

ANNUAL REPORT

2025

D**ĞUŞ**
OTOMOTİV

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MESSAGE FROM THE CEO & CHAIRMAN



Dear Valued Stakeholders,

At Doğu Otomotiv, we proudly conclude another successful year, during which we added a new chapter to our over 30-year legacy and reinforced our vision for the future of mobility through concrete actions. I view this period as a historic milestone in our evolution from a “traditional vehicle distributor into a comprehensive mobility services provider”. Over a journey spanning more than three decades, the trust of our over 10.9 million customers and the delivery of more than 2.5 million vehicles to the roads stand as powerful evidence of the solid foundation we have built.

The year 2025 unfolded amid heightened global economic uncertainty, geopolitical tensions, and increasingly forceful trade policies. While vulnerabilities in supply chains, cost pressures, and a persistently high inflation environment continued to shape the global economic landscape, technological transformation, mobility solutions, and sustainability-driven business models advanced without interruption. According to data from the International Monetary Fund, the global economy demonstrated resilience despite this challenging environment, achieving growth of 3.3%.

Türkiye's economy reflected the global backdrop throughout the year, while maintaining relatively resilient domestic demand dynamics. The effects of policies implemented to combat inflation became particularly visible in the second half of the year. Improvements in financial indicators and declining risk perception supported greater economic predictability. The recovery in consumer confidence, improving access to credit, and stability in exchange rates were among the key factors underpinning the strong momentum in automotive demand.

A year of records and transformation

In recent years, the global automotive industry has been undergoing one of the most profound paradigm shifts of the past century. While the global vehicle fleet is expected to reach 2 billion units by 2030, the most significant growth is projected in electric vehicles, with the global electric vehicle fleet anticipated to reach 78 million units and expand at rates approaching 30%. This powerful wave of transformation was strongly felt in the Turkish market in 2025.

Despite macroeconomic uncertainties and tightening regulations, the Turkish automotive market demonstrated resilience beyond expectations and closed the year with a strong performance. Total market volume grew by

13% year-on-year, approaching 1.4 million units and reaching the highest sales volume in history. The gradual recovery in consumer confidence, relative exchange rate stability, growing interest in electric and hybrid vehicles, expanding model diversity, and the entry of new brands into the market emerged as the primary drivers accelerating sectoral transformation.

Balanced and sustainable growth at Doğu Otomotiv

By accurately interpreting the sector's strong performance, leveraging the flexibility of our multi-brand structure, and staying true to our vision of creating “fan customers”, we concluded 2025 in line with our targets, achieving balanced and sustainable growth.

Our total sales exceeded 208,000 units, representing a 10% increase compared to the previous year. While passenger car sales approached 182,000 units, we continued our growth in the light commercial vehicle segment. We maintained our strong position in the Turkish automotive market by increasing our retail market share to over 15%.

The broad product portfolio and strong brand equity of the brands we represent were the primary drivers of this performance. The Volkswagen brand increased its market share, while Audi reached its highest-ever sales figures in Türkiye, supported by a renewed and strengthened product

portfolio. Likewise, CUPRA and Škoda each broke their own sales records, while SEAT maintained its strong market presence with robust sales performance. Porsche continued its upward trajectory in the luxury segment with record-breaking sales.

Volkswagen Commercial Vehicles reached its highest sales volume of the past eight years in 2025. In the heavy commercial vehicle segment, Scania increased its market share to over 8%, ranking first in the imported tractor segment. Our other brands also steadily improved their operations and increased market share. Our pre-owned vehicle operations, conducted under the DOD brand, further strengthened our presence in the second-hand market by increasing sales volumes.

Electrification and mobility: Shaping the future today

The automotive world is rapidly evolving from a structure centered solely on technological products into a comprehensive mobility industry addressing diverse transportation needs. In 2025, we began to reap the tangible benefits of our electrification strategy, which lies at the heart of this transformation. Electrification is becoming increasingly decisive in reshaping the industry. Consumer expectations are now grounded in more rational considerations such as driving range, charging time, and total cost of ownership, while

advances in battery technologies and the expansion of charging infrastructure further support this transition.

In 2025, hybrid vehicles accounted for 27.2% of total passenger car sales in Türkiye, while electric vehicles reached a 17.7% share. These figures clearly demonstrate that electrification in the Turkish automotive market has moved beyond niche status and firmly entered the mainstream.

At Doğu Otomotiv, we continued to reflect this transformation in our product portfolio and business model. The electric and plug-in hybrid model rollout of our brands was a key pillar of our sales performance. With new models added to our portfolio, we continued to offer our customers a broader and more accessible mobility experience.

In this era of rapid electrification, our goal was not only to provide vehicles but to establish a holistic ecosystem spanning from charging infrastructure to after-sales services. Recognizing that simply offering a product is insufficient for sustainable growth, we expanded our charging infrastructure, enhanced our battery repair capabilities, and aligned our after-sales organization with this technological transformation.

As the EV market share in Türkiye is expected to reach 30%, expanding the charging infrastructure has become a critical priority. The investments we initiated early on, anticipating this need, now form one of the strongest components of the electrification ecosystem.

Our charging network brand, D-Charge, reached 621 sockets across 45 provinces in Türkiye by the end of 2025, establishing a strong market

position. Furthermore, we are implementing transformative advancements in after-sales services by increasing our high-voltage battery repair centers to seven, reinforcing the trust of electric vehicle owners.

A diversifying mobility ecosystem

As the industry transitions from vehicle ownership toward service-based mobility solutions, we continue to diversify our areas of operation. Our service and operational model in marine mobility provides a compelling example of extending our mobility approach into new transportation domains. Following distributor agreements with several prestigious brands, Doğu Marine further strengthened its portfolio in 2025 by adding Riviera, continuing to carry our mobility vision into maritime transportation.

We also diversified our ecosystem by incorporating micro-mobility solutions and electric bicycles. In 2025, we introduced MATE. to the Turkish market - a globally recognized brand known for its innovative design, strong position in the foldable electric bicycle segment, and sustainability-focused approach.

Technology-driven growth and the entrepreneurship ecosystem

With the vision of not just following change but managing it, 2025 was one of our most productive years in making digital transformation part of our corporate culture. Through our GO-DGTL infrastructure, we invested TRY 116 million in 119 digital projects, including robotic process automation, AI-supported customer experience solutions, and IoT-based logistics applications. These initiatives generated TRY 170 million in operational efficiency savings across 2024 and 2025.

At the same time, through training programs designed to enhance our employees' digital competencies, we advanced our corporate transformation together with our people.

One of the most exciting developments of 2025 was our strategic step into the entrepreneurship ecosystem. With the establishment of the "Rota Portföy Yönetimi A.Ş. D-Venture Fund of Funds Venture Capital Investment Fund", approved by the Capital Markets Board of Türkiye, we began investing in innovative ventures focused on mobility technologies, connected vehicle solutions, artificial intelligence, smart logistics, and sustainability. We regard this initiative not merely as a financial investment but as a strategic positioning that enables early access to the mobility ecosystem of the future.

Committed to our carbon-neutral goal

Adopting sustainability as a business model, our company continued to set an example for the sector in 2025. We raised our vision of transparency by becoming one of the pioneering companies in Türkiye to publish a report compliant with the Turkish Sustainability Reporting Standards (TSRS). Through our energy efficiency initiatives, renewable energy investments, and sustainability practices spanning our entire value chain, we further reinforced our vision of a low-carbon business model.

At our Şekerpınar Logistics Center, our on-site solar power plant generated 4,337 MWh of electricity, meeting 77% of the facility's electricity needs. We are firmly progressing toward our 2030 targets of reducing our carbon footprint by 30% and transitioning to 100% renewable electricity consumption. The fact that 68% of our suppliers

now meet sustainability criteria clearly demonstrates that this transformation extends throughout our value chain. Through our electrification investments, expansion of charging infrastructure, and emission reduction targets, we regard contributing to the transition toward climate-friendly mobility as a core responsibility.

Social value and sustainable impact

We measure our success not only by financial statements but also by the value we contribute to society. Our "Trafik Hayattır!" (Traffic is Life!) platform marked its 21st year, reaching thousands of individuals to raise traffic safety awareness. Through our "Safe Traffic Skills" project, implemented in collaboration with Tohum Autism Foundation, we developed specialized educational kits and accelerated teacher training to enhance traffic safety for individuals with autism.

Through our flagship biodiversity initiative, "Doğaya Kanat Açtık" (We Spread Our Wings to Nature), we have traveled more than 60,000 kilometers and documented 395 bird species and 30 mammal species across Türkiye - reaffirming our commitment to protecting natural life and leaving a more livable world for future generations.

An organization growing through shared values

The greatest driving force behind our achievements is our workforce of more than 2,000 dedicated colleagues who believe in one another and say, "We achieved this together". In 2025, we maintained our focus on employee engagement, inclusivity, and talent development. We increased our employee engagement rate to

84%. In line with our principle of equal opportunity, we raised the ratio of female employees to 33.3% and female managers to 35.8%.

To equip our workforce with future skills, we conducted over 37,800 hours of training in a single year. Our investments in leadership programs and digital competencies support the development of our people with a holistic approach. Through our employee volunteering programs and social impact platforms, we further integrated our corporate culture with social benefit. Our culture of collective wisdom and agile management further strengthens Doğu Otomotiv as a resilient and adaptable organization, capable of responding effectively to every form of change.

Electrification-focused growth and a model rollout

In 2026, we expect balanced growth to continue in the automotive market, supported by a more predictable global financial environment, strengthening consumer confidence, and the accelerating transition to electric vehicles. For us, 2026 will be a year of electrification-focused growth and an extensive model rollout. Alongside new launches, we will further expand our charging infrastructure and reinforce our leadership in mobility services.

With our strong financial structure, extensive Authorized Dealer and Service network, digital and mobility-focused investments, and the competitive advantage of our multi-brand business model, we will continue to execute our sustainable growth strategy with determination. Our ambition goes beyond preserving the strength of the brands we represent; we aim to be one of the companies shaping the future of mobility in Türkiye.

I would like to extend my sincere gratitude to our main shareholder, Doğu Group, whose vision guides us; to our longstanding partner Volkswagen AG, with whom we have built a partnership approaching half a century; to our devoted Authorized Dealer and Service network across Türkiye; to our employees; and to all stakeholders who place their trust in us.

With our determination and vision for the future, we will continue to carry forward the legacy entrusted to us in the best possible way.

Sincerely,

Emir Ali Bilaloğlu
Chairman of the Executive Board and Board of Directors

The background of the entire page is a dark blue, semi-transparent aerial photograph of a city's street grid. The streets are visible as a complex network of lines, with some major roads appearing as thicker lines. The overall effect is a dense, textured pattern of urban infrastructure.

DOĞUŞ OTOMOTİV IN BRIEF

CORPORATE PROFILE

Doğuş Otomotiv, one of the leading players of the Turkish automotive industry, ranks among the top most admired and trusted brands in Türkiye thanks to its dynamic, customer satisfaction focused service approach.

Doğuş Otomotiv has continued to be one of Türkiye's largest automotive companies in 2025. Doğuş Otomotiv prepares its business plans driven by the vision of "creative service beyond expectations", and determines its corporate strategy on the goal of "operating with a focus on customer satisfaction". Doğuş Otomotiv boasts the widest brand and service network in Türkiye in its industry segment.

Doğuş Otomotiv is the representative of 17 international brands and 18 affiliated product groups, many of which are leaders in their respective sectors, in the fields of passenger cars, light commercial vehicles, heavy vehicles, industrial and marine engines, and cooling systems. Doğuş Otomotiv offers private and corporate customers Volkswagen Passenger Cars, Audi, SEAT, CUPRA, Škoda, Bentley, Lamborghini, Porsche, Volkswagen Commercial Vehicles, Scania, Meiller, Thermo King, Wielton, Novamarine, Riviera, Aerofoils, MATE. brands as well as a wide array of more than 80 models by these brands.

The Company also competes in the industrial and marine engines market with the Scania Power Solutions and Doğuş Marine. Doğuş Otomotiv has been serving second-hand customers with the DOD brand for 26 years. As of 2021, the Company opened the customer experience center named Doğuş Otomotiv Plus in

Galataport İstanbul. Founded in 2023, D-Charge aims to install and operate charging units in every region of Türkiye. Doğuş REIT, which joined Doğuş Otomotiv in 2023, has a wide real estate portfolio consisting of Doğuş Center Maslak, D-Ofis Maslak, Doğuş Etiler Sports Center, Gebze Center AVM, Gebze Center Hotel and Gebze Center Automotive Showroom and Service.

Doğuş Otomotiv adopts unconditional customer satisfaction as the number one priority in its services, and has one of the widest Authorized Dealer and Aftersales Service networks in Türkiye. More than 1,000 customer touch points across the country offer Doğuş Otomotiv's customers seamless, widespread sales, aftersales, and spare parts services. Through the Value and Interest Centre (DIM) founded in 2014 within the framework of customer satisfaction efforts Doğuş Otomotiv provides its customers road assistance on a 24/7 basis.

Doğuş Otomotiv is one of the most important players of the Turkish automotive industry with more than 2,000 employees. The brands that Doğuş Otomotiv distributes rank among the top most admired and trusted brands in Türkiye thanks to their dynamic, customer satisfaction focused service approach.

Since its initial public offering in 2004, Doğuş Otomotiv shares are traded at Borsa İstanbul (BIST) with

the ticker symbol "DOAS.IS". The Corporate Governance Rating score of Doğuş Otomotiv has further increased, reaching 9.81 in 2025 (2024: 9.79).

Doğuş Otomotiv, which builds all of its business processes in line with its environmental and social responsibility approach, released its first Corporate Sustainability Report in 2009, which also happened to be a first in Türkiye in this sector. Doğuş Otomotiv went on to undersign the UN Global Compact in 2010. Doğuş Otomotiv is listed in the BIST Sustainability Index in 2024.

Doğuş Otomotiv established the "Traffic is Life!" social participation platform in 2004 in order to positively increase the general responsibility, awareness and perception of traffic in society. For 21 years, the projects realized within the scope of the "Traffic is Life!" platform have received numerous awards.

Doğuş Otomotiv is a member of Doğuş Group, active in eight major industries including automotive; construction; media; hospitality; real estate; energy; and technology. With over 250 companies and over 26,000 employees, the Group serves its customers with advanced technologies, highest brand quality and a dynamic human resource.

AUTHORIZED DEALERS AND SERVICES NETWORK



Doğuş Otomotiv aims at delivering ultimate customer satisfaction as number one priority in providing services, and boasts one of Türkiye's widest Authorized Dealer and Aftersales Service network.



