectations and performance targets. This approach preserves continuity in Doğuş Otomotiv's materiality basis while also making visible the change in the scope of the 2025 report. In the report, prepared for the first time on a consolidated basis, the impact of material topics is assessed within a broader impact area comprising, in addition to the parent company's operations, subsidiaries, related affiliates, the Authorized Dealer and Service network, suppliers, OEM relationships and customers.	Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management
3-2 List of material topics	ESRS 2; SBM-3			HR1, E12	Principle 1, 2, 3, 4, 5, 6, 7		Doğuş Otomotiv Priority Matrix-31
3-3 Management of material topics	ESRS 2; SBM-1; SBM-3; MDR-P; MDR-A; MDR-M; MDR-T; ESRS S1; S1-2; S1-4; S1-5; ESRS S2; S2-2; S2-4; S2-5; ESRS S3; S3-2; S3-4; S3-5; ESRS S4; S4-2; S4-4; S4-5			G9, HR3, HR4,HR5, HR6,HR7, HR8, L1, L2,L3, L4, L5, L11, L12, E1, E2, E3,E22, AC1, AC4, AC6, AC7, AC8	Principle 1, 2, 3, 4, 5, 6, 7		Impact-Risk-Opportunity (IRO) Management-32; Double Materiality Matrix Assessment-32
GRI 201: Economic Performance 2016							
201-1 Direct economic value generated and distributed	ESRS 1	TSRS 1 para.32 (Business Model and Value Chain), para.34-40 (Financial Position, Financial Performance and Cash Flows); TSRS 2 para.13 (Business Model and Value Chain), para.15-21 (Financial Position, Financial Performance and Cash Flows)	CG-MR-000.A, CG-MR-000.B (Activity Metrics)			Number of Retail Sales Centres: 356 Number of Distribution Centres: 2 Total Area of the Distribution Centre: 231,000 sqm Total Retail Sales Area: 875,268 sqm	Dealer Network Management and Operational Footprint-66; Economic Value Retained and Distributed-84
201-2 Financial implications and other risks and opportunities due to climate change; 102-1 Transition plan for climate change mitigation; 102-2 Climate change adaptation plan; 102-10 Carbon credits	ESRS 2; SBM-3; ESRS E1; E1-3; E1-9	TSRS 2 para.15-21 (Financial Position, Financial Performance and Cash Flows); para.14(a)(iv) (Transition Plan); para.36(e), Ek B70-B71 (Carbon Credits)		E2, E3, E4, E4.1, E4.2,E5, E9			Climate Risks and Opportunities-39 (Climate Risks and Opportunities Financial Impact Channels table)
201-3 Defined benefit plan obligations and other retirement plans	ESRS S1; S1-2; S1-3; S1-4; S1-5; S1-6; S1-7; S1-9; S1-10; S1-11; S1-15					Doğuş Otomotiv does not operate a salary-based pension contribution scheme.	Remuneration, Performance and Governance Principles-24
201-4 Financial assistance received from government	ESRS 1					Doğuş Otomotiv did not receive any financial assistance from the government in 2025.	Indirect Economic Impact and Tax-85
GRI 202: Market Presence 2016							
202-1 Ratio of standard entry level wage by gender compared to local minimum wage	ESRS S1; S1-10		CG-MR-310a.1 (Employee-related Practices – wages)		Principle 1, 2	Entry-level wages at Doğuş Otomotiv and Doğuş Oto are above the wages set by law and regulations and vary by position. Doğuş Otomotiv average hourly wage: TRY 605.21	Wage Ratio and Remuneration-80
202-2 Proportion of senior management hired from the local community	ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M					The entire senior management of Doğuş Otomotiv is hired locally.	Indirect Economic Impact and Tax-85
GRI 203: Indirect Economic Impacts 2016							
203-1 Infrastructure investments and services supported	ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M						Indirect Economic Impact and Tax-85
203-2 Significant indirect economic impacts	ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M		CG-MR-000.A, CG-MR-000.B (Activity Metrics)			Number of Retail Sales Centres: 356 Number of Distribution Centres: 2 Total Area of the Distribution Centre: 231,000 sqm Total Retail Sales Area: 875,268 sqm	Economic Value Retained and Distributed-84

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GRI Indicators	ESRS Indicators	IFRS S1-S2 / TSRS 1-2	SASB	(UNGC)	(UNWEPs)	Disclosure	Disclosure Location
GRI 204: Procurement Practices 2016							
3-3 Management of material topics	ESRS G1; G1-2						Supplier Selection, Assessment and Audit Approach-63
204-1 Proportion of spending on local suppliers	ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M						Procurement Practices-86
GRI 205: Anti-corruption 2016							
3-3 Management of material topics	ESRS G1; G1-1; G1-3			AC1, AC4, AC6, AC7, AC8			Ethics, Compliance and Transparency-20
205-1 Operations assessed for risks related to corruption	ESRS G1; G1-3			G6, AC1, AC4, AC6, AC7, AC8			Anti-Corruption-85
205-2 Communication and training about anti-corruption policies and procedures	ESRS G1; G1-3			AC1, AC3, AC4, AC6, AC7, AC8			Main Areas Covered by the Code of Ethics-20; Training and Awareness-20; Anti-Corruption-85
205-3 Confirmed incidents of corruption and actions taken	ESRS G1; G1-4			AC1, AC4, AC5, AC6, AC7, AC8		No incidents related to corruption occurred and no related lawsuits were filed at the Company in 2025. Data for affiliates and subsidiaries within the Doğuş Otomotiv Group is disclosed to the public under the 'Legal Performance Data' heading.	Compliance Indicators-21; Legal Performance Data-89
GRI 206: Anti-competitive Behavior 2016							
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	ESRS 1			AC1, AC3, AC4, AC6, AC7, AC8		Doğuş Otomotiv has no lawsuits filed against it in 2025 due to anti-competitive practices.	Compliance Indicators-21; Legal Performance Data-89
GRI 207: Tax 2019							
207-1 Approach to tax	ESRS 1						Tax Approach-24
207-2 Tax governance, control, and risk management	ESRS 1						Tax Approach-24
207-3 Stakeholder engagement and management of concerns related to tax	ESRS 1						Tax Approach-24
207-4 Country-by-country reporting	ESRS 1					Doğuş Otomotiv carries out its operations only in Turkey.	Tax Indicators-24; Indirect Economic Impact and Tax-85
GRI 301: Materials 2016							
3-3 Management of material topics	ESRS E5; E5-1; E5-2; E5-3						Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Waste Management and Circular Economy-54
301-1 Materials used by weight or volume	ESRS E5; E5-4						Waste Management and Circular Economy-54; Waste Management-72
301-2 Recycled input materials used	ESRS E5; E5-4						Waste Management and Circular Economy-54; Waste Management-72
301-3 Reclaimed products and their packaging materials	ESRS E5; E5-4; ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M						Waste Management and Circular Economy-54; Waste Management-72
			CG-MR-410a.1 (Revenue from Products Certified to a Sustainability Standard)				Waste Management and Circular Economy-54; Waste Management-72