* Excluding Škoda



MILESTONES

1994

- » Distributorship contract with Volkswagen AG
- » Volkswagen and Audi distributorship agreement
- » Scania distributorship agreement



1995

- » Scania Industrial and Marine Engines distributorship agreement

2000

- » Consumer finance JV with Volkswagen Financial Services AG



2003

- » Krone distributorship agreement
- » Assembling operations
- » Merger of automotive companies under Doğu Otomotiv



2004

- » Initial public offering of Doğu Otomotiv
- » Doğu Otomotiv corporate social responsibility project



2005

- » First dividend paid



2006

- » Doğu Otomotiv acquired 100% of SEAT
- » Lamborghini letter of intent
- » Bentley letter of intent
- » Volkswagen Marine Engines agreement
- » Second dividend paid
- » Production agreement with Krone



1996

- » Porsche distributorship agreement
- » Customs duties on vehicles imported from the EU abolished



1997

- » Škoda distributorship agreement and partnership with Yüce Auto
- » SEAT distributorship agreement and partnership with Yüce Auto



1998

- » Second hand car operations established

2010

- » Global Compact Agreement

2009

- » Doğu Otomotiv 15th anniversary
- » All brands located under the same roof at Şekerpinar
- » Opening of Porsche Lausanne
- » Publishing Corporate Sustainability Report



2008

- » Thermo King distributorship agreement
- » Groundbreaking of Krone Doğu Trailer Plant
- » Groundbreaking of Porsche Dealer in Lausanne
- » Opening Meiller Doğu Tipper Plant
- » Establishing Porsche Lausanne D-Auto Suisse SA



2007

- » 11.4% market share
- » Bugatti letter of intent
- » Porsche dealership contract in Lausanne
- » Krone - Doğu coproduction agreement
- » Opening of OtoMotion
- » Oto-Fix Ekspres Service established
- » TÜVTÜRK established by the cooperation of AKFEN and TÜV SÜD
- » Lamborghini distributorship agreement
- » Meiller distributorship and coproduction agreement
- » LeasePlan partnership for fleet services



2011

- » 12.6% market share
- » Corporate Governance Rating Score: 7.80
- » Doğu Bilgi İşlem ve Teknoloji Hizmetleri A.Ş. established

2012

- » 15.4% market share
- » "The Company with the Highest Increase in Corporate Governance Rating" title (8.63 point)
- » Code of Ethics published

2013

- » 17.8% market share
- » Corporate Governance Rating Score increased to 9.05
- » Opening Krone Doğu Trailer Plant
- » Establishing Erbil D-Auto LLC, Iraq

2014

- » 20.1% market share
- » vdf acquires Scania Finance
- » Maintains leadership in total automotive market throughout the year
- » Corporate Governance Rating Score increased to 9.25



2015

- » 20.6% market share
- » vdf acquires MAN Finance
- » Doğu Otomotiv has been listed on the BIST Sustainability Index
- » Corporate Governance Rating Score increased to 9.42
- » Production partnership and distributorship agreement with Krone came to an end
- » Meiller production came to an end.

2016

- » Corporate Governance Rating Score increased to 9.51
- » Distributorship agreement with Meiller came to an end
- » Sustainability Committee established

2022

- » Corporate Governance Rating Score increased to 9.74
- » Integrated Management Systems established and received certificates
- » Signatory to the United Nations Women's Empowerment Principles (WEPs)
- » Listed in the BIST Sustainability 25 Index
- » Sustainability Rating upgraded from B to A-
- » Distribution of advance dividend amounting to 4.09 TRY gross and 3.68 TRY net to the shareholders

2021

- » ISO 14001 Environmental Management System was formed
- » Corporate Governance Rating Score increased to 9.70
- » Doğu Marine Services established



2020

- » The Environmental Management System ISO 14001 was formed
- » Corporate Governance Rating Score increased to 9.67

2019

- » 25'inci yıl kutlaması
- » 25th anniversary celebration
- » Corporate Governance Rating Score increased to 9.65

2017

- » Subsidiaries established in Egypt were liquidated
- » Corporate Governance Rating Score increased to 9.63

2018

- » The distributorship agreement with VW AG was renewed for an indefinite period
- » Porsche and Bentley showrooms of D-Auto Suisse SA in Lausanne were transferred
- » Corporate Governance Rating Score increased to 9.64
- » 10th Sustainability Report

2025

- » Passenger car market share: 16.9% (Segment leadership)
- » 14 consecutive years of improvement in the Corporate Governance Compliance Rating, reaching 9.81
- » The first TSRS-compliant Sustainability Report
- » Signing of a distributorship agreement with Riviera Australia Pty. Ltd.



2024

- » Corporate Governance Rating Score reaching 97.90
- » Corporate Sustainability Rating Score as of 31.12.2024 - 86,44 (A)
- » Distributorship agreement with Novamarine
- » Distributorship agreement with Aerofoils
- » Distributorship agreement with MATE.Bike



2023

- » Doğu Marine Services Didim began its operations
- » Establishment of Doğu Şarj Sistemleri Pazarlama ve Ticaret A.Ş. (D-Charge)
- » Distributorship agreement with F. X. MEILLER, Fahrzeug- und Maschinenfabrik - GmbH & Co KG
- » Distributorship agreement with WIELTON S.A.
- » Increase in Corporate Governance Rating Score for 12 consecutive years reaching 97.64 points
- » Corporate Sustainability Rating Score as of 31.12.2023 - 84.56 (A)



ABOUT DOĞUŞ GROUP

Founded in 1951 by Ayhan Şahenk with a vision of serving society, Doğuş Group has evolved into one of Türkiye's leading multi-sector groups, operating with more than 250 companies and over 26,000 employees across diverse geographies.

Spanning a broad spectrum of industries, including automotive, hospitality & retail, real estate, energy, media, and technology, Doğuş Group is built on a foundation of quality and trust. Guided by a long-term perspective and a commitment to enduring value creation, the Group has established long-standing partnerships with

globally renowned companies including Volkswagen AG, Hyatt International Ltd., The Peninsula Hotels, Azumi Group, Chenot, and Paraguas Group.

As it adapts to a rapidly evolving world, Doğuş Group places sustainable growth at the center of its strategy. Through a people- and experience-driven

approach, the Group seeks to generate employment, contribute meaningfully to society, and create lasting impact. With a strong sense of responsibility toward next generations, Doğuş Group remains committed to pursuing excellence, creating enduring works, and shaping the future with determination, today and for years to come.

MANAGEMENT REPORT

BOARD OF DIRECTORS



Emir Ali BİLALOĞLU

CEO & Chairman

Emir Ali Bilaloğlu, a master's graduate of the Faculty of Engineering at Berlin Technical University, began his career in 1991 as Financial Control and Regional Sales Manager at Audi AG headquarters in Germany. In 2000, he joined DoğuŖ Otomotiv, overseeing Business Development and Strategy. The following year, he moved to the United Arab Emirates, where he served as the Founding General Manager of Audi AG in Dubai. After returning to Türkiye in 2004, Bilaloğlu was appointed General Manager for the Audi and Porsche brands at DoğuŖ Otomotiv. In June 2007, he became the company's Chief Executive Officer (CEO), and at the 2017 Annual General Assembly Meeting held on March 29, 2018, he was unanimously elected Chairman of the Board of Directors. He currently serves as both Chairman of the Board and Chairman of the Executive Board. In addition, Bilaloğlu is Chairman of the Board of DoğuŖ Oto Pazarlama within DoğuŖ Group, and a Board Member at DoğuŖ Holding, Yüce Auto, Volkswagen DoğuŖ Finans (vdf), and DoğuŖ New Ventures and Projects (InvenDO). Beyond his corporate roles, he served as Vice President of the Automotive Distributors' and Mobility Association (ODMD) from 2011 to 2018 and as its President from 2018 to 2022. He is also a member of the Turkish-German Business Council Executive Board at the Foreign Economic Relations Board (DEİK), which provides consultancy on foreign economic relations.



Gür ÇAĞDAŞ

Vice Chairman of the Board of Directors

Mr. Gür Çağdaş graduated from the Faculty of Political Sciences at İstanbul University in 1983 and completed his master's degree at the Institute of Business Economics of the same university in 1985. Mr. Çağdaş began working as an Investment Specialist at Eczacıbaşı Securities in 1986, after which he founded VakıfBank İstanbul Securities Center in 1988 and served as the director of this institution until 1990. Mr. Çağdaş joined DoğuŖ Group in 1990 and acted as the Capital Markets Group Manager at United Turkish Gulf Bank, Assistant General Manager at Garanti Securities, Inc. and Garanti Investment and Trade Bank, and successively as General Manager, Deputy Chairman of the Board of Directors, and Chairman of the Board of Directors at Garanti Asset Management, Inc. As of January 1, 2016, Mr. Çağdaş has been appointed to DoğuŖ Holding as the Advisor to the Chairman and a Member of the Board of DoğuŖ Group Companies. Having served as the President of the Turkish Institutional Investment Managers' Association (TKYD) between 2007 and 2014, he represented Türkiye at the European Fund and Asset Management Association (EFAMA). Mr. Çağdaş acted as a Member of the Board of Directors at the Corporate Governance Association of Türkiye (KYD) between 2013 and 2014 and as Vice President between 2015 and 2018. He is still a Member of the Board of Directors of DoğuŖ Holding as of 2019, along with his duties as a Member of the Board of Directors, Chairman, and Vice Chairman in DoğuŖ Group companies. Mr. Çağdaş started his duty as a Member of the Board of Directors at DoğuŖ Otomotiv Servis ve Ticaret A.Ş. in 2016 and continues to serve as an active Member of the Board of Directors as of this date. In addition to his role as a Board Member, he serves as a Committee Member in the Early Risk Detection Committee and the Corporate Governance and Sustainability Committee.



Koray ARIKAN

Board Member

A graduate of Boğaziçi University Mechanical Engineering, Harvard Business School (AMP), and Virginia Commonwealth University (MBA), Mr. Koray Arıkan served as Country Manager and Representative at JPMorgan Bank for 23 years. He has particularly extensive experience in investment banking, wealth management, corporate governance, and family businesses. Mr. Arıkan assumed the Head of the Privatization Department at the Turkish Prime Ministry between 1989 and 1991 after working as a Project Engineer and Consultant in the USA between 1983 and 1989. After his move to DoğuŖ Group in 2014, Mr. Arıkan continues to serve as the Chairman of the Board of Directors of DoğuŖ Energy, Advisor to the Board of Directors of DoğuŖ Group, and as a Board Member of DoğuŖ SK Finansal ve Ticari Yatırım Danışmanlık A.Ş. He served as Vice Chairman of the Board of Directors of Pozitif Companies between 2017 and 2024. Mr. Arıkan is currently a Member of the Board of Trustees of Boğaziçi University and has also held the post as a member of the Board of Directors of the Harvard Business School MENA Research Center (2014-2019) and the Eisenhower Fellowship Board of Trustees (2018-2020). Mr. Arıkan took an active role in various positions including Board Memberships in private sector companies and many non-governmental organizations and served as the President of the Boğaziçi University Alumni Association between 2003 and 2005. Mr. Arıkan, the Regional President of The Propeller Club of the US, is married and has two children. Having started to serve as a Board Member at DoğuŖ Otomotiv Servis ve Ticaret A.Ş. in 2018, he has actively held this position since then. In addition to his role as a Board Member, he serves as a Committee Member in the Early Risk Detection Committee and the Corporate Governance and Sustainability Committee.



Özlem Denizmen KOCATEPE

Board Member

Özlem Denizmen Kocatepe earned her undergraduate degree in Industrial Management from Cornell University and obtained her MBA from MIT Sloan School of Management. She furthered her education by completing the Influence Techniques program at Stanford, the Leadership program at the GE Crotonville Center, and the Advanced Management program at Harvard Business School. Since 2000, Denizmen Kocatepe has taken on various roles in Strategy, Budget Planning, Business Development, and Investor Relations at DoğuŖ Group and currently serves as a Board Member of DoğuŖ Otomotiv. She is currently a member of DoğuŖ Otomotiv's Board of Directors. In the realm of community service, she is the founder of the Financial Status Personal Finance Social Initiative and the Financial Literacy and Access Association (FODER). Recognized as a Young Global Leader by the World Economic Forum, she served as the first representative from Türkiye on the Board of the Global Reporting Initiative (GRI) from 2014 to 2020. Currently, she is the founding president of Mon.AI Financial Planning. Denizmen Kocatepe began her Board Membership at DoğuŖ Otomotiv Servis ve Ticaret A.Ş. in 2006 and has actively maintained this role since. In addition to her Board Membership, she also serves as a committee member on the Remuneration and Nomination Committee.



Adnan MEMİŞ

Independent Member

Born in Safranbolu in 1955, Adnan Memiş spent his childhood in Azdavay, Şirnak, Varto, Bergama, Kınık, Emirdağ, Suruç, Besni, Diyarbakır, and Bingöl. After graduating from Kuleli Military High School, he earned his undergraduate degree from the İstanbul University Faculty of Economics and completed his postgraduate studies at the Business Economics Institute. Memiş began his professional career at Elginkan Holding in 1977 before joining Garanti Bank in 1978. Over the years, he held various roles, including Inspector, Deputy Representative in Germany, and Accounting Group Manager. In 1985, he took on senior management responsibilities as Credits Manager and was appointed Deputy General Manager in May 1991. He later served as a Board Member and as Chairman at the bank and its subsidiaries. From 2001 until his departure from the bank in September 2015, he led the Financial Restructuring Working Group at the Banks Association of Türkiye, overseeing the implementation of the program known as the İstanbul Approach. Currently, Memiş is a High Advisory Board Member at the Darüşşafaka Society, where he previously served as a Board Member from 2008 to 2014. He is also a Board of Trustees Member at the Contemporary Life Support Foundation and an Advisory Board Member at the Business Economics Institute. In addition, he chairs the Board of Directors of Raya Consultancy, Inc. and leads the Lace Project, which encompasses books, documentaries, and events centered on his needle lace collection. He also heads the Starfish Project Group, which established an educational campus in Darica, including a secondary school and four high schools, through a collective effort. He is the founding chairman of the Adnan Memiş Education, Culture and Arts Foundation. As part of his role as an Independent Board Member at DoğuŖ Otomotiv Servis ve Ticaret A.Ş., Memiş also serves as the Chairman of the Audit Committee and the Chairman of the Early Risk Detection Committee.



Osman Cem YURTBAY

Independent Member

Mr. Yurtbay served as a Project Coordinator at SOYTAŞ A.Ş. for three years. Over the course of his career, he held senior management positions, including Manager, Coordinator, General Manager, and Board Member, for 17 years within Koç Holding group companies and 21 years within DoğuŖ Holding group companies. During his tenure at DoğuŖ Holding, he served as the Founding General Manager of DoğuŖ Oto Değerlendirme (DOD), the company that launched Türkiye's first corporate platform for used vehicle sales under the DOD brand. He was a Member of the Board of Directors at DoğuŖ Otomotiv Servis ve Ticaret A.Ş. between 2005 and 2013. He concluded his advisory role as of 30 April 2017, thereby ending all assignments within DoğuŖ Holding group companies. In addition to his role as an Independent Board Member, Mr. Yurtbay serves as Chair of the Corporate Governance and Sustainability Committee and the Remuneration and Nomination Committee, and as a Member of the Audit Committee.

EXECUTIVE BOARD



Kerem Galip GÜVEN
Executive Board Member

Giovanni Gino BOTTARO
Executive Board Member

Tolga SENYÜCEL
Executive Board Member

Mustafa KARABAYIR
Executive Board Member

Emir Ali BİLALOĞLU
CEO & Chairman

Kerem TALİH
Executive Board Member

Anıl GÜRSOY
Executive Board Member

Koray BEBEKOĞLU
Executive Board Member

TURKISH ECONOMY AND AUTOMOTIVE SECTOR

The year 2025 was marked by deepening uncertainties in global economic and political balances, with geopolitical risks exerting a more pronounced influence on economic decision-making processes. Disruptions in the supply chain, which have remained fragile since the pandemic, along with cost pressures, high debt levels, and persistent inflation, continued to shape the global economic outlook in 2025. The Russia-Ukraine War, escalating conflicts in the Middle East, and strategic competition between major powers also played a decisive role in the direction of trade corridors and capital flows. Despite this challenging geopolitical environment, the global economy demonstrated resilience, recording a growth rate of 3.3% in 2025, according to data from the International Monetary Fund (IMF).

The Turkish economy experienced a controlled slowdown under tight financial conditions, exhibiting an average annual growth rate of 3.7% in the first three quarters of 2025. Determined policies aimed at combating inflation have begun to yield tangible results. Annual CPI inflation, which stood at 44.38% at the end of 2024, declined to 30.89% as of December 2025, marking the lowest level recorded in the past 49 months. In parallel with this improvement, the Central Bank of the Republic of Türkiye

(CBRT) initiated a rate-cut cycle and reduced the policy rate to 37% as of January 2026. Reflecting the improvement in the country's risk perception, Türkiye's five-year credit default swap (CDS) premium declined to approximately 200–205 basis points by year-end, while Fitch Ratings revised Türkiye's sovereign credit rating outlook to "positive".

According to forecasts by S&P Global Mobility, the global automotive market reached a sales volume of approximately 91.7 million units in 2025, driven by the post-pandemic recovery and returning to pre-pandemic levels. In Türkiye, although the Consumer Confidence Index declined to 83.5 by year-end 2025, signaling a moderation in overall spending appetite, the automotive sector exhibited a differentiated performance. Upper-income consumer segments continued to position automobiles as an investment asset and sustained vehicle renewal demand. Driven by strong domestic demand, the Turkish automotive market achieved a historic record.

The Turkish automotive industry wholesale market increased by 13.1% year-on-year in 2025, reaching an all-time high of 1,375,928 units (2024: 1,216,609 units). Of this total, passenger cars accounted for 1,057,578 units (up 14.3%), while light commercial vehicles accounted for

286,179 units (up 10.9%). According to the Passenger Car and Light Commercial Vehicle Market Report published by the Automotive Distributors and Mobility Association (ODMD) on January 6, 2026, 82.7% of the passenger car market consisted of A, B, and C segments, which benefit from relatively lower tax brackets, with the C segment maintaining its leadership at a 55.3% share. In terms of body type preferences, SUVs further strengthened their dominance with a 61.9% share, followed by sedans at 22.8%.

When analyzed by engine type, gasoline-powered cars maintained their top position with a 47.0% share. However, the most significant structural transformation was observed in hybrid and electric vehicles. The share of hybrid passenger cars increased to 27.2%, while the share of electric passenger cars rose to 17.7%. In 2025, hybrid vehicle sales reached 295,378 units (2024: 181,590 units), while electric vehicle sales totaled 191,960 units (2024: 105,315 units).

The pre-owned automotive market also maintained its momentum in 2025, achieving a new volume record with an increase of 4.9% compared to the previous year, reaching 11.2 million transactions, of which 9.7 million comprised passenger cars and commercial vehicles.

DOĞUŞ OTOMOTİV IN 2025

In 2025, Doğuş Otomotiv took concrete steps to reinforce its vision of transforming from a "traditional vehicle distributor into a comprehensive mobility services provider". The Company further solidified its sector-leading position through high sales performance, AI-driven digital investments, and sustainability practices. Despite macroeconomic challenges and uncertainties, 2025 became a year where balanced growth, electrification strategy, and the transition toward a mobility-focused business model yielded tangible results.

In 2025, the Turkish automotive market reached an all-time high with sales exceeding 1.4 million units. In this dynamic market environment, Doğuş Otomotiv increased its total sales by 10% year-on-year to over 208,000 units, driven by its vision of "creating fan customers" and the flexibility of its multi-brand structure. With a sales volume of nearly 182,000 units in the passenger car segment and a

retail market share exceeding 15%, the Company concluded the year with a strong sales performance reflecting its mobility-oriented transformation strategy.

As electrification became mainstream in Türkiye in 2025, the market share of electric passenger cars rose to 17.7%. The strong growth in hybrid and electric vehicle sales emerged as one of the key dynamics shaping

the pace of transformation within the industry. Beyond product technologies, the automotive sector entered a comprehensive transformation encompassing business models, service design, and customer experience.

Operating with a multi-brand distributorship structure and one of Türkiye's most extensive service networks, Doğuş Otomotiv managed this transformation

Automotive Market Sales Units (Wholesale Units)

	2025	2024	Change
Passenger Vehicles	1,057,578	925,256	14%
Light Commercial Vehicles	286,179	258,106	11%
Heavy Commercial Vehicles	32,171	33,247	-3%
TOTAL	1,375,928	1,216,609	13%



CUPRA's new experience and sales hub: CUPRA City Garage İstanbul

Welcoming an average of 1,000 visitors per month, CUPRA City Garage İstanbul organized 31 events in 2025 and, in its first year of operation, ranked first among 11 City Garage locations worldwide with sales of 1,135 units.



e-tron, and Q6 Sportback e-tron were introduced to the market. The internal combustion portfolio was also refreshed with the renewed A5, Q3, and A6 models. Supported by its strengthened portfolio and effective sales strategies, Audi achieved its highest-ever sales performance in Türkiye with 24,832 units, maintaining its strong position in the premium segment.

SEAT and CUPRA completed the year with combined sales of 22,855 units, supported by expanded and electrified product portfolios. Plug-in hybrid (PHEV) versions delivered particularly strong performance. CUPRA reached its highest-ever sales volume of 12,998 units and a 1.2% market share. The iconic Formentor remained among the most preferred models in its segment, while the new Terramar contributed to the brand's growth. The brand expanded its Authorized Dealer and Service network with CUPRA City Garage İstanbul at Galataport and new locations in Mersin. Hosting an average of 1,000 visitors per month and 31 events throughout the year, CUPRA City Garage İstanbul ranked first globally among 12 City Garage locations in its first year of operation, achieving 1,135 units in sales.

SEAT achieved 9,857 sales, with Ibiza and Leon maintaining competitive positions, while the Arona and Ateca SUV models significantly contributed to total performance.

Škoda continued its growth in 2025 with its widest-ever product range, increasing its market share to 4.2%. Türkiye remained one of Škoda's most successful European markets. Superb and Octavia maintained strong sales performance, while SUV models, particularly Kamiq, responded strongly to growing demand. The Elroq and Enyaq electric models, introduced in the second half of the year, represented important pillars of the brand's electrification strategy.

Brands represented in the luxury and performance segments distinguished themselves in 2025 with their product innovations. Bentley introduced the New Continental GT Supersports, a performance-oriented luxury car reviving the 100-year Supersports legacy, with production limited to 500 units. Lamborghini prepared to replace the Huracán with the Temerario. Following the Revuelto and Urus SE, the Temerario — the third model in the High-Performance Electric Vehicle (HPEV) series

— completed the brand's electrification transition.

Porsche achieved its highest-ever sales performance with 1,207 units. Fully electric Macan and the renewed Taycan played a decisive role, with total electric vehicle sales reaching 894 units. Porsche Studio İstanbul, opened in Etiler in December and recognized as the largest Porsche experience center in Europe, stood out with its innovative integration of digital configuration technologies and physical brand experience.

In heavy commercial vehicles, Scania maintained its leadership in the imported tractor segment with 2,609 units and an 8.1% market share. New-generation engine technologies under the SUPER series and new high-tonnage truck models further enhanced competitiveness.

Thermo King, a leader in cold chain transport, sustained its success in 2025 by delivering precision temperature-controlled logistics solutions tailored to diverse needs. Building on the significant success achieved with the Advancer Series, Thermo King introduced the TX Series to the market in 2025. Offering higher fuel efficiency and increased capacity, the TX Series set new

industry standards in reliability, performance, operational efficiency, and lower operating costs.

Meiller and Wielton strengthened their positions in the semi-trailer, tipper, and trailer segments through customer-oriented product approaches. Meiller and Wielton strengthened their positions in the semi-trailer, tipper, and trailer segments through customer-oriented product approaches.

After-Sales Services

In 2025, Doğuş Otomotiv continued to deliver uninterrupted, high-standard after-sales services through its extensive service network, digitalized service infrastructure, and electrification-focused investments. Value-added initiatives implemented throughout the year strengthened customer satisfaction and increased the contribution of after-sales operations to overall business performance.

Volkswagen Passenger Cars reached 541,970 vehicle entries at 81 Authorized Service points across Türkiye, serving an average of 45,164 customers per month.

Record growth in After-Sales Services

Through value-added initiatives implemented in its After Sales Services processes, Audi broke its own record in 2025 with 194,836 vehicle entries, while also achieving notable growth in accessory and boutique sales.

At Audi, value-added applications steadily implemented across after-sales processes continued to support service performance. In 2025, the brand reached the highest service volume in its history with 194,836 vehicle entries. A 68% increase in accessory sales and a 139% rise in Audi boutique sales further strengthened the commercial contribution of After-Sales Services.

SEAT and CUPRA achieved their highest-ever service volume across 49 Authorized Service points nationwide, recording a total of 115,550 vehicle entries. Throughout the year, 14 training programs were conducted to enhance the technical and brand competencies of Authorized Dealer and Service teams. Supported by international certification processes, these efforts resulted in a 95% qualification rate and a 90% international certification rate.

At Škoda, a significant transformation of after-sales infrastructure was undertaken with a focus on e-mobility. As of the second half of 2025, the mobile and fixed charging infrastructure put into operation formed an integrated e-mobility

ecosystem designed to serve all electric vehicle owners.

In line with its electrification strategy, Porsche continued to strengthen its After-Sales Services infrastructure throughout 2025. A comprehensive charging ecosystem was established through fast-charging stations, Destination Charging solutions, mobile charging services, and projects developed under the Porsche–TotalEnergies collaboration. In parallel with the growing electric vehicle fleet, the commissioning of a high-voltage battery repair center in Antalya increased the total number of such centers to seven, while the number of high-voltage specialists doubled to 36.

Volkswagen Commercial Vehicles, operating through 70 Authorized Dealers and 81 Authorized Service points across Türkiye, reached 149,700 annual vehicle entries in 2025, serving an average of 12,475 customers per month. Under the "Volkswagen Commercial Vehicles Mobile Service" initiative, 1,769 customers received maintenance and express service at their vehicle locations.

In the heavy commercial vehicle segment, Scania expanded its



service network of 15 Authorized Dealers and 19 Authorized Service points with the addition of two new Authorized Dealers and one Authorized Service location during the year. The opening of a second Scania training facility in Bolu further strengthened the technical training infrastructure. Training and development remained a key focus, with 30 training programs delivered across five categories, supporting the professional development of 650 Authorized Dealer and Service employees.

Thermo King expanded its maintenance contract concept, further strengthening the sustainability of its After-Sales Services model. Technical training programs for sales and service teams enhanced the operational effectiveness and technological adaptability of the Authorized Service network.

Leader of the imported tractor market

Scania continues to expand its Authorized Dealer and Service network while addressing digitalization and sustainability issues with an integrated approach as part of its "Environmentally Conscious Dealer" project.



Digital transformation across brands

In 2025, Doğuş Otomotiv brands accelerated their transformation efforts across digitalization, data-driven management, and sustainability in response to evolving mobility dynamics and changing customer expectations. Enhancing digital customer experience across all touchpoints - from sales to after-sales - improving operational efficiency, and reducing environmental impact remained key priorities.

Volkswagen Passenger Cars continued implementing new initiatives in 2025 aligned with its objective of fully digitalized sales and service processes. Robust measurement and reporting infrastructures, where user data can be analyzed, were established to enhance the contribution of digital channels to both sales and after-sales operations. Newly integrated functions on the

website and mobile application enabled closer monitoring of user behavior, and data-driven insights were translated into continuous improvements in the digital experience. "My Volkswagen" (Volkswagenim) mobile application remained among the highest-rated automotive applications in Türkiye in terms of user satisfaction.

SEAT and CUPRA implemented AI-supported projects to accelerate digitalization in service processes. The AI-Supported Zero Error Project, aimed at ensuring comprehensive fulfillment of customer requests, and the Digital Final Inspection Project, designed to optimize final inspection processes, enhanced operational quality. The CUPRA Customer Delight concept, supported by CUPRA Tribe and CUPRA Promise packages, strengthened the brand experience. As a result, the after-sales customer experience survey score reached 4.88 out of 5, and the brand received the Global Customer Satisfaction First Place Award.

On the Volkswagen Commercial Vehicles side, digital infrastructure development continued via the website, mobile application, and the VWTogether mobile platform developed specifically for Authorized Dealer and Service teams. Throughout 2025, technical enhancements, new product and campaign pages, and SEO optimization efforts were carried out without interruption.

Scania adopted an integrated approach to digitalization and sustainability in After-Sales Services. The renewed "Scania'm Cepte" mobile application, updated in November 2025, enhanced customer experience through a more user-centric interface. During the year, digitalization initiatives were implemented across Authorized



Service processes, while the integration of AI and data analytics-based technologies aimed to sustainably enhance service quality.

Doğuş Oto

Doğuş Oto continued to serve as a strong example of a multi-brand retail organization in 2025. Operating through 29 Authorized Sales and 26 Authorized Service points across six regions, and employing over 1,100 personnel, Doğuş Oto maintained its strong and stable position in the sector. During the year, 55,085 new vehicles and 3,438 pre-owned vehicles were sold, while 221,911 service entries were recorded.

In 2025, Doğuş Oto continued investment and transformation initiatives aimed at enhancing customer experience and strengthening brand representation. Porsche Studio Istanbul, recognized as the largest Porsche experience center in Europe, opened in Etiler with a 680-square-meter showroom area. In addition, the Audi showrooms of Doğuş Oto Ankara and Doğuş Oto Kartal were fully renovated in line with Audi's global showroom concept.

In a year marked by numerous national and international awards,

Doğuş Oto further advanced its digitalization and data governance initiatives. Projects aimed at improving data quality and more effectively managing data assets were implemented across the organization. Eighty digital process improvement projects completed during the year generated significant gains in operational efficiency and customer experience.

Taking concrete steps in sustainability, Doğuş Oto completed carbon footprint calculations across all regions and was certified at the Gold level under the Volkswagen Group's GoToZero Retail Program.

Doğuş REIT

The investment property portfolio of Doğuş REIT, comprising Doğuş Center Maslak, D-Ofis Maslak, Doğuş Etiler Sports Center, Gebze Center Shopping Mall, Gebze Center Hotel, and the Gebze Center Automotive Showroom and Service assets, reached a value of TRY 19.4 billion as of year-end 2025. Visitor numbers at Gebze Center Shopping Mall, one of the key assets of the portfolio, reached approximately 12.3 million, and the occupancy rate increased to 100% with the contribution of new lease agreements. As a result of

Europe's largest Porsche experience center

Porsche Studio Istanbul, which opened in December, offers visitors the opportunity to explore the Porsche world up close in a welcoming atmosphere, featuring a wide range of products as well as personalization options in the configuration area.

consistent corporate governance and sustainability practices, the Company's Corporate Governance Compliance Rating improved from 9.58 to 9.62.