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GRI Indicators	ESRS Indicators	IFRS S1-S2 / TSRS 1-2	SASB	(UNGC)	(UNWEPs)	Disclosure	Disclosure Location
GRI 302: Energy 2016							
3-3 Management of material topics; 102-1 Transition plan for climate change mitigation; 102-2 Climate change adaptation plan; 102-4 GHG emissions reduction targets and progress	ESRS E1; E1-2; E1-3; E1-4	TSRS 2 para.14(a)(iv) (Transition Plan); para.14(a)(ii)-(iii), para.22 (Adaptation); para.33-37 (GHG Emissions Targets)		E1,E3, E4, E4.1, E4.2,E5			Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Energy Management and Renewable Energy Management-51-54
302-1 Energy consumption within the organization (302-1-a, b, c, e and g); 102-2 Climate change adaptation plan	ESRS E1; E1-5	TSRS 2 para.14(a)(ii)-(iii), para.22 (Adaptation Efforts)	CG-MR-130a.1 (Energy Management in Retail and Distribution)	E1, E3, E4, E4.1, E4.2,E5, E10			Total Energy Consumption (MWh)-70; Energy Management and Renewable Energy Management-51-54
302-2 Energy consumption outside of the organization	ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M			E1, E3, E4, E4.1, E4.2,E5			Total Renewable Energy Consumption-70; Energy Management and Renewable Energy Management-51-54
302-3 Energy intensity	ESRS E1; E1-5			E1, E3, E4, E4.1, E4.2,E5		Energy intensity (per net revenue) 2023: 0.000301815 2024: 0.000254105 2025: 0.000213278	
302-4 Reduction of energy consumption; 102-1 Transition plan for climate change mitigation; 102-2 Climate change adaptation plan; 102-3 Just transition; 102-4 GHG emissions reduction targets and progress	ESRS E1; E1-2; E1-3; E1-4; ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M	TSRS 2 para.14(a)(iv) (Transition Plan); para.14(a)(i)-(iii), para.22 (Adaptation, Just Transition); para.33-37 (Targets)		E1, E3, E4, E4.1, E4.2,E5			Energy Management and Renewable Energy Management-51; 2025 Logistics and Warehouse Operations Metrics-54
302-5 Reductions in energy requirements of products and services; 102-1 Transition plan for climate change mitigation; 102-2 Climate change adaptation plan; 102-3 Just transition; 102-4 GHG emissions reduction targets and progress	ESRS E1; E1-2; E1-3; E1-4; ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M	TSRS 2 para.14(a)(iv) (Transition Plan); para.14(a)(i)-(iii), para.22 (Adaptation, Just Transition); para.33-37 (Targets)		E1, E3, E4, E4.1, E4.2,E5			Energy Management and Renewable Energy Management-51
GRI 303: Water and Effluents 2018							
3-3 Management of material topics	ESRS E2; E2-1; E2-2; E2-3; ESRS E3; E3-1; E3-2; E3-3			E1,E2, E3, E4, E4.1, E4.2,E5,			Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Water Management and Resource Use-55
303-1 Interactions with water as a shared resource	ESRS 2; SBM-3; MDR-T; ESRS E3; E3-2			E1, E2, E3, E4, E4.1, E4.2,E5, E13			Water Management and Resource Use-55; Water and Resource Use Indicators-55
303-2 Management of water discharge-related impacts (303-2-iv)	ESRS E2; E2-3			E1, E2, E3, E4, E4.1, E4.2,E5, E13		Doğuş Otomotiv discharges the total volume of water it obtains and uses from local authorities directly into municipal sewage systems across all operational regions, including affiliates and subsidiaries. The volume of water discharged to the municipal sewage system in operational areas is 100% of the water used.	Water and Resource Use-55; Water Consumption-71
303-3 Water withdrawal	ESRS E3; ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M			E1, E2, E3, E4, E4.1, E4.2,E5, E13			Water and Resource Use-55; Water Consumption-71
303-4 Water discharge	ESRS E3; ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M			E1, E2, E3, E4, E4.1, E4.2,E5		Doğuş Otomotiv discharges the total volume of water it obtains and uses from local authorities directly into municipal sewage systems across all operational regions, including affiliates and subsidiaries. The volume of water discharged to the municipal sewage system in operational areas is 100% of the water used.	Water and Resource Use Indicators-55; Water Consumption-71
303-5 Water consumption	ESRS E3; E3-4			E1, E2, E3, E4, E4.1, E4.2,E5			Water and Resource Use Indicators-55; Water Consumption-71

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GRI Indicators	ESRS Indicators	IFRS S1-S2 / TSRS 1-2	SASB	(UNGC)	(UNWEPs)	Disclosure	Disclosure Location
GRI 304: Biodiversity 2016							
3-3 Management of material topics; 102-1 Transition plan for climate change mitigation; 102-2 Climate change adaptation plan; 102-3 Just transition	ESRS E4; E4-1; E4-2; E4-3; E4-4	TSRS 2 para.14(a)(iv) (Transition Plan); para.14(a)(i)-(iii), para.22		E1, E2, E3, E4, E4.1, E4.2,E5			Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Biodiversity and Environmental Awareness-55
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas (304-1-a-iv and v)	ESRS E4; E4-5			E1, E2, E3, E4, E4.1, E4.2,E5, E15, E16			Biodiversity and Environmental Awareness-55 (Key Biodiversity Areas); Biodiversity-71
304-2 Significant impacts of activities, products and services on biodiversity (304-2-a-i, ii, iii, iv, v and vi; 304-2-b)	ESRS E4; E4-5			E1, E2, E3, E4, E4.1, E4.2,E5			Biodiversity and Environmental Awareness-55; Doğaya Kanat Açtık (Wings for Nature)-67
304-3 Habitats protected or restored (304-3-a and b)	ESRS E4; E4-3; E4-4			E1, E2, E3, E4, E4.1, E4.2,E5, E17			Doğaya Kanat Açtık (Wings for Nature)-67
304-4 IUCN (International Union for Conservation of Nature) Red List species and national conservation list species with habitats in areas affected by operations	ESRS E4; E4-5			E1, E2, E3, E4, E4.1, E4.2,E5			Biodiversity and Environmental Awareness-55; Biodiversity-71
GRI 305: Emissions 2016							
3-3 Management of material topics and GRI 305 1.2; 102-1 Transition plan for climate change mitigation; 102-2 Climate change adaptation plan; 102-3 Just transition; 102-4 GHG emissions reduction targets and progress; 102-8 GHG emissions intensity; 102-9 GHG removals in the value chain	ESRS E1; E1-2; E1-3; E1-4; E1-7; ESRS E2; E2-1; E2-2; E2-3	TSRS 2 para.8-9 (Strategy Objective); para.14(a)(iv) (Transition Plan); para.14(a)(i)-(iii), para.22 (Adaptation, Just Transition); para.33-37 (Targets); para.36(e), Ek B70-B71 (Value Chain Removals/Carbon Credits)		E1, E2, E3, E4, E4.1, E4.2,E5			Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Climate Change and Emissions Management-46
305-1 Direct (Scope 1) GHG emissions; 102-5 Scope 1 GHG emissions; 102-4 GHG emissions reduction targets and progress	ESRS E1; E1-4; E1-6	TSRS 2 para.29(a)(i)(1) (Scope 1 GHG Emissions); para.33-37 (Targets)		E1, E2, E3, E4, E4.1, E4.2,E5, E6			Climate Change and Emissions Management-46 (Metric: Scope 1 emissions); Scope 1, Scope 2 and Scope 3 Emissions-69
305-2 Energy indirect (Scope 2) GHG emissions; 102-6 Scope 2 GHG emissions; 102-4 GHG emissions reduction targets and progress	ESRS E1; E1-4; E1-6	TSRS 2 para.29(a)(i)(2), para.29(a)(v) (Scope 2 – Location-based/Market-based Instruments); para.33-37 (Targets)		E1, E2, E3, E4, E4.1, E4.2,E5, E6			Climate Change and Emissions Management-46 (Metric: Scope 2 emissions); Scope 1, Scope 2 and Scope 3 Emissions-69
305-3 Other indirect (Scope 3) GHG emissions; 102-7 Scope 3 GHG emissions; 102-4 GHG emissions reduction targets and progress; 102-9 GHG removals in the value chain	ESRS E1; E1-4; E1-6	TSRS 2 para.29(a)(i)(3), para.29(a)(vi) (Scope 3 – Categories); para.33-37 (Targets); para.36(e) (Removals/Carbon Credits)		E1, E2, E3, E4, E4.1, E4.2,E5, E7, E7.1			Strengthening Scope 3 Emissions Management-47; Scope 1, Scope 2 and Scope 3 Emissions-69
305-4 GHG emissions intensity; 102-8 GHG emissions intensity	ESRS E1; E1-6	TSRS 2 para.33(g) (in the context of intensity target definition)		E1, E2, E3, E4, E4.1, E4.2,E5		Emissions intensity (per net revenue) 2023: 0.0002275109 2024: 0.0002453848 2025: 0.0385862186	
305-5 Reduction of GHG emissions (305-5-a, c and 2.9.5); 102-4 GHG emissions reduction targets and progress; 102-8 GHG emissions intensity; 102-9 GHG removals in the value chain	ESRS E1; E1-3; E1-4; E1-7	TSRS 2 para.33-37 (Targets, Progress); para.36(e) (Removals/Carbon Credits – net target)		E1,E2, E3, E4, E4.1, E4.2,E5			Climate Change and Emissions Management-46 (Metric: 2030 Scope 1 and Scope 2 reduction target)
305-6 Emissions of ozone-depleting substances (ODS)	ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M			E1,E2, E3, E4, E4.1, E4.2,E5		As our Company is a vehicle distributor rather than a manufacturer, this topic is not applicable and is therefore not reported.	
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	ESRS E2; E2-4			E1,E2, E3, E4, E4.1, E4.2,E5, E18		As our Company is a vehicle distributor rather than a manufacturer, this topic is not applicable and is therefore not reported.	