DOD

DOD maintained strong performance in 2025 despite high financing costs, limited access to consumer loans, and the demand-suppressing impact of new vehicle campaigns. The Company achieved total sales of 20,453 vehicles, including 1,123 Brand Management sales, through 61 Authorized Dealers operating in 28 provinces. The Authorized Dealer network was expanded with the addition of Vimsa Gaziantep and Aykan Kağıthane, further extending the reach of corporate used car trading services. Through the DOD Auction Platform, vehicles from DOD inventory, as well as other companies, including vdf Fleet, were offered for sale. Thirty-three auctions were held during the year, resulting in the sale of approximately 500 vehicles.

Under the advertising sales model conducted via DOD.com.tr and the mobile application, 75 campaigns were implemented with 14 brands, creating an alternative revenue stream. The auction platform's

Accessible and reliable charging infrastructure

In 2025, DoğuŖ Charging Systems accelerated new location installations, reaching a total of 621 sockets across 45 provinces in Türkiye and ranking 11th among 182 charging station operators.



technological infrastructure was further enhanced with new functionalities. Development of the C2C platform sensat.com continued throughout 2025, and the brand's first physical showroom, sensat.com Ŗekerpinar Showroom, commenced operations in December 2025 under an omni-channel growth strategy.

DoğuŖ Marine

Bringing DoğuŖ Otomotiv's corporate way of doing business together with the maritime sector and offering tailored solutions to sea enthusiasts, DoğuŖ Marine took significant strategic steps in 2025 to expand its portfolio and further enhance the customer experience. In this context, the product range was enriched through the signing of a distributorship agreement with Riviera, the Australian luxury motor yacht manufacturer renowned for its 44 years of experience and superior engineering expertise. For the Aerofoils brand, which joined the Company's portfolio last year, the sales network was expanded by adding Audi Authorized Dealers in İstanbul, Ankara, İzmir, and Bursa to the existing sales points in Bodrum and Göcek. Within the scope of the strategic partnership established with D Maris Bay in

the premium tourism segment, bespoke maritime solutions began to be offered to hotel guests.

As of 2025, the Company also renewed its brand identity, simplifying its title from "DoğuŖ Marine Services" to "DoğuŖ Marine". Furthermore, by launching the Value and Care Center call line, where sales and after-sales requests are managed through a single point of contact, the Company established a more integrated and seamless customer experience.

D-Charge

Making a rapid market entry in 2024, D-Charge maintained the same momentum in 2025, further strengthening its position in the electric vehicle charging network market. Throughout the year, DoğuŖ Charging Systems accelerated new site installations and provided users with an accessible and reliable charging infrastructure across 45 provinces in Türkiye, comprising a total of 621 sockets — 254 AC and 367 DC. With this expansion performance, D-Charge ranked 11th among 182 charging station operators.

Through its advanced mobile application, which facilitates users' access to stations, enables

them to manage charging sessions and monitor processes in real time, the brand continued to deliver an uninterrupted, high-standard charging experience, supported by its continuously updated technological infrastructure and user-experience-oriented approach.

MATE.Bike

As a Denmark-origin e-mobility brand distinguished in global markets by its innovative design, strong positioning in the foldable electric bicycle segment, and sustainability-focused approach, MATE. was introduced to the Turkish market in May 2025. Concluding the year with 190 units in sales, the brand demonstrated its growth potential in the market. MATE.'s sales channels were structured under an omni-channel model integrating digital and physical networks. Within this framework, online sales were offered via the D-Mobility website, while physical sales and display activities were carried out across 33 sales points located throughout Türkiye.

vdf Automotive Finance

Holding an average penetration rate of approximately 20% in Volkswagen Group brand vehicle loans, vdf extended 40,000 new loans in 2025, reaching

38,941 outstanding loans and a total loan portfolio of TRY 38.4 billion. vdf Insurance, with its customer-centric product structure and widespread service model, maintained its position as the largest agency in 2025, achieving TRY 6.7 billion in net premium production and 429,000 outstanding policies. Providing financing solutions to 105 customers nationwide, comprising Authorized Dealers of DoğuŖ Otomotiv and Yüce Otomotiv, vdf Factoring reached a transaction volume of TRY 258.6 billion and total assets of TRY 6.6 billion. The Company further diversified its portfolio by extending financing support to Caterpillar Authorized Dealers under its collaboration with Borusan Makina. On the fleet side, vdf Fleet increased its number of active contracts to 10,000, with 60% of the portfolio consisting of vehicles from DoğuŖ Otomotiv Group brands.

TÜVTÜRK

Operating across all 81 provinces with 218 fixed, 76 mobile, 7 motorcycle, and 19 mobile tractor inspection stations, TÜVTÜRK increased revenue by 65.5% to TRY 29.9 billion in 2025. TÜVTÜRK sustained growth across all areas of activity in 2025 and increased

its revenue by 65.5%, from TRY 19.6 billion to TRY 29.9 billion. Since the commencement of its operations, TÜVTÜRK has contributed a total of TRY 67.9 billion to the public sector, with its 2025 contribution amounting to TRY 24 billion.

As part of its commitment to road safety, approximately 13.3 million periodic vehicle inspections and 4.05 million exhaust emission measurements were conducted during the year. In line with investments aimed at increasing vehicle inspection capacity, the Muğla Ortaca and Adiyaman Kahta stations were commissioned, construction continued at the İzmir KemalpaŖa and Yalova stations, and a total investment of TRY 200 million was realized throughout the year.

Spare Parts and Logistics

Spare Parts and Logistics imported 161,789 vehicles and delivered 205,550 vehicles to Authorized Dealers in 2025, generating TRY 14,323.9 million in revenue from spare parts and accessory sales. Integrating sustainable logistics management with advanced technologies, the Company ranked among the leading

European logistics centers within the Volkswagen AG ecosystem in terms of spare parts availability.

Within the scope of initiatives carried out under the "Smart Logistics Ecosystem" and digitalization focus, logistics processes were supported by GenAI and AI agents. In the port-to-dispatch model, vessel unloading, yard stock management, and shipment operations were managed through RFID technologies. The Digital Warehouse system, commissioned in 2025, is designed as a next-generation WMS solution operating with intelligent algorithms, enhancing operational efficiency. The GenAI solution LogiMate provides 24/7 digital support to dealer spare parts personnel. Applications such as LogiMate, the D-Quality System, and the IoT-based Smart Shipment Tracking Project further support the Zero Error approach. Among the Company's first initiatives utilizing image processing technology, the AI-Supported Occupational Health and Safety Monitoring System detects occupational health and safety violations in real time based on predefined scenarios and issues instant alerts.

Customer-focused product and service approach

vdf aims to sustain its customer-centric approach demonstrated in 2025 in the coming period by diversifying its credit, insurance, and service solutions, and by delivering services to its customers across all touchpoints of the automotive value chain.



SUMMARY FINANCIAL INDICATORS

In analyzing and interpreting the Company's financial standing and results, the financial information below should be considered along with other financial information included in the Consolidated Financial Statements and Footnotes.

(TRY,000)	2025	2024	Change
Consolidated Income Statements			
Sales / Unit (Wholesale, excl. Škoda)	162,818	145,379	12%
Revenue	255,780,842	246,567,798	4%
Gross Profit	31,924,555	39,572,017	-19%
Operating Expenses	-20,418,406	-18,310,311	12%
Selling and Marketing Expenses	-6,474,068	-6,545,421	-1%
General Administrative Expenses	-12,790,855	-12,922,473	-1%
Warranty Expenses, net	-1,301,139	-1,077,424	21%
Other Operating Income, (Expenses) net	147,656	2,235,007	-93%
EBIT	11,506,149	21,261,706	-46%
EBITDA	14,864,838	24,146,968	-38%
Income from Investment Activities, net	473,239	765,711	-38%
Income from Investments Accounted by Equity Method	1,668,233	-1,149,097	245%
Net Financial Expenses	-7,403,277	-2,544,572	191%
Net Monetary Position Gains (Losses)	246,249	-1,712,523	114%
Net Profit for the Period	3,078,425	10,004,088	-69%
Earnings Per Share	14.28	45.42	-69%
Price/Earnings Ratio	13.2	4.3	9% P
Gross Profit Margin (%)	12.5%	16.0%	-4% P
Operating Expenses/Sales (%)	8.0%	7.4%	1% P
EBIT Margin (%)	4.5%	8.6%	-4% P
EBITDA Margin (%)	5.8%	9.8%	-4% P
Net Profit Margin (%)	1.2%	4.1%	-3% P
Consolidated Statements of Financial Position			
Total Assets	130,369,139	120,694,891	8%
Cash and cash equivalents	5,555,752	12,321,641	-55%
Trade receivables	17,384,371	20,750,902	-16%
Inventories	30,130,708	20,170,814	49%
Tangible and intangible non-current assets	28,278,640	27,342,168	3%
Investment property	20,398,235	20,213,022	1%
Right of use Asset	286,079	234,357	22%
Investments in equity accounted investees	11,733,072	12,314,077	-5%
Financial Investments	3,209,311	4,334,124	-26%
Other Assets	13,392,971	3,013,786	344%
Net Financial Debt*	25,184,576	3,522,069	615%
Trade payables	19,153,854	18,762,943	2%
Provisions	3,864,259	5,090,601	-24%
Total Equity	68,109,657	72,957,442	-7%
Net Working Capital	19,981,197	20,455,398	-2%
Net Cash Position	-25,700,953	-4,074,103	531%
CapEx**	3,723,770	4,970,067	-25%
Receivable Turnover (day)	25	31	-19%
Inventory Turnover (day)	49	36	38%
Payable Turnover (day)	31	33	-6%
ROA (%)	2.4%	8.3%	-6% P
ROE (%)	4.5%	13.7%	-9% P
Net Debt/ EBITDA	1.69	0.15	155% P
Net Financial Debt/Equity	0.37	0.05	32% P

* Short term loans, short-term portions of long-term loans, long-term loans, cash and equivalent have been taken into consideration.

** Tangible asset entries have been taken into consideration.

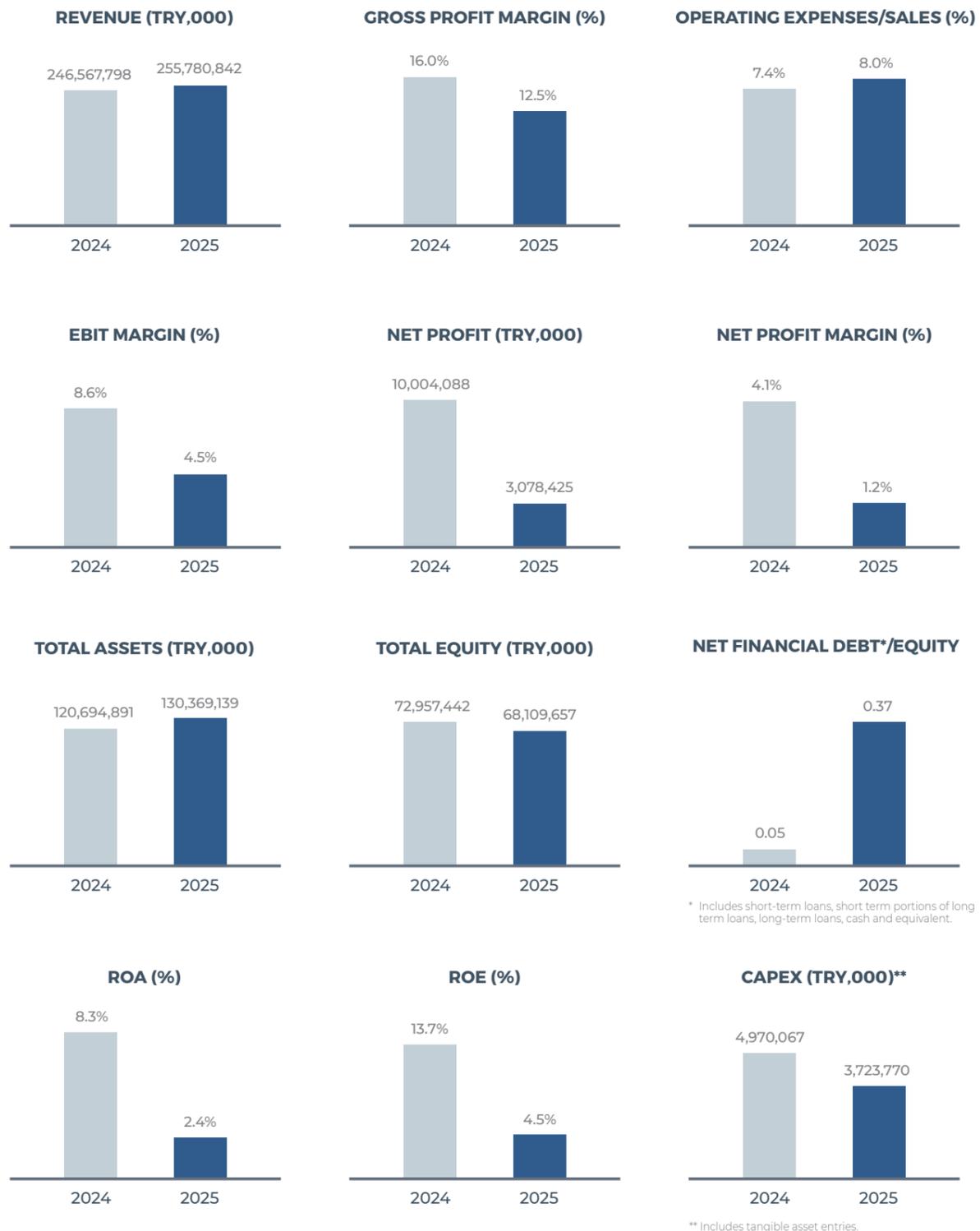
Note: The underlying data for the consolidated financials in the Annual Report has been presented in accordance with the format of the financial statements dated 31.12.2025.

SALES FIGURES

Sales Units (Wholesale)	2025	2024	Change
Passenger Vehicles	181,941	163,726	11%
Volkswagen	87,055	75,634	15%
Škoda	45,352	43,726	4%
Audi	24,864	20,433	22%
CUPRA	13,084	10,366	26%
SEAT	10,156	12,369	-18%
Porsche	1,364	1,139	20%
Bentley	38	37	3%
Lamborghini	28	22	27%
Light Commercial Vehicle	23,615	22,500	5%
Volkswagen	23,615	22,500	5%
Heavy Commercial Vehicle	2,614	2,879	-9%
Scania	2,614	2,879	-9%
TOTAL	208,170	189,105	10%
Doğuş Otomotiv Market Share (Retail) *	15.1%	14.9%	0.2% P
Used Car Sales (DOD)	20,453	19,096	7 %

* Including Škoda

FINANCIAL INDICATORS



INVESTOR RELATIONS

Investor Relations Department

The Company's Investor Relations Department carries out relations with shareholders.

Investor Relations Assistant Manager and Corporate Governance and Sustainability Committee Member Yavuz Arda Yıldız

Capital Market Activities Level 3 License (925504), Corporate Governance Rating Expertise License (925505), Derivatives License (937396) and Credit Rating License (937418)

Investor Relations Specialist Beyza Gül Toklu

Capital Market Activities Level 2 License (940017)

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The Investor Relations Department is responsible for regularly disclosing information to shareholders and potential investors regarding the Company's operations, financial standing, and strategies. It also addresses requests for information, excluding publicly undisclosed or confidential information and trade secrets, ensuring that communication does not create information disparities. This department establishes a two-way bridge based on communication and trust between the Company and its existing and potential investors.