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GRI Indicators	ESRS Indicators	IFRS S1-S2 / TSRS 1-2	SASB	(UNGC)	(UNWEPs)	Disclosure	Disclosure Location
GRI 306: Waste 2020							
3-3 Management of material topics	ESRS E5; E5-1; E5-2; E5-3		CG-MR-410a.3 (Strategies to Reduce the Environmental Impact of Packaging)	E1,E2, E3, E4, E4.2, E5			Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management-32; Waste Management and Circular Economy-54
306-1 Waste generation and significant waste-related impacts	ESRS 2; SBM-3; ESRS E5; E5-4		CG-MR-410a.3 (Strategies to Reduce the Environmental Impact of Packaging)	E1, E2, E3, E4, E4.2, E5			Waste Management and Circularity Indicators-54; Waste Management-72
306-2 Management of significant waste-related impacts (306-2-a and c)	ESRS E5; E5-2; E5-5		CG-MR-410a.3 (Strategies to Reduce the Environmental Impact of Packaging)	E1, E2, E3, E4, E4.2, E5			Waste Management and Circular Economy-54; Waste Management and Circularity Indicators-54
306-3 Waste generated	ESRS E5; E5-5			E1, E2, E3, E4, E4.2, E5, E19			Waste Management and Circularity Indicators-54; Waste Management-72
306-4 Waste diverted from disposal (306-4-a, b, c, e)	ESRS E5; E5-5			E1, E2, E3, E4, E4.2, E5, E20		Waste arising from Doğuş Otomotiv's operations that is classified as hazardous waste is sent to relevant licensed institutions for disposal in accordance with laws and regulations.	Waste Management and Circularity Indicators-54 (Hazardous waste); Waste Management-72
306-5 Waste directed to disposal (306-5-a, b, c, e)	ESRS E5; E5-5			E1, E2, E3, E4, E4.2, E5,E20		Waste arising from Doğuş Otomotiv's operations that is classified as hazardous waste is sent to relevant licensed institutions for disposal in accordance with laws and regulations.	Waste Management and Circularity Indicators-54; Waste Management-72
GRI 306: Effluents and Waste 2016							
306-3 Significant spills	ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M			E1, E2, E3, E4, E4.2, E5		There have been no spills arising from Doğuş Otomotiv's operations (including affiliates and subsidiaries). The Company's field of operation does not carry a significant risk of hazardous substance spills. Waste carrying spill risk (such as batteries) is segregated by type and sent to relevant institutions for disposal in accordance with laws and regulations.	Waste Management and Circular Economy-54; Waste Management-72
GRI 308: Supplier Environmental Assessment 2016							
3-3 Management of material topics; 102-9 GHG removals in the value chain	ESRS G1; G1-2	TSRS 2 para.29(a)(vi) (Scope 3 – Value Chain Emissions); para.36(e) (Removals)					Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Supplier Selection, Assessment and Audit Approach-63
308-1 New suppliers that were screened using environmental criteria	ESRS G1; G1-2	TSRS 1 para.32 (Business Model and Value Chain), para.43-44 (Risk Management); TSRS 2 para.13 (Business Model and Value Chain), para.24-26 (Risk Management)					Supplier Audit and Assessment-86; Supplier Selection, Assessment and Audit Approach-63-65
308-2 Negative environmental impacts in the supply chain and actions taken (308-2-c); 102-9 GHG removals in the value chain	ESRS 2; SBM-3	TSRS 1 para.32 (Business Model and Value Chain), para.43-44 (Risk Management); TSRS 2 para.13 (Business Model and Value Chain), para.24-26 (Risk Management), para.29(a)(vi) (Scope 3 – Value Chain, to the extent relevant)					Supplier Selection, Assessment and Audit Approach-63-65
GRI 401: Employment 2016							
3-3 Management of material topics; 102-3 Just transition	ESRS S1; S1-1; S1-2; S1-4; S1-5; ESRS S2; S2-1; S2-2; S2-4; S2-5	TSRS 2 para.14(a)(i) (Workforce Arrangements – just transition context)			Principle 1, 2		Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Employee Experience, Engagement and Communication-56
401-1 New employee hires and employee turnover (401-1-b)	ESRS S1; S1-6		CG-MR-310a.2 (Employee-related Practices – Turnover)			Voluntary employee turnover rate: 4.8% Involuntary employee turnover rate (dismissals): 1.6% As these two metrics cannot be consolidated with affiliates and subsidiaries, the Doğuş Otomotiv solo figure is disclosed. Data obtained from affiliates and subsidiaries for the relevant KPI is disclosed to the public in the 'Employee Turnover Rates' table.	Employee Turnover Rates-77
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees (401-2-a-ii, a-iii, a-iv, a-v and b)	ESRS S1; S1-11						Employee Engagement-78
401-3 Parental leave (401-3-a and b)	ESRS S1; S1-15						Parental Leave-78

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GRI Indicators	ESRS Indicators	IFRS S1-S2 / TSRS 1-2	SASB	(UNGC)	(UNWEPs)	Disclosure	Disclosure Location
GRI 402: Labor/Management Relations 2016							
3-3 Management of material topics; 102-3 Just transition	ESRS S1; S1-1; S1-2; S1-4; S1-5; ESRS S2; S2-1; S2-2; S2-4; S2-5	TSRS 2 para.14(a)(i) (Workforce Arrangements – just transition context)			Principle 1, 2		Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; From Employee Engagement to Value: Idea Platform and Lean Culture-59
402-1 Minimum notice periods regarding operational changes	ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M					Legally compliant notice periods are applied at Doğuş Otomotiv (including affiliates and subsidiaries).	Employee Engagement-78
GRI 403: Occupational Health and Safety 2018							
3-3 Management of material topics; 102-3 Just transition	ESRS S1; S1-1; S1-2; S1-4; S1-5; ESRS S2; S2-1; S2-2; S2-4; S2-5	TSRS 2 para.14(a)(i) (Workforce Arrangements – just transition context)		L1, L2, L10,L11, L12	Principle 1, 3	There is no work process at Doğuş Otomotiv that would expose employees to high-risk illness.	Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Occupational Health, Safety and Wellbeing-58
403-1 Occupational health and safety management system (403-1-a)	ESRS S1; S1-1				Principle 3	There is no work process at Doğuş Otomotiv that would expose employees to high-risk illness.	Occupational Health, Safety and Wellbeing-58
403-2 Hazard identification, risk assessment, and incident investigation (403-2-b)	ESRS S1; S1-3					There is no work process at Doğuş Otomotiv that would expose employees to high-risk illness.	Occupational Health, Safety and Wellbeing-58
403-3 Occupational health services	ESRS S1; S1-14; ESRS S2; S2-3; S2-5; ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M				Principle 3		Occupational Health, Safety and Wellbeing-58; GOWell Development Programme-58
403-4 Worker participation, consultation, and communication on occupational health and safety	ESRS S1; S1-14; ESRS S2; S2-3; S2-5; ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M				Principle 3		Occupational Health, Safety and Wellbeing-58
403-5 Worker training on occupational health and safety	ESRS S1; S1-14; ESRS S2; S2-3; S2-5; ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M				Principle 3		Occupational Health, Safety and Wellbeing Indicators-58 (Employees receiving OHS training)
403-6 Promotion of worker health	ESRS S1; S1-14; ESRS S2; S2-3; S2-5; ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M						Occupational Health, Safety and Wellbeing-58; GOWell Development Programme-58
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	ESRS S2; S2-4					There is no work process at Doğuş Otomotiv that would expose employees to high-risk illness.	Occupational Health, Safety and Wellbeing-58
403-8 Workers covered by an occupational health and safety management system (403-8-a and b)	ESRS S1; S1-14			L10	Principle 3		Occupational Health, Safety and Wellbeing Indicators-58; OHS Performance Indicators-82
403-9 Work-related injuries (403-9-a-i, a-iii, b-i, b-iii, c-iii, d, e)	ESRS S1; S1-4; S1-14			L10, L9			Occupational Health, Safety and Wellbeing Indicators-58; OHS Performance Indicators-82
403-10 Work-related ill health (403-10-a-i, a-ii, b-i, b-ii, c-iii)	ESRS S1; S1-4; S1-14						OHS Performance Indicators-82
GRI 404: Training and Education 2016							
3-3 Management of material topics; 102-3 Just transition	ESRS S1; S1-1; S1-2; S1-4; S1-5; ESRS S2; S2-1; S2-2; S2-4; S2-5	TSRS 2 para.14(a)(i) (Workforce Arrangements – just transition context)		L4	Principle 4		Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Training, Talent and Career Development-57
404-1 Average hours of training per year per employee	ESRS S1; S1-13			L4	Principle 4		Training and Development-79; OHS, Environment and Quality Training Indicators-58
404-2 Programs for upgrading employee skills and transition assistance programs (404-2-a); 102-3 Just transition	ESRS S1; S1-1			L4	Principle 4		Development Programmes-80; GOWell Development Programme-58
404-3 Percentage of employees receiving regular performance and career development reviews	ESRS S1; S1-13			L4	Principle 4	The performance and career development of all employees at Doğuş Otomotiv is monitored regularly every year, without gender distinction. Data obtained from affiliates and subsidiaries for the relevant KPI is reported in the 'Performance Management' table.	Performance Management-79; Remuneration, Performance and Governance Principles, 24-25

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GRI Indicators	ESRS Indicators	IFRS S1-S2 / TSRS 1-2	SASB	(UNGC)	(UNWEPs)	Disclosure	Disclosure Location
GRI 405: Diversity and Equal Opportunity 2016							
3-3 Management of material topics; 102-3 Just transition	ESRS S1; S1-1; S1-2; S1-4; S1-5; ESRS S2; S2-1; S2-2; S2-4; S2-5	TSRS 2 para.14(a)(i) (Workforce Arrangements – just transition context)			Principle 1 , 2		Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Diversity, Equity, Inclusion and Human Rights-58; Human Rights Priority Areas and Management Linkage-58
405-1 Diversity of governance bodies and employees (405-1-a-i and iii, 405-1-b)	ESRS 2; GOV-1; ESRS S1; S1-6; S1-9; S1-12			L10 ,L7	Principle 1, 2, 5, 6, 7		Board Structure-83; Employee Demographics-73; Board and Senior Management-75
405-2 Ratio of basic salary and remuneration of women to men	ESRS S1; S1-16			L10, L8	Principle 1, 2, 5, 6, 7		Wage Ratio and Remuneration-80
GRI 406: Non-discrimination 2016							
3-3 Management of material topics; 102-3 Just transition	ESRS S1; S1-1; S1-2; S1-4; S1-5; ESRS S2; S2-1; S2-2; S2-4; S2-5; ESRS S4; S4-1; S4-2; S4-4; S4-5	TSRS 2 para.14(a)(i) (Workforce Arrangements – just transition context)		L1, L2, L3, L4 ,L5 L10, L11, L12	Principle 1, 2, 5, 6, 7		Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Diversity, Equity, Inclusion and Human Rights-58
406-1 Incidents of discrimination and corrective actions taken	ESRS S1; S1-17			L1, L2, L3, L4 ,L5 L10, L11, L12	Principle 1, 2, 5, 6, 7	No incidents related to discrimination occurred at Doğuş Otomotiv (including affiliates and subsidiaries) during the reporting period. Data obtained from affiliates and subsidiaries for the relevant KPI is reported in the 'Discrimination Cases' table.	Compliance Indicators-21; Discrimination Cases-81
GRI 407: Freedom of Association and Collective Bargaining 2016							
3-3 Management of material topics; 102-3 Just transition	ESRS S1; S1-1; S1-2; S1-4; S1-5; ESRS S2; S2-1; S2-2; S2-4; S2-5	TSRS 2 para.14(a)(i) (Workforce Arrangements – just transition context)		L1, L2, L3, L4 ,L5 L10, L11, L12			Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Human Rights, Working Conditions and Value Chain Workers-64
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M						Sustainable Supply Chain Management Performance Data, 86-87; Supplier Selection, Assessment and Audit Approach, 63-65
GRI 408: Child Labor 2016							
3-3 Management of material topics; 102-3 Just transition	ESRS S1; S1-1; S1-2; S1-4; S1-5; ESRS S2; S2-1; S2-2; S2-4; S2-5	TSRS 2 para.14(a)(i) (Workforce Arrangements – just transition context)		L1, L2, L3, L4 ,L5 L10, L11, L12			Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Human Rights, Working Conditions and Value Chain Workers-64
408-1 Operations and suppliers at significant risk for incidents of child labor (408-1-a-i, b, c)	ESRS S1; S1-1; ESRS S2; S2-1			L1, L2, L3, L4 ,L5 L10, L11, L12		The criterion of not employing child labor was added to supplier audits starting in 2014. No incidents of child labor were recorded at Doğuş Otomotiv, Doğuş Oto or their suppliers in 2025.	Sustainable Supply Chain Management Performance Data, 86-87; Supplier Selection, Assessment and Audit Approach, 63-65
GRI 409: Forced or Compulsory Labor 2016							
3-3 Management of material topics; 102-3 Just transition	ESRS S1; S1-1; S1-2; S1-4; S1-5; ESRS S2; S2-1; S2-2; S2-4; S2-5	TSRS 2 para.14(a)(i) (Workforce Arrangements – just transition context)		L1, L2, L3, L4 ,L5 L10, L11, L12			Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Human Rights, Working Conditions and Value Chain Workers-64; Supplier Selection, Assessment and Audit Approach, 63-65
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	ESRS S1; S1-1; ESRS S2			L1, L2, L3, L4 ,L5 L10, L11, L12		No incidents of forced or compulsory labor were recorded at Doğuş Otomotiv, Doğuş Oto or their suppliers in 2025.	Sustainable Supply Chain Management Performance Data, 86-87; Supplier Selection, Assessment and Audit Approach, 63-65
GRI 410: Security Practices 2016							
3-3 Management of material topics	ESRS S3; S3-1; S3-2; S3-4; S3-5						
410-1 Security personnel trained in human rights policies or procedures	ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M					All security personnel are informed of legal matters such as personal rights and human rights as part of the mandatory training they receive during the certification process.	