Throughout 2025, the Investor Relations Department has responded to shareholder inquiries and requests promptly via phone, email, and face-to-face meetings, without any distinction. The year began in an environment where global economic uncertainties persisted, and where the impacts of geopolitical developments, the energy transition, and artificial intelligence technologies on economic and sectoral dynamics became even more pronounced. As part of efforts to present consolidated financial results, more than 160 domestic and international analysts and investors participated in webinar meetings held during the year.

To ensure continuous communication with stakeholders, the Company has organized its online roadshow events. Through video and teleconference meetings conducted on MS Teams, Zoom, Webex, and Cloisr, the Company engaged with over 500 investors and analysts to discuss its performance, operations, and future outlook. Additionally, four multi-participant teleconferences and webinars were held to provide analysts and investors with updates on the Company's quarterly financials.

In 2025, as part of efforts to expand the Company's foreign institutional investor portfolio, participation in a Non-Deal Roadshow in London was secured, where meetings were held with prestigious international investment institutions and portfolio companies. Key topics discussed during the event included macroeconomic expectations, electrification and mobility initiatives, the performance of affiliates and

subsidiaries, future outlook, dividend distribution potential, and the sustainability of profit margins. These meetings represented a significant step in fostering effective communication with potential investors and enhancing the Company's foreign institutional investor portfolio.

The Investor Relations Department maintained a proactive approach in 2025. In addition to the periodic information meetings mentioned above, four virtual analyst and investor days were organized at different times during the year, providing briefings on the Company's activities. To reach foreign investors, informative emails were sent to over 500 institutions as part of a targeted and strategic investor outreach. The department engaged with more than 200 foreign institutions based in cities such as Amsterdam, Boston, Cape Town, Chicago, Frankfurt, Hong Kong, Johannesburg, Copenhagen, London, Miami, Milan, Monaco, New York, San Francisco, Singapore, Stockholm, and Tokyo through video or conference calls, providing updates on the Company's activities and latest developments.

In this context, the 'Investor Relations Activities and Investor Relations Strategic Plan' for the relevant year prepared by the Department is submitted to the Corporate Governance and Sustainability Committee for approval. Additionally, a periodic 'Investor Relations Activities Information Presentation', summarizing all activities throughout the year, is provided for the Committee's review. A comprehensive 'Investor Relations Annual Report' is also prepared

and presented to the Board of Directors annually. Furthermore, daily and weekly reports are consolidated and periodically presented to the Board of Directors by the Chief Financial Officer.

Notable Developments After the Reporting Period-End / Announcements and Disclosures of Material Information (January 1, 2026 - February 27, 2026):

Details on the topics below are available on the Public Disclosure Platform and in the Disclosures of Material Information section of our website.

05.01.2026 - Regarding the Terms of Office for Independent Board Members

19.01.2026 - Signing of a Distribution Agreement with Linssen Yachts B.V.

19.01.2026 - Regarding the Independent Board Member Candidates

27.01.2026 - Signing of Letter of Intent (LOI) with Škoda Auto A.S. for the Distributorship in Syrian Arab Republic

12.02.2026 - Financial Calendar - Annual

17.02.2026 - Income Statement Annex for Provisional Tax (2025-12)

Capital Structure and Shareholding

As of December 31, 2025, there were no changes in the Company's issued share capital. During the reporting period, the Company did not increase its capital or issue any capital market instruments.

Exercise of the Shareholders' Right to Information

Comprehensive retrospective and continuously updated information and disclosures that may impact the exercise of shareholder rights are available to investors on DoğuŖ Otomotiv's official website, www.dogusotomotiv.com.tr, in both Turkish and English.

Although the right to request the appointment of a special auditor is not additionally explicitly regulated in the Articles of Association, Article 438 of the Turkish Commercial Code (TCC) states: "Each shareholder may request the General Assembly to clarify specific matters through a special audit, even if they are not on the agenda, provided that exercising shareholder rights requires it and the right to obtain information or review has already been utilized. If the General Assembly approves the request, the Company or any shareholder may apply to the Commercial Court of First Instance in the Company's registered location within 30 days to appoint a special auditor". However, no such requests were made during the reporting period. The Company's operations are periodically audited by an independent auditing firm appointed at the General Assembly.

Voting and Minority Rights

All Company shares are bearer certificates and do not grant any rights to Company profits. The Articles of Association do not provide any privileges regarding

voting rights. Voting rights are exercised at the General Assembly in accordance with representation and voting regulations. The Company fully complies with the Capital Markets Board regulations on proxy voting, ensuring that all shareholders can vote equally, conveniently, and fairly. The General Assembly disclosure documents provide information on the Company's share structure, voting rights, and the absence of voting privileges. It is explicitly stated that each share carries one vote and that no shareholder groups have preferential voting rights. The Company does not have any cross-ownership arrangements that would create a controlling relationship with another entity.

There were no violations of basic shareholder rights, such as participation in the General Assembly or proxy representation. No upper limits were imposed on voting rights, and special attention is given to the protection of minority rights. The Articles of Association do not include provisions for minority shareholder representation in management or cumulative voting.

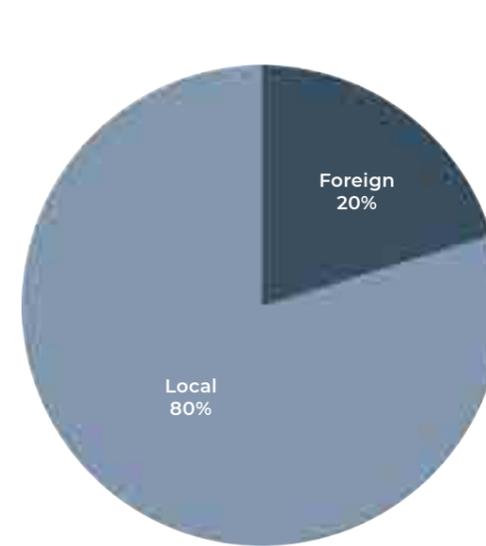
Privileged Shares

As of December 31, 2025, the Company's shareholding structure is as follows, with no privileged shares.

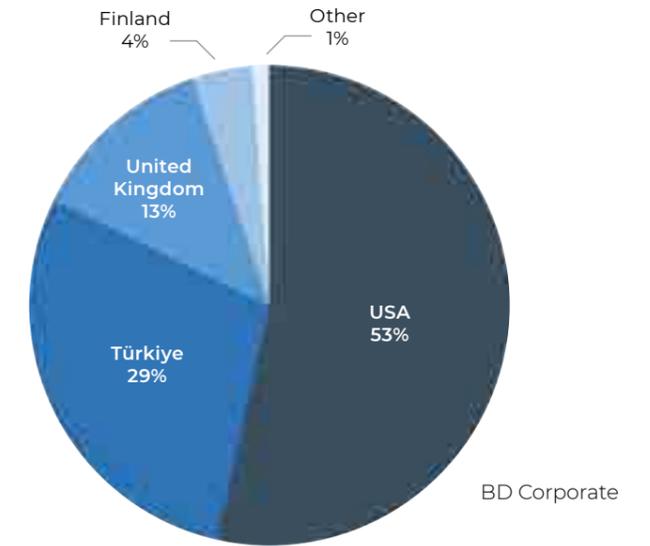
Dividend Distribution Policy, Time, and Method

Our company's Profit Distribution Policy is determined in accordance with the procedures and principles

Distribution of Free Floating Shares



Distribution of Institutional Foreign Investors*



* Distribution of institutional foreign investor shares by country/region. Foreign institutional investors trading through Turkish resident institutions are also included in this breakdown.

outlined in Articles 24, 25, and 26 of the Articles of Association, titled "Determination and Distribution of Profit", "Timing and Method of Profit Distribution, Dividend Advance", and "Legal Reserves", respectively, as well as the Turkish Commercial Code, the Capital Markets Law, and other relevant legislation. This policy takes into account the state of the national economy and the sector, balancing the expectations of our shareholders with the needs of the Company. There are no privileges regarding profit participation in our Articles of Association. Profit distribution is decided by the General Assembly based on a proposal prepared by the Board of Directors, considering the principles outlined below. Accordingly, the profit share to be distributed to shareholders is as follows:

a) Dividend Distribution Ratio: Provided that the rate and amount determined by the Capital Markets Board are reserved, if there are no negative circumstances that

could affect the Company's activities given the sectoral and national economic conditions, at least 50% of the distributable profit calculated according to Capital Markets legislation will be distributed. A different rate or amount may be presented to the General Assembly after the Board of Directors' assessment.

b) Method of Dividend Distribution:

The payment of the declared dividends will be made in cash and/or as bonus shares.

c) Timing of Dividend Distribution:

The distribution date will be determined by the Board of Directors based on the date regulated by legislation following the General Assembly.

d) Dividend Advance:

The General Assembly may grant the Board of Directors the authority to distribute a dividend advance. The Board of Directors may distribute a dividend advance,

limited to the year in which it was granted and the authority received, taking into consideration the state of the national economy and the sector.

The decision regarding the distribution of the profit and loss for the 2024 fiscal year, as outlined in the profit distribution table, was approved at the Ordinary General Assembly Meeting held on March 27, 2025.

Transfer of Shares

Our Company's Articles of Association do not contain practices that hinder shareholders from freely transferring their shares, nor do they include provisions that restrict share transfers. We avoid any practices that would complicate the free transferability of shares. The transfer of shares is conducted in accordance with the relevant provisions of the Capital Markets Law, Capital Markets Regulations, and the Turkish Commercial Code. Our Company's shares are not listed on foreign stock exchanges.

Partner's Trade Name	Share in Capital (TRY)	Share in Capital (%)
DoğuŖ Holding A.Ŗ.	133,099,708	60.50%
DoğuŖ Sigorta Aracılık Hizmetleri A.Ŗ.	292	0.0%
Public Shares	86,900,000	39.50%
Total	220,000,000	100%

Profit Distribution by Years

	Dividend	2024**	2024 (Dividend Advance)	2023**	2023***	2023 (Dividend Advance)
Total distributed dividend, million TRY	Gross	6,000,000,000	2,200,000,000	9,000,000,000	1,250,000,000	2,500,000,000
	Net*	5,100,000,000	1,980,000,000	8,100,000,000	1,125,000,000	2,250,000,000
Earnings per share, TRY		34,70	24,00	95,59	71,17	45,51
Ratio of dividend to net distributable profit (%)	Gross	79,0	42,1	45,9	8,2	27,7
	Net*	67,2	37,9	41,3	7,4	24,9
Dividend corresponding to a share with a nominal value of 1 TRY	Amount (TRY)					
	Gross	27.2727272	10,00	40.9090909	5,6818181	11,3636363
	Net*	23,1818181	9,00	36,8181818	5,1136362	10,2272726
	Percentage (%)					
	Gross	2,727.27272	1,000,00	4,090.90909	568,18181	1,136,36363
	Net*	2,318,18181	900,00	3,681,81818	511,36362	1,022,72726
Declaration date		28.02.2025	28.08.2024	15.03.2024	20.11.2023	21.08.2023
Actual payment date		22.05.2025	04.09.2024	24.04.2024	28.11.2023	28.08.2023

* Represents the amounts that would be reached if the entire distribution is paid net, after deducting withholding tax.

** Refers to the dividend paid in the following period for the relevant years.

*** Refers to the dividend payment made from the distributable resources in the balance sheet, as decided during the Extraordinary General Assembly Meeting held on November 20, 2023.

General Assembly Meetings**Ordinary General Assembly Meeting**

The Ordinary General Assembly Meeting to review 2024 activities was held on March 27, 2025, at 10:00 AM at the following address: Maslak Mahallesi, Ahi Evran Caddesi (Doğuş Center Maslak) No: 4, Flat No: 3, Sarıyer, İstanbul.

To encourage shareholder attendance, the meeting was held both at the Company's headquarters and via the Electronic General Assembly System, aiming to minimize inequalities among shareholders and reduce the costs associated with their participation.

The call for the General Assembly Meeting, which was open to stakeholders and members of the

media, was made in due time and in accordance with the Articles of Association and as required by law. The announcement, along with the meeting agenda, was published in the Turkish Trade Registry Gazette No: 11284 on March 4, 2025. The Company also presented the financial statements, the annual report, independent audit reports, and the Board of Directors' proposal for profit distribution, as well as disclosures and statements required by law and Corporate Governance Principles. All of these documents were made available for shareholders to review under Article 437 of the Turkish Commercial Code No. 6102 on the same date via the Public Disclosure Platform (KAP), the Electronic General Assembly System (EGKS), and the corporate website.

Out of 220,000,000 shares corresponding to 220,000,000 TRY of capital, a total of 146,074,798 shares were represented at the Ordinary General Assembly Meeting, of which 110,449 were represented in person, 133,100,000 by proxies, and 12,874,349 by the representatives of the depositors.

At the Ordinary General Assembly on March 27, 2025, shareholders exercised their rights to direct questions as outlined in relevant legislation, and these questions were answered immediately. Each agenda item was voted on individually, and votes were counted and announced before the meeting concluded. The meeting chairman ensured that the topics on the agenda were conveyed objectively and in detail in a clear and comprehensible manner, providing an opportunity

for the shareholders to express their opinions and raise questions on equal ground. The meeting chairman also ensured that all questions raised by shareholders during the meeting, which did not fall into trade secrets, were answered directly at the General Assembly. The questions posed and answers given during the meeting were recorded in the meeting minutes and disclosed to the public on the Company's corporate website. The shareholders did not submit any written requests to the Investor Relations Department regarding the addition of any items to the meeting agenda. General Assembly Meeting minutes are always made available to shareholders on the Company's website and can also be viewed at the Company headquarters.

The agenda of the General Assembly Meeting included as a separate item the matter of whether to permit shareholders with management control,

Board Members, managers with administrative responsibilities, their spouses, and relatives by blood or marriage up to the second degree to conduct significant transactions that may cause conflicts of interest with the Company or its affiliates, and/or conduct transactions on behalf of themselves or a third party in the same field of activity as the Company or its affiliates, or become an unlimited shareholder in a business operating in the same field of activity as the Company or its affiliates. During the 2025 reporting period, no transactions of such nature occurred, and the Board of Directors remained uninformed about any transactions carried out by individuals with privileged access to company information within the company's designated scope of operations.

Pursuant to the provisions of the CMB Communiqué No. II-17.1, the General Assembly was informed about the common and

continuous exchange of assets, services, and obligations between the Company and related parties, as well as the collaterals, pledges, and mortgages that were given in favor of third parties, with details included in the Annual Report and the notes in the Consolidated Financial Statements. The same information can also be found on the following corporate website: <http://www.dogusotomotiv.com.tr/en/investorrelations/investorrelations/corporate-governance/subsidiariesand-affiliates/transactions-withrelated-parties>. In a separate agenda item, information was provided about the amount and the beneficiaries of the donations and support extended during the reporting period. During this period, no changes were made to the Company's Articles of Association.

Extraordinary General Assembly Meeting

No Extraordinary General Assembly Meeting was held in 2025.