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GRI Indicators	ESRS Indicators	IFRS S1-S2 / TSRS 1-2	SASB	(UNGC)	(UNWEPs)	Disclosure	Disclosure Location
GRI 411: Rights of Indigenous Peoples 2016							
3-3 Management of material topics; 102-3 Just transition	ESRS S3; S3-1; S3-2; S3-4; S3-5	TSRS 2 para.14(a)(i) (Workforce Arrangements – just transition context)					Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Community Engagement-67
411-1 Incidents of violations involving rights of indigenous peoples	ESRS S3; S3-1; S3-4			L10		There were no complaints received by our Company in 2024 regarding violations of the rights of local communities.	Community Engagement-67; Legal Performance Data-89
GRI 413: Local Communities 2016							
3-3 Management of material topics; 102-3 Just transition	ESRS S3; S3-1; S3-2; S3-4; S3-5	TSRS 2 para.14(a)(i) (Workforce Arrangements – just transition context)					Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Community Engagement-67
413-1 Operations with local community engagement, impact assessments, and development programs	ESRS S3; S3-2; S3-3; S3-4			L10		Doğuş Otomotiv's activities and operations have no impact on local communities in the regions in which it operates. However, as part of our community engagement activities, the Trafik Hayattır! (Traffic is Life!) Programme, which addresses road safety - our area of greatest impact - has been running for 21 years.	Community Engagement-67; Trafik Hayattır! (Traffic is Life!)-67; Doğaya Kanat Açtık (Wings for Nature)-67; Volunteering Programme-67
413-2 Operations with significant actual and potential negative impacts on local communities (413-2-a-ii)	ESRS 2; SBM-3; ESRS S3			L10		Doğuş Otomotiv's activities (including affiliates and subsidiaries) have no negative impact on local communities.	Relations with Local Communities-81; Community Engagement-67
GRI 414: Supplier Social Assessment 2016							
3-3 Management of material topics; 102-3 Just transition	ESRS G1; G1-2	TSRS 2 para.14(a)(i) (Workforce Arrangements – just transition context)					Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Supplier Selection, Assessment and Audit Approach-63
414-1 New suppliers that were screened using social criteria	ESRS G1; G1-2						Sustainable Supply Chain Management Performance Data, 86-87
414-2 Negative social impacts in the supply chain and actions taken (414-2-c); 102-3 Just transition	ESRS 2; SBM-3						Supplier Selection, Assessment and Audit Approach, 63-65
GRI 415: Public Policy 2016							
3-3 Management of material topics	ESRS G1; G1-5						Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Corporate Policies and Management Commitments-23
415-1 Political contributions	ESRS G1; G1-5					Doğuş Otomotiv did not engage in any lobbying activities during the year and did not enter into any collaboration relating to the development of public policy. Doğuş Otomotiv does not provide in-kind or monetary support to any political party or organization. Doğuş Otomotiv holds memberships in sector associations. Total membership dues paid amounted to TRY 869,439 in 2023, TRY 1,036,229 in 2024, and TRY 1,612,286 in 2025.	Business Ethics-83
GRI 416: Customer Health and Safety 2016							
3-3 Management of material topics	ESRS S4; S4-1; S4-2; S4-4; S4-5		CG-MR-410a.2 (Management of Chemicals-related Risks in Products)				Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Product and Service Responsibility-61
416-1 Assessment of the health and safety impacts of product and service categories	ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M					Doğuş Otomotiv monitors and evaluates the quality control processes relating to the health and safety impacts of all its products and services to international standards. This ratio is considered to be 100%.	Product and Service Responsibility-61
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	ESRS S4; S4-4					The number of vehicles recalled in 2025 is 55,980.	Compliance Indicators-21; Quality Management Systems Certification Rates-92

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GRI Indicators	ESRS Indicators	IFRS S1-S2 / TSRS 1-2	SASB	(UNGC)	(UNWEPs)	Disclosure	Disclosure Location
GRI 417: Marketing and Labeling 2016							
3-3 Management of material topics	ESRS S4; S4-1; S4-2; S4-4; S4-5						Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Product and Service Responsibility-61
417-1 Requirements for product and service information and labeling	ESRS 1; MDR-P; MDR-A; MDR-T; MDR-M						Product and Service Responsibility-61
417-2 Incidents of non-compliance concerning product and service information and labeling	ESRS S4; S4-4					During 2025, Doğuş Otomotiv Servis ve Ticaret A.Ş. was subject to a penalty ordering the suspension of advertisements in relation to marketing communications, and Doğuş Oto Pazarlama ve Ticaret A.Ş. was subject to an administrative fine of TRY 8,000.	2025 Compliance Indicators-21 (Product information/labelling non-compliance); Legal Performance Data-88
417-3 Incidents of non-compliance concerning marketing communications	ESRS S4; S4-4					During 2025, Doğuş Otomotiv Servis ve Ticaret A.Ş. was subject to a penalty ordering the suspension of advertisements in relation to marketing communications, and Doğuş Oto Pazarlama ve Ticaret A.Ş. was subject to an administrative fine of TRY 8,000.	Compliance Indicators-21; Legal Performance Data-88
GRI 418: Customer Privacy 2016							
3-3 Management of material topics	ESRS S4; S4-1; S4-2; S4-4; S4-5		CG-MR-230a.1 (Data Security – approach to identifying/managing risks)				Our Strategic Priorities-30; Our Double Materiality Approach-30; Doğuş Otomotiv Priority Matrix-31; Our Impact Area and Priorities-28-30; Impact-Risk-Opportunity (IRO) Management; Information Security and Data Privacy-62
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESRS S4; S4-3; S4-4		CG-MR-230a.2 (Data Security – data breaches)			No incidents were reported during the reporting period.	Compliance Indicators-21; Legal Performance Data-88

Reporting Guidance

Appendix-1: Doğuş Otomotiv Integrated Sustainability Report 2025- Reporting Principles

This reporting principles ("Principles") provides information on the data preparation and reporting methodologies of indicators within the scope of the limited assurance in the Doğuş Otomotiv Servis ve Ticaret A.Ş. ("The Company" or "Doğuş Otomotiv") Integrated Sustainability Report 2025 ("Integrated Sustainability Report 2025", "Report").

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

The information contained in these principles covers the period from January 1, 2025 to December 31, 2025 (the 2025 fiscal year) and encompasses the relevant operations of Doğuş Otomotiv Servis ve Ticaret A.Ş. and its subsidiaries and affiliates mentioned in the report, as detailed in the "Key Definitions and Reporting Scope" section.
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Reporting Guidance

General Reporting Principles

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

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

Key Definitions and Reporting Scope

For the purpose of this report, Doğuş Otomotiv defines:

Type	Indicator	Scope
Social Indicators	Total Number of Female Employees (#)	During the reporting period, this figure represents the total number of female employees who are monitored through the Doğuş Otomotiv Human Resources data platform, officially registered with the Social Security Institution through the Employment Declaration, employed on a permanent and indefinite-term basis.
	Ratio of Number of Female Employees to Total Number of Employees (%)	During the reporting period, this figure represents the ratio of the number of female employees who are monitored through the Doğuş Otomotiv Human Resources data platform, officially registered with the Social Security Institution through the Employment Declaration, and employed on a permanent and indefinite-term basis, to the total number of employees.
	Occupational Health and Safety	
	Recorded Accident Number (#)	This figure represents the number of incidents during the reporting period in which the Company's employees were involved in work-related activities and which resulted in injuries, as recorded in notifications submitted to the Social Security Institution.
	Number of Lost-Time Accidents (#)	During the reporting period, this refers to the total number of lost-time incidents resulting in injuries sustained by the Company's employees during a work-related activity, which are tracked through notifications made to the Social Security Institution (SGK).
	Total Number Of Days Lost Due to Occupational Accidents (days)	During the reporting period, this refers to the total number of lost workdays resulting from occupational disease cases identified during the relevant period among the Company's employees, where such diseases fall within the definition of "occupational disease" under Occupational Health and Safety Law No. 6331 and are tracked through notifications made to the Social Security Institution (SGK).
	Number of Fatal Accidents (#)	During the reporting period, this figure represents the total number of work-related accident cases resulting in fatalities that occurred to the Company's employees during work activities and are monitored through notifications submitted to the Social Security Institution
Environmental Indicators	**Energy Consumption**	
	Electricity (kWh)	During the reporting period, this figure represents the total amount of electricity consumed from renewable and non-renewable sources, based on 12-month invoices obtained from service provider institutions and mapped through the Company's financial reporting systems. The reported electricity consumption covers the Head Office and the Logistics Facility locations.
	Natural Gas (m3)	During the reporting period, this figure represents the total amount of natural gas consumed, based on 12-month invoices obtained from service provider institutions and mapped through the Company's financial reporting systems. The reported natural gas consumption covers the Head Office and the Logistics Center.
	Fuel Diesel lt)	During the reporting period, this refers to the total amount of diesel fuel used in vehicles and generators, based on the 12-month period tracked through invoices received by the Company from service provider entities and mapped through financial reporting systems.
	Fuel Gasoline (lt)	During the reporting period, this refers to the total amount of gasoline consumed, based on the 12-month period tracked through invoices received by the Company from service provider entities and mapped through financial reporting systems.
	Total Energy Consumption (MWh)	During the reporting period, this figure represents the total direct and indirect energy consumption required to carry out the Company's operations. Direct energy consumption refers to the total energy value in MWh obtained from the combustion of natural gas and fuels (diesel and gasoline), the purchased electricity, and the electricity generated by the Company from renewable sources.
	Greenhouse Gas Emissions	
	Scope 1 Emissions (tonnes CO_2 equivalent)	During the reporting period, this refers to the tons of carbon dioxide equivalent (tCO_2e) of direct greenhouse gas emissions arising from the Company's natural gas, diesel fuel, and gasoline consumption, as tracked through invoices. The Company calculates its greenhouse gas emissions in accordance with the "Greenhouse Gas Protocol Corporate Accounting and Reporting Standards (GHG Protocol, 2004).
	Scope 2 Emissions (tonnes CO_2 equivalent)	During the reporting period, this refers to the Scope 2 greenhouse gas emissions resulting from the Company's indirect energy consumption, specifically from purchased electricity consumption and generation. The Company calculates its greenhouse gas emissions in accordance with the "Greenhouse Gas Protocol Corporate Accounting and Reporting Standards (GHG Protocol, 2004).
	Water Management	
	Water Consumption (m^3)	This indicator refers to the Company's total water withdrawal during the reporting period, monitored on a monthly basis and based on invoices issued by service provider entities.

Reporting Guidance

Data Preparation

1. Social Indicators

Ratio of Number of Female Employees to Total Number of Employees (%)

Formula:
Number of Female Employees (Full-time) / Total Number of Employees (Full-time)

2. Enviromental Indicators

Energy Consumption
Within the scope of energy consumption data, primary energy sources including electricity, natural gas, and fuels (diesel/gasoline) are reported.

Electricity consumption data (kWh) and natural gas consumption data (m^3) are monitored monthly based on invoices from service providers. Fuel (diesel and gasoline) consumption data (L), including generator use (L), company vehicles, and employee shuttles, are obtained from service provider invoices.

The energy conversions used have been carried out through the calculations provided below. The references used in the calculations are presented in the following table:

Energy Source	Net Calorific Value	Unit	Reference
Fuel (Diesel) stationary	43,33	TJ/kton	Turkey's National Greenhouse Gas Emissions Inventory 2024
Fuel (Diesel) mobile	43,33	TJ/kton	Turkey's National Greenhouse Gas Emissions Inventory 2024
Fuel (Gasoline) mobile	44,8	TJ/kton	Turkey's National Greenhouse Gas Emissions Inventory 2024

**For natural gas consumption, the energy conversion has been calculated based on the direct measurement method, using the conversion factor provided in the invoices (10.64 kWh/m^3).*

Scope 1 GHG Emissions (tCO_2e)

Scope 1 emissions have been calculated in accordance with TSRS and the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard, based on the operational control approach. Conversion factors for CO_2, CH_4, and N_2O into CO_2 equivalents were used in the calculations. The emission factors used were sourced from the Guidelines for National Greenhouse Gas Inventories, while the Global Warming Potential (GWP) factors were taken from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report. Considering the companies' activities, the appropriate emission factors were selected from the tables provided in Chapters 2 and 3 of the IPCC guidelines.

Formula:
Emission Amount (tCO_2e) = Activity Data (liters – m^3 – tons) × Emission Factor (CO_2–CH_4–N_2O) (kg/TJ)

The energy sources constituting Scope 1 include natural gas consumption, fuel consumption, diesel consumption, vehicle fuel consumption, and refrigerant gas use.

Natural Gas:
Natural gas consumption is monitored in m^3 through invoices obtained from service provider companies at the relevant consumption locations.

Vehicle Fuels:
For both owned and leased vehicles, the consumption values of diesel and gasoline are monitored based on data obtained from the relevant consumption locations.

Refrigerant Gases:
Refrigerant gas consumption is monitored based on filling records for the machines using refrigerants and leakage rates identified for such machines.

Emission Source - Scope 1 Refrigerant Gases	GWP($kgCO_2e/kg$)	Reference
R32	771	IPCC 6th Assessment Report
R410A	2.255	IPCC 6th Assessment Report
R134A	1.530	IPCC 6th Assessment Report
R600A	0,06	IPCC 6th Assessment Report

Reporting Guidance

Scope 2 GHG Emissions (tCO_2e)

Scope 2 emissions have been calculated in accordance with TSRS and the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard, based on the operational control approach.

Hesaplamalarda CO2, CH4, N2O'nin CO2 eşdeğerine çevrim faktörleri kullanılmıştır. Kullanılan emisyon faktörleri elektrik için Enerji ve Tabii kaynaklar Bakanlığının paylaştığı 2025 yayımlı 2024 yılı elektrik emisyon faktörü baz alınmıştır.

Formula:

Emission Amount (tCO_2e) = Activity Data (kWh-h) × Emission Factor (CO_2-CH_4-N_2O) (kg/TJ)
The energy sources comprising Scope 2 consist of electricity consumption. These calculations are carried out according to the following formulas:

Electricity:
Electricity consumption is monitored in kWh through invoices obtained from service provider companies for the respective consumption locations.

Emission Source – Scope 2	Emission Factor (tCO_2e/MWh)	Reference
Türkiye – Electricity Energy (Grid-based)	0,434	ETKB-EVÇED-FRM-042 Rev.01

Restatement

The measuring and reporting of verified data inevitably involve a degree of estimation.
Restatements are considered where there is a change in the data of greater than 5 percent at the Company level.

Independent Assurance

Limited Assurance Report

to the Board of Directors of Doğuş Otomotiv Servis ve Ticaret A.Ş.

We have been engaged by the Board of Directors of Doğuş Otomotiv Servis ve Ticaret A.Ş. ("Doğuş Otomotiv" or the "Company") to perform a limited assurance engagement in respect of the Selected Sustainability Information (the "Selected Information") stated in the Doğuş Otomotiv 2025 Integrated Sustainability Report (the "2025 Integrated Sustainability Report") for the year ended 31 December 2025 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2025, which is subject to our limited assurance work, set out in the pages 69., 70., 71., 73. and 82. of the 2025 Integrated Sustainability Report with the sign "✓" is summarised below:

Social Indicators
Total Number of Female Employees (#)
Ratio of Number of Female Employees to Total Number of Employees (%)

Occupational Health and Safety Indicators
Total Number of Accidents (#)
Total Number of Lost-Time Accidents (#)
Number Of Days Lost Due to Occupational Accidents (days)
Number of Fatal Occupational Accidents (#)

Environmental Indicators

Energy Consumption
Electricity (MWh)
Natural Gas (MWh)
Fuel (MWh)
Total Energy Consumption (MWh)

Greenhouse Gas Emissions
Scope 1 Emissions (tonnes CO_2 equivalent)
Scope 2 Emissions (tonnes CO_2 equivalent)

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Water Management

Water Consumption (m3)

Our assurance was with respect to the year ended 31 December 2025 information only and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with "✓" in the 2025 Integrated Sustainability Report and, any other elements included in the 2025 Integrated Sustainability Report and, therefore, do not express any conclusion thereon.

Criteria

The criteria used by the Company to prepare the Selected Information is set out in section "Doğuş Otomotiv 2025 Integrated Sustainability Report-Reporting Principles" (the "Reporting Principles") on pages 104., 105., 106. and 107. of the 2025 Integrated Sustainability Report.