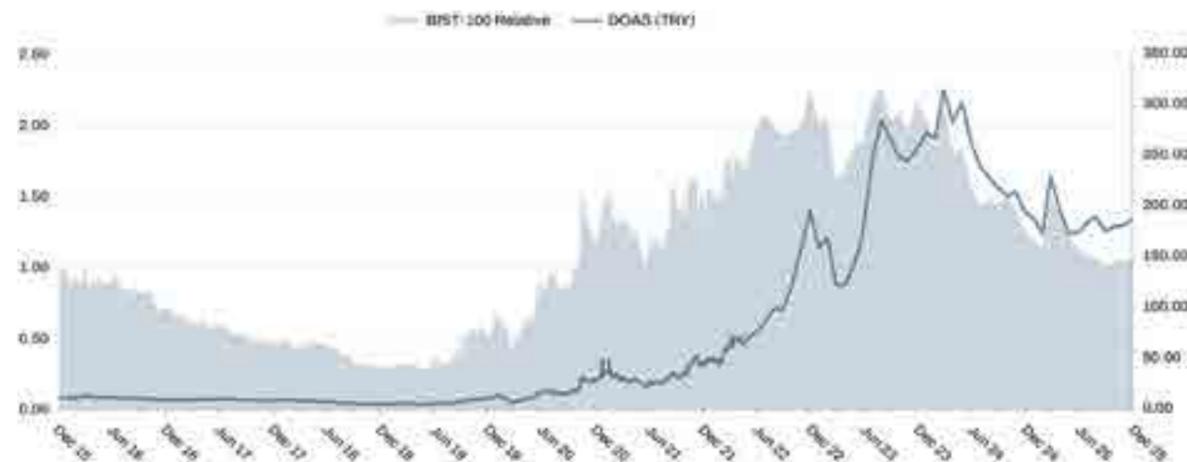
STOCK PERFORMANCE

BIST Code: DOAS.IS
Reuters Code: DOAS.IS
Bloomberg Code: DOAS.TI
Initial pub. offering: 17.06.2004

Number of stocks: 220,000,000
Free float: 39.50%

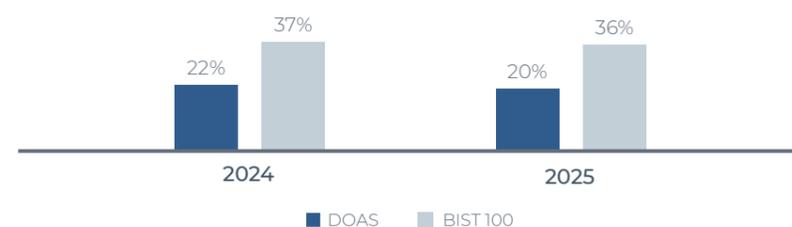
Stock Performance in 2025

	TRY	USD
Share price (31.12.2025)	188.10	4.39
Lowest (26.02.2025)	150.33	4.13
Highest (18.03.2025)	214.74	5.87
Market Cap. (31.12.2025)	41,382 mn	966 mn
Daily average trading volume	437.30 mn	11.16 mn



Source: Matriks (31.12.2025)

PERCENTAGE OF FOREIGN OWNERSHIP (%)

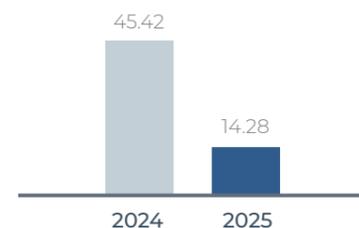


In 2025, the foreign investor ratio of DOAS was recorded at 20%

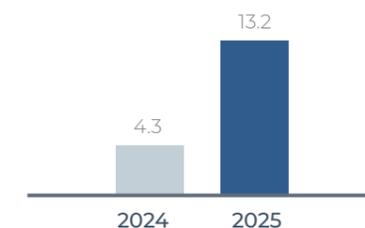
In 2025, Earnings per Share was realized as 14.28.

In 2025, the Price/Earnings Rate was realized as 13.2.

EARNINGS PER SHARE



PRICE/EARNINGS RATE



CORPORATE VISION, MISSION AND STRATEGY

Doğuş Otomotiv has strived to balance profitability levels and market share in 2025. In the rapidly digitalizing automotive industry, where technological developments play a significant role, the Company regards digital transformation as a top priority for improving service quality and strengthening business processes. In line with the objective of transitioning to an agile and analytical organizational framework, digital transformation activities aim to extend machine learning and the use of artificial intelligence within Doğuş Otomotiv. This initiative seeks to achieve a structure that rapidly perceives and adapts to changes while developing and implementing digital business models.

After our strategy review workshop in 2024, we aim to transform our business models to adapt to changing transportation and mobility needs. We strive to achieve this transformation by leveraging our six core elements:

- » **Qualified and Strong Human Resources:** A talented and continuously evolving employee ecosystem
- » **Strong Brand Value and Portfolio:** A reliable brand perception in the industry
- » **Sustainability and Climate Change Priorities:** Programs aimed at reducing environmental impact
- » **Robust Dealer Network:** An innovative and customer-centric dealer structure
- » **Technology and Digitalization (Including Data and Artificial Intelligence):** Smart solutions and data-driven management
- » **Innovative and Customer-Focused Company Culture:** A work environment that encourages creativity

Our goal is to continue strengthening our cost management in alignment with the Company's vision and mission, implement digital transformation across all possible business processes, continue creating "loyal customers", and become an efficient company that develops sustainably for our employees, business partners, customers, and shareholders in the upcoming period.

Our vision:

To provide innovative services beyond expectations.

Our mission:

Doğuş Otomotiv is an automotive company with a customer-focused approach and deep insights into the industry. We understand stakeholder expectations, anticipate new requirements, and deliver them with excellence. We possess creative human resources and use technology optimally to provide efficient and profitable services across the automotive value chain.

Our strategy:

Our key corporate strategies are based on the following goals:

BE SIZABLE – BE CLOSE – BE CREATIVE

BE SIZABLE:

This means for Doğuş Otomotiv to achieve systematic, efficient, and profitable expansion across the value chain in Türkiye and ensure the career development of our human resources.

BE CLOSE:

This means gaining insights into the expectations of our stakeholders, particularly our customers, and elevating our relationships with them to levels of perfection beyond

expectations as quickly as possible. We aim to establish effective systems to achieve operational excellence while closely monitoring and analyzing our financial and operational position.

BE CREATIVE:

This means creating distinction and a competitive edge through constant innovations based on a participative approach to product development, customer service, and business concepts. We aim to develop actions and methods that render the company a "leaner, faster, more affordable" business through participation and teamwork in process improvement.

Since its inception, Doğuş Otomotiv has focused on reinforcing its position in the industry, fortifying its Authorized Dealer and Aftersales Service network, and improving the awareness and reputation of the international brands it represents in the domestic market. Following the Company's initial public offering in 2004 as an importer and distributor of all the brands it embodies, the Company has evolved its strategy by focusing on the development and performance of its other core and automotive-related ancillary businesses with both a local and global perspective.

We aim to be one of the pioneering organizations to implement applications that we develop using innovation and technology and to create synergy with our employees and other stakeholders based on the Company's sustainable and consistent growth strategy. Therefore, we see it as a priority to work on new projects to continuously increase the quality of our core and automotive-related ancillary businesses. Furthermore, based on the knowledge and

experience we have accumulated in 30 years, we intend to build on the success we have attained by seizing opportunities and moving forward.

Knowing that the long-term success of Doğuş Otomotiv can only be sustained through the ultimate satisfaction of our stakeholders, we have built our strategy on four pillars:

One Step Beyond Customer Satisfaction: Creating Loyal Customers!

With an uncompromising customer satisfaction-oriented dynamic and attentive service approach, our strategy is to make our customers feel valued and offer high-quality, creative service by attending to all their demands and needs.

- » The Value and Care Center (DIM), which supports our brands at every stage of the customer lifecycle, became operational in November 2014.
- » As DIM, we will continue to work on being connected and accessible at every touchpoint for our customers through advancements that incorporate new technologies, providing quick and creative solutions to their requests in every instance of communication. Digital experience projects will be developed to offer solutions at every point of contact with our customers.

Achieving Operational Excellence through Increased Efficiency!

Doğuş Otomotiv offers sales, aftersales service, and spare parts for 22 international brands at more than 1,000 customer touchpoints, aiming to continue its activities as Türkiye's leading automotive importer and distributor by achieving optimum profitability.

- » Our web-based and mobile-compatible software "Turkuaz", already used by Doğuş Otomotiv and all Authorized Dealers/Services, adds value to automotive processes by

including manufacturers and suppliers. With constant updates, the software significantly contributes to our digitalization targets.

- » We aim to identify development areas through continuous measurement of quality standards at all customer touchpoints and to review the capacities of Authorized Dealers to make revisions in layouts and workforce for improved efficiency.
- » The employee infrastructure will be reinforced as business volume in our Company increases and new technologies are integrated.
- » Investment opportunities for new lines of business will be continually pursued, and the Company's development plans will be reviewed.
- » Within the scope of Lean Management practices, necessary programs will be implemented to ensure that our employees contribute to the efficiency of business processes, and process improvement programs will be introduced.

Maintaining Leadership in the Automotive Market!

- » The Company aims to maintain its market strength in the automotive industry and optimal operational profitability.
- » Our objective is to ensure that the international brands we represent perform successfully in Türkiye and leverage these brands' value and competitive advantages to achieve sustainable growth with a "creative service beyond expectations" vision and a "customer-satisfaction-oriented work" principle.
- » The Company will remain fully focused on domestic operations with a lean approach.

Loyal Employees are Essential for Creating Loyal Fan Customers!

The Company provides a shared culture for nearly two thousand valuable employees, engages in innovative and sustainable human

resource practices, and carries out projects that improve employee experience and loyalty.

- » Our employer brand "Bir'iz" (We Are One) conveys the message of "We act together and make our mark", which is spread across the Company through in-house brand ambassadors.
- » Our employer brand communication is handled by the Digital Transformation and Corporate Communications Department, extensively utilizing social media platforms such as Facebook, Instagram, and LinkedIn to communicate about our employees and their functions, both within and outside the organization.
- » Doğuş Otomotiv Human Resources Career Website kariyer.dogusotomotiv.com.tr was launched in 2023 and candidates can easily access all information about Doğuş Otomotiv and view career opportunities.
- » Within the scope of performance management and communication, the D-Insan4.0 system, which includes performance management, competency management, feedback and talent management modules, is used to measure and monitor the development of our colleagues. The outputs of this system form the basis of the GO-Development School.
- » The "GO-Development School", based on gamification motivation for training, offers a digital platform that focuses on employee experience, allowing employees to have fun as they develop, win rewards, write blog posts, and perform mutual trainer-employee assessments. This enables employees to monitor their personal and professional development and training processes while improving their social engagement within the Company.
- » Within the scope of GO-Well, one of the sub-platforms of GO-

Development School, programs are implemented to support the psychological, mental and physical well-being of employees. Dietitian service, psychological counseling support, sports center support and development topics tailored to needs are brought together with employees under the roof of GOWell.

- » Together with the Department of Digital Transformation, the "Digital Competencies Development (GO-DGTL Academy)" project was launched to facilitate digital transformation at Doğuş Otomotiv and contribute to the development of employees' individual "digital competence". Various development programs have been implemented in the areas highlighted in this context.
- » Talent management in our Company includes a system based on potential and succession plans. Talents demonstrating potential according to specific criteria are selected to participate in a series of training and development programs. Coaching and mentoring programs are also offered by the Company within the scope of Talent Management.
- » Through the biannual Employee Commitment and Satisfaction Survey conducted Company-wide, employees' commitment to the Company is scored based on confidentiality principles, and development areas are identified. Action plans to improve employee commitment are created according to the results, and the activities to be carried out during the year are included in executive-level targets.
- » The "Doğuş Otomotiv's Route: People and Education" (DRIVE) team aims to support the development of Authorized Dealers, to make Human Resources processes holistic and to ensure sustainable success in business results and customer satisfaction. DRIVE invests in the continuous development of

Authorized Dealer and Aftersales Service Center employees. In this context, consultancy support is provided for the development and institutionalization of human resources processes at all Authorized Dealers and Aftersales Service Centers where 7,500 employees work..

The programs that Doğuş Otomotiv develops and implements to enhance employee experience and satisfaction are explained in detail in the annual Corporate Sustainability Reports.

Our Digital Transformation Strategy

Doğuş Otomotiv's digital transformation efforts began in 2017 with the establishment of the Digital Transformation Department. Guided by the motto of identifying trends, identifying customer expectations, ensuring operational excellence, and reshaping our value chain, we have continuously expanded and accelerated our initiatives.

Digitalization in the Automotive Industry

The automotive sector is undergoing a profound transformation driven by artificial intelligence (AI), connected systems, big data, and cloud technologies. Vehicles are no longer merely means of transportation; they are evolving into digital platforms capable of continuous connectivity with their environment, remote updates, personalized driving experiences, and data-driven intelligent services. This transformation spans the entire automotive ecosystem - from product development and after-sales services to customer experience and internal operations. In particular, data-driven decision-making, proactive service models, cybersecurity, and sustainability-oriented solutions, together with digital products and services, are becoming central to the future business models of automotive companies.

Agile Management as Corporate Culture

In today's fast-changing and uncertain business environment, success depends on the ability to adapt quickly to change, continuously learn, and progress with a value-driven mindset. Agile project management, with its principles of flexibility, rapid feedback, and continuous improvement, enables organizations to deliver products and services faster and with higher quality. Originally emerging in software development, this approach has now become a core pillar of digital transformation and an integral part of modern organizational and management practices.

At Doğuş Otomotiv, our objective is to embed agile thinking not merely as a project management methodology, but as a core element of corporate culture, strengthening organization-wide capabilities in speed, flexibility, and collaboration required by the digital era. Accordingly, the Digital Project Management Process has been designed to ensure that all digital software requirements across brands and departments are centrally managed, prioritized, and transparently monitored within a single portfolio, in collaboration with Doğuş Teknoloji.

In line with this approach, the Digital Board structure was established in 2019 to manage all company-wide digital projects through a holistic perspective. Digital Board meetings, held every three weeks with representatives from all brands and business units, are responsible for evaluating digital initiatives, aligning them with strategic priorities, and ensuring the most efficient use of resources.

Digital Project Portfolio

Investments in IT software development and digital projects continued to accelerate in 2025. The digital transformation journey, which began with 15 projects in

2019, demonstrated steady growth in subsequent years, with 31 projects in 2020, 64 in 2021, 73 in 2022, 100 in 2023, and 119 projects launched in 2024.

By the end of 2025, a total of 133 digital projects have been successfully completed, generating approximately TRY 257 million in gains. In addition, software development work is continuing on 79 projects. These initiatives cover a wide range of critical business areas, including sales, after-sales services, and marketing processes, as well as direct customer touchpoints such as the Care and Value Center (DIM) and Spare Parts and Logistics operations.

Across these projects, contemporary digital technologies, including RPA, IoT, ERP systems, web and mobile applications, machine learning, AI, and generative AI (GenAI), have been leveraged to deliver solutions that enhance operational efficiency and improve customer experience.

Data Analytics with Machine Learning & Artificial Intelligence

At the core of digital transformation lies data-driven decision-making and AI technologies that generate value from data. Cloud infrastructures, advanced analytics, machine learning, and GenAI solutions play a critical role in improving operational efficiency, enhancing customer experience, and enabling proactive business models. Today, AI has evolved beyond an analytical tool into a strategic capability integrated into business processes.