The Company's Responsibility

The Company is responsible for the content of the 2025 Integrated Sustainability Report and the preparation of the Selected Information in accordance with the Reporting Principles. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud or error.

Inherent Limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information.

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time. It is important to read the Selected Information in the context of the Reporting Principles

In particular, the conversion of different energy measures to megawatt-hour (MWh) and energy used to carbon emissions is based upon, inter alia, information and factors generated internally and/or derived by independent third parties as explained in the Reporting Principles. Our assurance work has not included examination of the derivation of those factors and other third-party information.

Independent Assurance

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1 and accordingly maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to form a limited assurance, based on limited assurance procedures, on whether anything has come to our attention that causes us to believe that the Selected Information has not been properly prepared in all material respects in accordance with the Reporting Principles. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), *Assurance Engagements other than Audits or Reviews of Historical Financial Information*', issued by the International Auditing and Assurance Standards Board.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement under ISAE 3000. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- made inquiries of the persons responsible for the Selected Information;
- understood the process for collecting and reporting the Selected Information. This included analysing the key processes and controls for managing and reporting the Selected Information;
- evaluated the source data used to prepare the Selected Information and re-performed selected examples of calculation;
- performed limited substantive testing on a selective basis of the preparation and collation of the Selected Information prepared by the Company and
- undertook analytical procedures over the reported data.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Company's 2025 Integrated Sustainability Report for the year ended 31 December 2025, is not properly prepared, in all material respects, in accordance with the Reporting Principles.

Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Company as a body, to assist the Board of Directors in reporting Doğuş Otomotiv Servis ve Ticaret A.Ş.'s performance and activities related to the Selected Information. We permit the disclosure of this report within the Doğuş Otomotiv 2025 Integrated Sustainability Report for the year ended 31 December 2025, to enable the Board of Directors to demonstrate they have discharged their governance responsibilities by commissioning a limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of Doğuş Otomotiv Servis ve Ticaret A.Ş. as a body and Doğuş Otomotiv Servis ve Ticaret A.Ş. for our work or this report save where terms are expressly agreed and with our prior consent in writing.

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

Ali Yörük, SMMM
Independent Auditor

Istanbul, 19 Ağustos 2026

Abbreviations

A

AI CoE (AI Center of Excellence)
A structure launched in 2025 with the intent to establish common corporate standards for the use of artificial intelligence and generative artificial intelligence across the Company while enabling the identification, prioritization, and dissemination of using areas.

AI Impact Program
A corporate assessment program designed to evaluate AI project ideas based on business value and feasibility criteria and convert them into measurable benefits.

AMR Autonomous Mobile Robot
An autonomous mobile robot-based logistics project designed to improve workforce efficiency, data quality, and resource optimization in warehouse and shipping operations.

AsistOn
A generative AI-powered digital assistant developed to enable employees to quickly access accurate information on human resources matters such as leave, visas, accounting, procurement, benefits, promotions, training, and development.

B

Base Year
The starting year used as the basis for comparing targets and performance improvements. The 2025 reporting period represents the base year for Doğuş Otomotiv's consolidated sustainability performance.

BIST Sustainability Index
An index comprising companies listed on Borsa İstanbul that meet specific environmental, social, and governance (ESG) performance criteria.

Bir'iz Employee Committee
A participatory structure comprising volunteer representatives from each department that conveys employees' views, needs, and development suggestions to the Executive Board and Board of Directors through the Employee Representative.

Bir'iz Mobile Platform
An internal communications application that enables all employees, including field employees, to access company announcements, leave and overtime processes, the request management system, and the Idea Platform via mobile devices.

Blue Water Footprint / Green Water Footprint / Grey Water Footprint
The blue water footprint refers to the volume of water withdrawn from municipal water supplies or freshwater sources; the green water footprint refers to water use associated with precipitation and natural surface runoff; and the grey water footprint refers to the volume of freshwater required to bring wastewater into compliance with applicable environmental quality standards

C

COSO Enterprise Risk Management Framework
An internationally recognized risk management and internal control framework that underpins Doğuş Otomotiv's enterprise risk management approach.

CSRD Corporate Sustainability Reporting Directive
Corporate Sustainability Reporting Directive of the European Union. A regulatory framework requiring companies to report their sustainability impacts, risks, and opportunities in accordance with the European Sustainability Reporting Standards (ESRS).

D

Dealer Quality Scorecard
An assessment tool that enables the holistic monitoring of quality, audits, environmental performance, information security, and service performance across the Authorized Dealer and Service Center network, facilitates benchmarking among dealers, and supports continuous improvement.

D-BİS
A digital dealer communication system that supports two-way communication between Doğuş Otomotiv and dealers regarding spare parts logistics processes. Dealer requests and feedback are tracked through this system.

Double Materiality
Double materiality refers to the assessment of sustainability matters from two complementary perspectives: impact materiality and financial materiality. Impact materiality assesses the positive or negative impacts generated by the Company's activities, products and services, business relationships, and value chain on the environment, communities, employees, customers, suppliers, Authorized Dealer and Service Center network, OEM relationships, and other stakeholders.

Whereas, financial materiality addresses the actual or potential effects of sustainability matters on the Company's revenues, costs, assets, investment needs, operational continuity, access to financing, cost of capital, reputation, and long-term competitiveness.

In Doğuş Otomotiv's 2025 report, the double materiality approach is used to establish the connection between material issues, the Company's impact, and its financial resilience. This approach provides a common assessment basis for the strategy, risk management, Impact–Risk–Opportunity assessment, targets, and performance disclosures presented in the report.
See Impact–Risk–Opportunity Management.

D-Stok
A digital application developed to make the centralized ordering and inventory planning process at Authorized Services more predictable and support the availability of the right spare parts in the right quantities at the right time.
Data Translator / Data Scientist / AI Champion
A set of corporate roles that supports the adoption of a data-driven operations approach across business units and ensures alignment between data strategy and business strategy.

DHL GoGreen / GoGreen Plus
An environmental program integrated into the contract underlining the cooperation with DHL, covering low-carbon fuel solutions, including Sustainable Aviation Fuel, for air freight logistics.

Abbreviations

Diyalog-Dijital (Dialog-Digital)
Customer contact operations carried out within the Value and Interest Center (DİM) through telephone, email, live chat, and social media channels.

DO-TRace Scope 3 Assessment Program
A program led by Doğuş Holding and designed to guide Group companies in calculating their Scope 3 emissions by assessing the 15 Scope 3 categories based on business model, industry priorities, double materiality, risk/opportunity impact, and data availability.

Doğuş Otomotiv Group
An overarching term used in the report to refer to the consolidated sustainability reporting scope and the sphere of impact assessed together with subsidiaries and associates.

DOST 19
A digital procurement system through which purchase requests, tenders, orders, supplier assessments, and interdepartmental satisfaction monitoring processes are carried out transparently.

E

EİDS (Elektronik İlan Doğrulama Sistemi - Electronic Listing Verification System)
An electronic system that supports regulatory compliance and customer trust on the sensat.com platform by enabling the verification of used vehicle listings.

Electric Vehicle (EV)
A vehicle that derives all or part of its propulsive power from electric energy.
ESRS (European Sustainability Reporting Standards)
Sustainability reporting standards established by the European Union under the CSRD (Corporate Sustainability Reporting Directive), based on the definition of companies' business models, value chains, impact-risk-opportunity (IRO) and reporting boundaries.

Ethics Hotline
The primary whistleblowing channel operated and overseen by an independent organization, enabling Doğuş Otomotiv employees, either openly or anonymously, to report non-compliance incidents or potential violations of the Code of Ethics.

Impact–Risk–Opportunity (IRO) Management
A management framework that links material focus areas identified through the double materiality approach with strategy, risk management, financial impact assessment, and performance indicators.

F

Fine-Kinney Method
An analytical method used by Doğuş Otomotiv to assess opportunities based on three components: probability, frequency, and severity.

G

Transition Risks
Refers to the risks arising from regulatory, technological, market, carbon pricing, customer preference, and reputational factors during the transition to a low-carbon economy.

GEKAP- Geri Kazanım Katılım Payı (Recycling Contribution Fee)
GEKAP (Recycling Contribution Fee) is an environmental tax and declaration mandatory reporting requirement scheme under which tonnage declarations for packaging waste are regularly submitted.

Solar Energy Plant
A renewable energy generation plant that converts solar energy into electricity through photovoltaic panels.

GHG Protocol
An internationally recognized accounting and reporting standard governing the classification and calculation of greenhouse gas emissions under Scope 1, Scope 2, and Scope 3 (15 sub-categories).

Global EV Outlook
An annual report published by the International Energy Agency (IEA) that assesses the progress in the global electric vehicle market, including sales, battery demand, charging infrastructure, key policies, and industry developments.

goTOzero / goTOzero RETAIL
goTozero is Volkswagen AG's global environmental approach aimed at reducing environmental impacts. goTOzero RETAIL is its extension for the retail network, focusing on the carbon footprint, environmental maturity, and sustainability practices of the dealer and service network.

GRI Standards (Global Reporting Initiative)
A set of internationally recognized sustainability reporting standards for organizations to report their economic, environmental, and social impacts, based on disclosures concerning organizational boundaries, activities, business relationships, and the value chain.

GWP100 - Global Warming Potential – 100 years
A methodology under the IPCC 2016 approach for comparing the warming impacts of greenhouse gases relative to carbon dioxide over a 100-year time horizon.

H

Hybrid Vehicles / Plug-in Hybrid Vehicles
Hybrid Vehicles are vehicles that combine an internal combustion engine with an electric motor. Plug-in hybrid vehicles additionally have the capability to be charged from the electrical grid.

I

IEA (International Energy Agency)
An international organization that provides data and analysis on global energy and electric vehicle markets.

IFRS S1 / IFRS S2
International financial reporting standards issued by the ISSB that set out general requirements for the disclosure of sustainability-related financial information (S1) and climate-related disclosures (S2).

Abbreviations

IPCC (Intergovernmental Panel on Climate Change)
A scientific body under the United Nations that assesses climate change and is referenced in calculating the global warming potential of greenhouse gases (GWP100).

IRO (Impacts, Risks and Opportunities)
See Impact–Risk–Opportunity Management.
ISO 14001 Environmental Management System
An international standard that enables organizations to systematically manage their environmental impacts.

ISO 27001 Information Security Management System
An international information security standard that ensures the protection of corporate information assets based on the principles of confidentiality, integrity, and accessibility.

ISO 45001 Occupational Health and Safety Management System
An international standard that enables the systematic management of employee health and safety.

ISO 50001 Energy Management System
An international standard that enables the systematic monitoring and improvement of energy performance.

ISO 9001 Quality Management System
An international quality management system standard that enables the systematic management of product and service quality.

ISSB International Sustainability Standards Board
An international standard-setting body within the IFRS Foundation that develops globally comparable standards for sustainability-related financial disclosures.

K

Scope 1 Emissions
Greenhouse gas emissions from sources that are directly owned or controlled by the Company, such as vehicle fleets and direct fuel consumption.

Scope 2 Emissions
Indirect greenhouse gas emissions resulting from the consumption of purchased energy, such as electricity, heating, or steam.
Scope 3 Emissions
Indirect greenhouse gas emissions generated throughout the value chain outside the Company's direct control, including purchased goods and services, logistics, use of sold products, dealers, and investments, and defined under the GHG Protocol across 15 sub-categories.

Carbon Footprint
The total greenhouse gas emissions, expressed in CO_2 equivalent, generated within the calculation boundary and according to the methodology defined for a specific organization, activity, product, or service.

KBA – Key Biodiversity Areas
Areas of global importance for the conservation of biodiversity. A monitoring indicator used to assess the spatial relationship of facilities or service locations with sensitive ecosystems.

KVKK – Kişisel Verilerin Korunması Kanunu Law on the Protection of Personal Data
The legal framework governing the processing, storage, and protection of customer, employee, and Company data.

L

L Matrix
A risk assessment method used by Doğuş Otomotiv to calculate risk magnitude in a comparable manner using the probability × impact formula.

LEAD Agentic AI
A project planned for 2026 that aims to have customer sales inquiries received through brands' websites, social media advertisements, and other digital channels screened and routed to the appropriate sales channels by AI agents.

LogiMate / LogiMeet
LogiMate is a digital assistant used in logistics processes; whereby LogiMeet is a regular meeting format that enables logistics operations to establish direct communication with dealer spare parts managers, during which areas for operational improvement are assessed.

M

Materiality
In sustainability reporting, materiality is the fundamental assessment concept used to determine whether a matter is significant enough to be included in a report based on its relevance to the Company, stakeholders, the environment, communities, the value chain, or financial performance.

See Prioritization, Double Materiality, Impact Materiality, Financial Materiality

N

NGFS Network for Greening the Financial System
A network of central banks and financial supervisory authorities that classifies climate scenarios as an orderly transition, a disorderly/delayed transition, and a hot house world characterized by intensified physical risks.

O

OEM Original Equipment Manufacturer
OEM refers to a company that makes parts or products used in another company's finished products.

Abbreviations

Ö

Materiality Assessment
Materiality assessment is the process of determining the significance level of sustainability matters and prioritizing them in respect to reporting, strategy, risk management, and performance monitoring purposes. This process considers stakeholder expectations, the Company's areas of activity, value chain impacts, industry dynamics, regulatory developments, risks and opportunities, and potential financial impacts collectively. Doğuş Otomotiv has used the "material issues" approach in its sustainability reports for many years. Accordingly, the term "materiality assessment" in the report reflects the Company's established reporting terminology, while "materiality" reflects the methodological concept used in international sustainability reporting standards and academic literature. In the 2025 report, the results of the double materiality assessment completed in 2024 have been retained and linked to the consolidated sustainability reporting scope, the Impact–Risk–Opportunity approach, and performance indicators.

See Materiality, Double Materiality.

P

Physical Climate Risk
The risks posed by acute or chronic climate impacts, such as floods, storms, heatwaves, and water stress, to operations, assets, logistics, the supply chain, and business continuity.

R

Role-Play Simulator
A project planned for 2026 that will enable customer representatives to receive training through different scenarios before engaging with actual customers and systematically measure their areas for development

S

Greenhouse Gas Emissions
The release of carbon dioxide, methane, nitrous oxide, and other various greenhouse gases into the atmosphere.

Scenario Analysis
An analytical approach used to assess the potential impacts of climate-related risks and opportunities on the business model, strategy, financial resilience, and operational continuity under different transition pathways and physical risk conditions.

Zero Waste Certificate
An official certificate demonstrating that waste management practices have been implemented at the facility level through a systematic and documentable framework.

SDG – Sustainable Development Goals / UN SDG
A global development framework adopted by the United Nations in 2015, comprising 17 overarching goals and associated targets to be achieved by 2030.

T

tCO_2e
Metric tons of carbon dioxide equivalent. A unit of measurement used to express the climate impacts of different greenhouse gases in terms of carbon dioxide equivalent.

TISAX – Trusted Information Security Assessment Exchange
An international assessment mechanism used in the automotive industry to assess information security maturity and share assessment results in a secure manner.

TSRS – Turkish Sustainability Reporting Standards
Sustainability reporting standards specific to Turkey, issued by the Public Oversight, Accounting and Auditing Standards Authority (KGK) based on ISSB standards and focused on assessing material risks and opportunities arising across the value chain.

V

VISAR
An audit program to be launched in 2026 by Volkswagen AG to assess authorized dealers' digital infrastructure, information asset protection, and cybersecurity preparedness against international manufacturer standards.

W

Winston System
A system through which Volkswagen collects its dealers' energy and fuel consumption data and calculates their Scope 1 and Scope 2 emissions.

Y

High-Voltage Battery
A battery system used in electric and plug-in hybrid vehicles that requires specific high-voltage safety measures and specialized technical expertise.

Masthead

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