Within the scope of its digital transformation strategy, Doğuş Otomotiv positions data and AI as core enablers, conducting related initiatives in alignment with corporate priorities, security requirements, and sustainability principles. Machine learning and AI-based data analytics efforts were initiated in 2019, with subsequent years focusing on project

development, capability building, and expanded operational use cases.

In this context, data-driven models have been developed across multiple business domains, particularly warehouse management, spare parts planning, after-sales services, and operational processes, while efforts have also focused on expanding Data Scientist and Data Translator roles within the organization. Structured training programs were implemented in collaboration with leading training institutions and universities to enhance employees' data science and AI capabilities.

As of 2024, data and AI initiatives have been supported through large-scale training programs, awareness seminars, and hands-on applications. Within the Data Science Program, jointly designed by Doğuş Otomotiv and Doğuş Teknoloji, graduates have been successfully certified, contributing to organization-wide talent development. This structure aims to ensure the sustainable advancement of AI and data analytics competencies and to support the scaling of advanced AI projects.

To ensure the sustainability of data and AI initiatives at the corporate level, the Artificial Intelligence Center of Excellence (AI CoE) was established in 2025. The AI CoE aims to develop AI and generative AI (GenAI) solutions, establish corporate standards, ensure adherence to ethical and security principles, and manage capabilities within a centralized structure. Through this structure, AI initiatives are positioned not as isolated experiments, but as scalable, repeatable solutions aligned with corporate strategy.

Under the AI Impact approach, AI projects are evaluated not only based on technological success, but also on their measurable contribution to business outcomes. Projects are prioritized and

monitored according to measurable criteria such as productivity gains, cost optimization, customer experience improvement, and operational risk reduction. This approach enables transparent tracking of the value generated by AI investments and ensures that this value is translated into sustainable benefits.

Through this holistic structure, Doğuş Otomotiv positions AI not merely as a technology investment but as a strategic capability that accelerates corporate transformation and creates competitive advantage. The AI CoE and AI Impact models aim to expand AI adoption across the organization, establish a common AI language among business units, and strengthen preparedness for future digital business models.

Connected Vehicles

Connected vehicles are intelligent mobility platforms that continuously exchange data with their environment through software, sensors, and cloud infrastructures, enabling remote management and updates. This architecture supports real-time vehicle tracking, remote diagnostics, proactive maintenance, personalized user experiences, and the development of new digital services.

Together with software-defined vehicles, autonomous driving capabilities, and electric vehicle technologies, connected vehicles form the foundation of the transition from product-centric approaches to service- and experience-oriented business models. OEM, technology providers, and ecosystem partners collaborate to deliver this transformation in a secure, scalable, and sustainable manner.

Digital Competency Development Initiatives

Within the scope of the Digital Talent Development Program, implemented through the collaboration of Human Resources,

Digital Transformation, and Corporate Communications departments, the GO-DGTL Academy was established. The primary objective of the program is to increase digital awareness across the organization, support future-oriented skills and competencies, and actively engage employees in the digital transformation journey.

Under the GO-DGTL Academy, horizontal programs have been designed to establish a shared digital language across the organization, while vertical programs focus on deepening expertise in specific domains. Horizontal programs cover foundational skills in digital transformation, data literacy, and next-generation technologies. Vertical programs target advanced skills and applied expertise in areas such as Data Science, RPA, Customer Experience and Trends, Artificial Intelligence, and GenAI.

Through this structured approach, Doğuş Otomotiv adopts a systematic capability development model, reinforcing its evolution into a learning, adaptive, and digitally mature organization.

Data

Doğuş Otomotiv's data management approach was formalized through the Data Strategy and Data Roadmap initiatives launched in 2021, establishing a holistic framework aimed at ensuring the accurate, secure, and effective use of data across its entire lifecycle. Key objectives included improving data quality, standardizing data governance, managing data retention and disposal processes, and maximizing value generation through analytics.

A total of 16 projects identified under the Data Roadmap were successfully completed between 2022 and 2024, covering Data Strategy and Governance, Data Architecture and Modeling, Metadata, Data Quality, and Data Operations. These initiatives were

implemented with the active participation of approximately 90 employees from Doğuş Otomotiv and Doğuş Teknoloji, significantly strengthening corporate data infrastructure, governance, and operational maturity.

Following the completion of the Data Roadmap in 2025, focus areas shifted to the sustainable improvement of data quality, regular quality measurement and reporting, full integration of data governance practices into business processes, and the broader creation of value from data. Within the data governance model, roles and responsibilities, including data group leaders, data owners, data stewards, and data privacy roles, were clearly defined, while training and improvement initiatives continued to enhance data awareness and capabilities across business units.

With the strengthened data infrastructure, increased efficiency in machine learning, AI, and GenAI projects is targeted. In 2025, AI-focused initiatives progressed from experimental stages to more institutionalized, scalable, and value-generating structures.

The establishment of the AI CoE in 2025 further aimed at capability development, corporate standardization, and the secure and sustainable scaling of AI solutions. Pilot projects in machine learning and GenAI were implemented under the AI CoE framework, strengthening both technical infrastructure and organizational capabilities. Additionally, the AI Impact initiative enabled the development of a two-year AI and GenAI project roadmap.

By year-end, data, AI, and GenAI initiatives at Doğuş Otomotiv had become key enablers of strategic decision-making, enhanced customer experience, and operational efficiency, establishing a scalable foundation for value creation in 2026 and beyond.

Information Security Certifications

Doğuş Otomotiv continues to strengthen its commitment to information and information security, with the objective of protecting, improving, and developing processes driven by digitalization. In this context, the Company's information security strategies have been aligned with international standards to address evolving digital risks.

As of 2022, Doğuş Otomotiv obtained the DIN EN ISO 27001 Information Security Management System Certification, enabling systematic management of information security processes. This certification demonstrates that the Company has aligned its information security processes with international standards and evidences the importance it places on information security. Taken in line with the objective of continuous improvement, this step has formally documented Doğuş Otomotiv's information security efforts throughout its digitalization journey. The ISO 27001 certification was renewed in March 2025 following an upgrade to the ISO/IEC 27001:2022 version.

In addition, in December 2024, Doğuş Otomotiv obtained the TISAX (Trusted Information Security Assessment Exchange) certification, established by the German Association of the Automotive Industry (VDA) to define information security standards for the automotive sector. Through ISO 27001 at the global level and TISAX specific to the automotive industry, Doğuş Otomotiv's commitment to information security has been comprehensively reinforced. These certifications serve as key references for strengthening information security processes, ensuring the confidentiality of customer and employee data, and safeguarding corporate information, all underpinned by robust risk management, data protection policies, and audit mechanisms.

ULTIMATE CUSTOMER SATISFACTION

Customer Experience Unit

The Customer Experience Unit has been established under the Digital Transformation and Corporate Communications Department in order to manage our customers' experiences throughout their life cycles effectively, adapt to innovations, simplify customer communication processes with a proactive approach, create personalized offers and services through central data management and analysis, strengthen customer trust in our Company and brands, foster loyalty, and maintain high levels of customer satisfaction in accordance with innovations and changing dynamics.

The key responsibilities of the Customer Experience Unit

- » Taking necessary actions and introducing developments to ensure that customer data are stored properly and kept up-to-date,
- » Ensuring that a customer-oriented working concept is adopted as a corporate culture across the entire organization,
- » Conducting internal and external customer satisfaction surveys (CEM, DSS) to improve processes, and measuring, evaluating, and reporting the results,
- » Measuring and reporting the outcome of direct marketing activities (email, SMS, MMS, direct mailing, and web) in line with the demands of Authorized Dealers and brands,
- » Developing and executing analytical projects in collaboration with third parties for the brands, Authorized Dealers, and Services,
- » Enriching available customer data with consumer data from social and digital media to

ensure continuity, and turning customer complaints received via social media into sales opportunities,

- » Managing the data on the Turkuaz system, used by all brands and Authorized Dealers, in a manner that improves customer recognition, monitoring, and information functions, rendering them more effective, simpler, and more comprehensive as needed,
- » Designing, managing, and coordinating loyalty projects,
- » Carrying out campaign management and communication activities through the loyalty platform,
- » In processing personal data that customers share with the company according to the Personal Data Protection Law, protecting the fundamental rights and freedoms of individuals, particularly privacy, managing processes in line with our obligations, and conducting marketing activities aimed at customers' specific areas of interest and needs within the framework of the Permission Marketing Law and through permitted channels,
- » Coordinating collaborative projects that will benefit our customers,
- » Managing each step and stage in communication with customers through contact mapping across every business and process where Doğuş Otomotiv brands engage with customers,
- » Delivering online and face-to-face Customer Experience Management (CEM) training to our Authorized Dealers,
- » Designing and managing sales and service campaigns and projects based on

data analytics, conducting customer segmentation and loyalty-focused analyses, and supporting the integration of offline services with online services.

Customer experience activities carried out in 2025

Customer Experience Management encompasses the perceptions and emotions resulting from the relationships established with customers at each contact point. To manage customer communications proactively and seamlessly by placing the customer at the center, the business and process steps in the pre-sales, sales, and after-sales phases of the Volkswagen, Audi, Porsche, SEAT, CUPRA, Scania, DOD, Sensat and Doğuş Marine brands that Doğuş Otomotiv represents are monitored using customer contact maps.

Preparations were completed for the infrastructure designed for the times when telephone surveys will decrease and online surveys will increase due to the requirements brought by digitalization, and online survey work has continued. In 2025, more than 67,000 customers, 20,759 of whom were online, were interviewed regarding their satisfaction with sales and after-sales services, and improvement actions were planned by the relevant management units.

The Dealer Satisfaction Survey (DSS) was conducted to measure the satisfaction of our Authorized Dealers and Service Centers with Doğuş Otomotiv's related units. In this online survey, 425 questionnaires were evaluated

for sales and 652 for service. As a result of the analysis, work has begun on areas for improvement.

Within the framework of Data Governance, our efforts on issues such as integrations, processes, authorizations, Personal Data Protection Law, and information security on Doğuş Otomotiv data continued in 2025 according to the priorities determined on our current ERP system, Turkuaz, where Data Security, Data Identity, Data Warehouse, and Data Quality, in addition to Data Usage and Analytical CRM studies, are followed in a multi-faceted manner.

A payment system, fully integrated with our ERP system Turkuaz, has been developed for use by all our brands and dealers. Within the scope of this work, full integration with the contracted payment system provider was achieved, offering our customers web-based, mobile, and remote payment opportunities. The system, which was used by 16 of our dealers in 2024, expanded to 38 dealers in 2025. In 2026, dealers requesting integration will also be able to join the system.

The Voice of the Customer Platform Project, which our Authorized Dealers using digital switchboards can integrate with, was launched in 2024 with four Authorized Dealers. The project focuses on the renewal of the communication system infrastructure to provide our customers with uninterrupted communication and a superior experience. As a result of the project, which will be implemented through the renewal of network infrastructures and the installation of a new switchboard system, all completed and future digital communication projects can be swiftly and efficiently realized on this robust technical infrastructure. Additionally, in

2026, our dealers who wish to do so will have the opportunity to integrate into the project.

Value and Care Center (DIM)

In line with our vision of "Creating Loyal Customers" our Company has consolidated previously outsourced operational services -such as dialog (care management), roadside assistance, and call center operations (surveys and appointments)- under a unified quality framework. This newly established unit, named the 'Value and Care Center' (Değer ve İlgil Merkezi, DIM), emphasizes our commitment to valuing and caring for our customers. Structured under the Digital Transformation and Corporate Communications Department since November 2014, DIM is dedicated to delivering innovative services that exceed expectations, foster positive customer experiences, and cultivate a growing base of fan customers through the promotion of value and trust.

DIM supports all our brands throughout the customer lifecycle and continuously enhances the quality and variety of its services through various projects. Its operations aim to establish a consistent service and quality standard at customer contact points, enabling brands and Authorized Dealers to transparently track consumer expectations and feedback in real time through comprehensive reporting functions.

The design of DIM reflects the belief that both customers and employees should feel valued. Consequently, we have created an environment that empowers employees to feel appreciated, take initiative, and engage in decision-making.

Headquartered in Şekerpınar, DIM exemplifies our Company's philosophy of continuous

development and sets a benchmark not only for the automotive sector but also for various industries.

DIM provides the following services:

1. Care Management (Diyalog): DIM manages requests (complaints, recommendations, feedback, etc.) regarding brand vehicles imported by Doğuş Otomotiv and its Authorized Dealers and Services, addressing customer needs and expectations while demonstrating the value and attention they deserve. These requests are received through multiple channels, including phone, email, live chat, social media, and letters.

In 2025, DIM successfully handled 123,862 dialogue phone calls, with an average speed of answer (ASA) of 8 seconds* and a service level of 85%.

Additionally, 260,651 customer emails were addressed, with an email response time of 57 seconds. In 2025, the number of answered emails increased by 37% compared to 2024. Throughout the year, 42,638 live chat conversations were conducted, and these chats were responded to within an average of 18 seconds. Social media interactions (X, Facebook, Instagram) reached 94,484, reflecting a 66% increase compared to 2024.

2. Road Assistance: This service covers road assistance provided to brand vehicles imported by Doğuş Otomotiv, vdf Insurance policyholders, vdf Fleet Rental vehicle users, and customers of D-Charge, a brand of Doğuş Charging Systems, which operates under the Doğuş Otomotiv

* Average Speed to Answer(ASA) is the average amount of time taken for a call center agent to answer an inbound customer call.

Value and Care Center

DİM, which was put into service in 2014, aims to increase the number of loyal customers while supporting Doğuş Otomotiv brands at every point of the customer life stage.



umbrella. The primary goal of the road assistance services is to ensure the uninterrupted mobility of customers. The aim is to provide customers with a sense of security against any adverse situations they may encounter on the road and to offer a road assistance service that reaches them as quickly as possible to provide all necessary help.

In 2025, a total of 195,634 road assistance calls were handled, reflecting a 14% increase compared to 2024. The average response time (ASA) for road assistance calls was 10 seconds, and our service level was 86%.

The "Emergency Service" provided to DİM customers amounted to 26,557 instances. The Emergency Service is available 24/7 across Türkiye to address our customers' requests at the scene and ensure their uninterrupted mobility.

Additionally, the "Towing Service" provided to DİM customers reached 18,832 instances. The temporary vehicle allocation offered to DİM customers as part of field operations was recorded as 2,636 instances.

In 2025, the number of registrations opened for road

assistance calls was 101,401. The customer satisfaction level regarding the road assistance services they received was reported as 89%.

3. Surveys: DİM surveys involve contacting customers to monitor data and service quality and obtaining targeted responses based on a specific script. The primary objective is for our brands to retain existing customers while proactively reaching potential new buyers. To maximize sales opportunities with new and loyal customers and ensure that potential and current customer data is used correctly, it is essential to manage CRM activities accurately and effectively. In 2025, a total of 197,112 surveys were conducted at DİM for 67 different projects, reflecting a 2% increase compared to 2024. The collaborative efforts of our CRM department with our brands are supported by this unit, and fieldwork is carried out by our survey team.

4. Appointment: This refers to scheduling and planning appointments for customers regarding maintenance or repair, which is the first communication between authorized services

and customers after a sale. Paying attention to the needs and expectations of customers is fundamental to this process. It also involves coordinating with the relevant Authorized Services, including workshop planning. In this context, in 2025, services were provided for vdf Fleet Rental, Doğuş Oto, and the Porsche Türkiye Appointment Line, as well as all Porsche Authorized Services. A total of 254,181 calls were handled, resulting in a total of 63,239 appointment records created for all our brands. Additionally, in the IVR Appointment project launched in 2020, a total of 8,526 appointments were made.

5. Used Car Sales: This encompasses the services for buying, selling, and exchanging used vehicles requested by DOD brand customers through the website, social media, and phone. It involves researching inquiries about insurance and financing related to used cars, presenting the findings to customers, and facilitating connections between customers and Authorized Dealers. In 2025, DOD received a total of 3,621 calls.

In the overall call center sector, one of the most important criteria evaluated is the Service Level target, which stands at 80%. In 2025, DİM achieved a Service Level of 85% as a common value across all units.

The Net Promoter Score (NPS), which measures the quality of service provided by customer representatives and the feelings it evokes in customers, was recorded at 87% in 2025. As a result of the quality assessment of DİM customer representatives, their call quality score in 2025 was 91%.

DİM prioritizes providing exceptional service to its customers. To this end, DİM has

signed special contracts with towing companies in significant and high-demand areas and subsequently conducts quality assessments of these towing firms. This approach aims to achieve high service standards in quality and efficiency.

6. Other Applications:

DİM Rent A Car (RAC): Since 2015, DİM has provided temporary vehicle rental services to dealerships for customers stranded on the road, partnering with the VW and Audi brands. This allows customers to experience higher-end vehicles such as the VW Passat or Audi A4 instead of their own cars. In the last quarter of 2023, the CUPRA brand also joined the project with 15 vehicles.

Online Performance System: A new performance measurement software system designed specifically for DİM has been integrated through a special project. This system allows for real-time transmission of measured results (such as call quality and examinations) to customer representatives.

D-Assist Service Portal: The D-Assist Project was implemented to meet customer expectations and deliver a distinctive customer experience. Through this platform, in the event of a breakdown, the customer's location is identified via SMS, enabling tasks to be automatically assigned to the nearest emergency service team and towing provider. In addition, through the digital directory feature, the contact details of priority Authorized Service employees or towing company operators are automatically displayed to customer representatives, facilitating faster and more efficient communication.

NPS Call Automation: NPS calls measuring customer

satisfaction with DİM's services, previously conducted by customer representatives, have been automated using an IVR system since 2017. This transition has not only saved workforce resources but also allowed for more information to be gathered from customers for process improvement and development.

Decision Support Assistant: This application assists newly hired DİM Road Assistance customer representatives in making correct decisions by providing a specialized chatbot based on frequently asked questions. One of the key features of the Decision Support Assistant is that it learns through historical data.

Dashboard Projects: DİM collaborated with D-Teknoloji to implement the Brand Reports Dashboard project, automating approximately 40 reports and making them available for eight brands. Additionally, a pilot study specific to Audi was conducted, creating tailored dashboards based on KPIs defined exclusively by brand officials. This project has also contributed to raising awareness within the company regarding dashboard design and creation.

Invoice Automation: The automation of invoices for Emergency Service and Towing Services of DİM has been achieved through RPA technology, minimizing workforce loss. Within the scope of the project initiated in 2023, approximately 24,000 invoices were automatically approved, resulting in a gain of 0.6 person-years.

Road Assistance Survey Automation: The Road Assistance Satisfaction Surveys implemented to measure the Emergency Service and Towing Services provided to DİM's customers have been automated using an IVR system, similar to the Customer Representative NPS Automation.

Since the second half of 2021, these surveys have been filled out in real-time by customers.

Cloud Central Project: Since February 2023, DİM has transitioned to 'cloud central' technology for its central infrastructure. This project has facilitated location-independent work, data security, and cost advantages.

Digital Training: The project, which started by preparing some face-to-face Onboarding Training sessions in video format, has now expanded to all internal training. With integration into the Go-Development system, these trainings have become always accessible, measurable, and trackable.

IoT Towing Tracking: The integration of IoT-supported tracking devices and software installed on the vehicles of towing suppliers serving DİM with Doğuş Otomotiv's ERP system, Turkuaz, allows customers receiving towing services to track their service process in real-time and dynamically. Additionally, the new datasets generated have contributed to the improvement of operational processes.

DİM GENAI Exam Module: To ensure the sustainability of knowledge levels and quality service, a system that enables the creation and evaluation of monthly exams for customer representatives using artificial intelligence has been implemented in 2024. This module, recognized with awards from global and local organizations, also allows the Value and Care Center to play a role in representing Doğuş Otomotiv's innovative aspect.

DİM AI Quality Module: Customer interactions handled by DİM representatives are reviewed monthly to assess knowledge

levels and ensure necessary actions are taken to enhance the quality of operational processes. With the project launched in 2025, Appointment and Survey calls are now analyzed using artificial intelligence. Previously, the number of calls that could be reviewed was limited by manual effort; however, the implementation of the project significantly increased call coverage and enabled individual-level feedback as well as the identification of development areas.

DIM has continued to utilize the “speech to text” system, which it started using in 2017 as a significant technology investment. This allows all recorded conversations to be automatically converted into text using speech-to-text technology, enabling various analyses to be conducted through data mining methods on these texts. With the product enhancement planned for 2026, calls will be transcribed into text in real time. In addition, these transcripts will be summarized using artificial intelligence, and an AI-powered assistant will be deployed to guide customer representatives in real time based on call flow information, enabling rapid access to relevant information.

DIM began implementing the Porsche Premium Customer Representative project initiated by the Porsche brand in 2019. Within the framework of this project, dialogue, and roadside assistance calls received on the designated line are now answered by personnel specifically assigned to the Porsche brand. This project has also been expanded to VW Commercial, Scania, and CUPRA brands.

In 2016, DIM launched the Positive Discrimination Project to provide faster service to customers among its clientele, including individuals

with disabilities, women, and those aged 60 and over, and to minimize waiting times. Through specific definitions made in the system and central infrastructure, these customers are prioritized when they call, with special indicators regarding their status (disability, gender, age) appearing on customer representatives' screens. This allows for a differentiated service in terms of behavior and time for these customers.

7. Project-Based Activities:

- » Analyzing, reporting, and implementing improvement projects for requests, complaints, and demands from the field,
- » Providing regular feedback to after-sales services teams regarding emergency service operations to address deficiencies and contribute to standardization,
- » Implementing customer relationship projects for brands (e.g., managing the Lead system, providing special call center services for the VW Commercial Vehicles Premium project, and similar projects such as Digiturk Portal, DMF lead referrals, VW Shop, D-Gym, addressing periodic campaign requests, and maintaining Scania Corporate operations),
- » Updating data through direct calls to customers of a specific brand or Authorized Dealer on a project basis,
- » Contributing to annual planning efforts for brands by developing projects,
- » Observing customer experiences in Authorized Dealers open to development to enhance customer relationships and disseminating the findings throughout the organization,
- » Organizing training and motivation programs for emergency services and tow truck personnel to enhance processes and customer satisfaction.

8. CRM Scorecard: The management of the ‘CRM Scorecard’, designed to measure the impact of CRM efforts on brand performance, is carried out by DIM.

Doğuş Otomotiv Plus Galataport 2025 Events

Doğuş Otomotiv Plus Galataport opened its doors on October 21, 2021, and welcomed a total of 3,513 visitors in 2025, consisting of 2,485 local and 1,027 international guests. Vehicles with low or zero emissions, currently available or planned for future launch in the Turkish market, featuring innovative and eco-friendly technologies, were presented to visitors on a rotational basis in the exhibition area.

The brands, models, and exhibition periods were as follows:

- » **VW Passenger Cars ID.4** (1 January - 9 January)
- » **Bentley Continental Speed GTC** (9 January - 13 January)
- » **VW Passenger Cars ID.7** (13 January - 27 January)
- » **Audi A5 Sedan** (27 January - 10 February)
- » **Porsche 911 Carrera 4 GTS** (10 February - 24 February)
- » **Lamborghini Huracan STO** (24 February - 28 February)
- » **VW Commercial Vehicles Caravelle** (28 February - 14 March)
- » **VW Passenger Cars Tayron** (14 March - 27 March)
- » **Škoda Kodiaq RS** (27 March - 3 April)
- » **CUPRA Formentor** (3 April - 14 April)
- » **VW Commercial Vehicles California** (14 April - 27 April)
- » **Porsche Cayenne** (27 April - 10 May)
- » **Audi A6 Sportback e-tron** (10 May - 23 May)
- » **Audi Q6 SUV e-tron& e-foil (DMS)** (23 May - 4 June)

- » **VW Passenger Cars Tayron** (4 June - 16 June)
- » **Škoda Enyaq** (16 June - 2 July)
- » **Bentley Bentayga S** (2 July - 4 July)
- » **Lamborghini Urus SE** (4 July - 6 July)
- » **Porsche Macan** (6 July - 20 July)
- » **VW Commercial Vehicles Caravelle** (20 July - 3 August)
- » **CUPRA Terramar** (3 August - 17 August)
- » **Audi A6 Avant** (17 August - 17 September)
- » **VW Passenger Cars Passat e-Hybrid** (17 September - 7 October)
- » **Porsche Cayenne** (7 October - 24 October)
- » **Bentley Flying Spur** (24 October - 28 October)
- » **CUPRA Terramar** (28 October - 30 October)
- » **SEAT Ibiza** (30 October - 10 November)
- » **VW Passenger Cars Tayron** (10 November - 28 November)
- » **Audi Q3 SUV** (28 November - 23 December)
- » **Lamborghini Temerario** (23 December - 25 December)
- » **Porsche Macan** (25 December - 4 January)

Furthermore, at the stand established in Doğuş Square to support the launch activities of our brands, 20 vehicle exhibitions and 17 events were held throughout 2025, hosting a total of 29,067 visitors.

Within the scope of the “We Spread Our Wings to Nature” (Doğaya Kanat Açtık) program, Real Nature Stories workshops with Alper Tüydeş were held, along with a special event organized on September 27, 2025.

The “Recycled Art” exhibition, organized as part of the We Spread Our Wings to Nature program, continued in 2025.

On February 1, a painting and ceramic coloring event for children was held.

On February 15, a car fragrance workshop with a Valentine’s Day theme was organized. Participants received training on aromas and subsequently developed their own fragrances based on personal preferences.

As part of March 8 International Women’s Day, an instructor-led hand cream workshop on natural oils was held. Participants created their own hand creams using personalized oil blends.

The theater play “A Long and Narrow Path” (Uzun İnce Bir Yol) was staged on April 17, May 13, May 29, September 16, October 21, and November 19.

On April 23, as part of the Galataport Children’s Festival held at Doğuş Square, ceramic and painting workshops for children were organized, allowing participants to create artistic works using acrylic paints on canvas and ceramic surfaces.

On May 11, a tote bag painting workshop was organized for Mother’s Day, where bags designed together by mothers and children were gifted to participants.

On June 15, a carpentry workshop was held for Father’s Day. Under the guidance of an instructor, participants learned the fundamentals of woodworking and carpentry, producing wooden toy cars.

The Jazz Festival took place at Doğuş Square on June 14-15.

On June 23-25, the new Škoda models Elroq and Enyaq were introduced during a press launch, followed by a test drive event.

On July 18, a test drive experience was conducted as part of the Gina X MATE. collaboration

Under the theme “Culture’s Bright Side” (Kültürün Artısı), three panel discussions were held on October 18, November 1, and December 6. The program featured Bager Akbay on AI literacy, Aydan Çelik on the role of bicycles in cultural and life practices, and Ayşe Kulin on her journey as an author and life experiences.

In 2023, under the theme “Culture’s Bright Side,” four guided tour workshops led by Barış Partal were organized, covering Karaköy, Tophane, Dolmabahçe, and Beşiktaş routes, focusing on the significance of special occasions.

Within the scope of the “Benefits of Sports” (Sporun Artısı) theme launched in 2024, the “Yoga by the Pier” series was held on various dates throughout the year in collaboration with Cihangir Yoga. These events were supported by the periodic sponsorship of CUPRA and MATE., with MATE. test drives enriching the participant experience.

On October 1 and October 15, the Human Resources Department organized the “A Day with Doğuş” (Doğuşlu Bir Gün) event with the participation of students from various universities.

On December 13, a snow globe and door ornament workshop with a New Year theme provided participants with an enjoyable experience creating personal designs.

In collaboration with the “A Place for Art” (Sanata Bi Yer) platform, a sculpture exhibition by Mûcahit Diyar Arız was held between November 13 and December 17, followed by a digital exhibition by Gözde Betülay Yorulmaz on December 18.

Our Suppliers

Doğuş Otomotiv has considered supply chain management as a part of risk management in terms of sustainability since 2014. The company has aimed to create awareness toward sustainability among its suppliers and has supported this process by encouraging the consciousness of collecting environmental and social data and giving training.

With over 1,900 suppliers and total purchases reaching TRY 16.5 billion* in 2025, risk management has become a crucial topic in Doğuş Otomotiv's supply chain. Doğuş Otomotiv, which has a complex supply chain structure, prioritizes transparency and dialog in its relations with its suppliers.

* Refers to the amount excluding OEM, Doğuş Holding, and Doğuş Group companies. Value Added Tax (VAT) is included in the relevant amount.

Our company addresses its legal and commercial risks, which it manages in accordance with international standards within its own structure, in the same way within the scope of the supply chain.

In this context, sustainability criteria have an important place in all supply chain management stages of Doğuş Otomotiv. The "Sustainable Supply Chain Model", which we have developed for our suppliers to predict their social, environmental, and economic risks, consists of three stages.

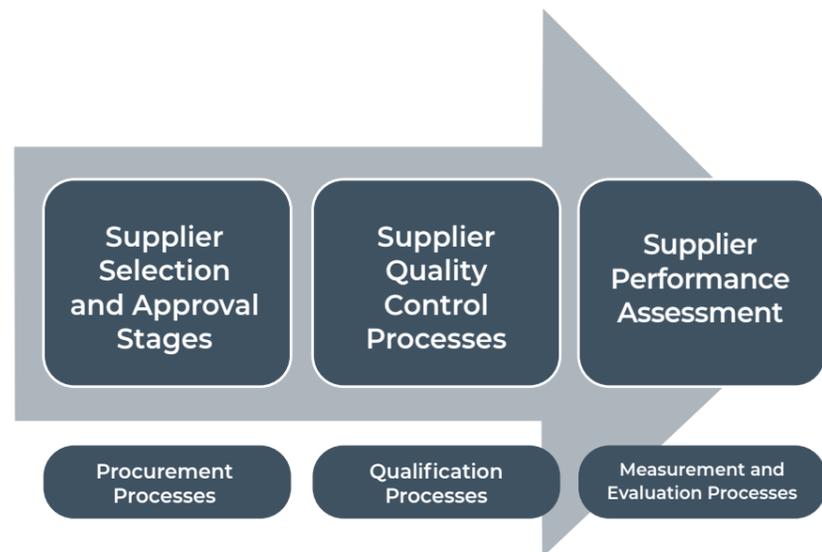
The sustainability topics, which Doğuş Otomotiv pledges to transparently share their performances with its stakeholders in line with its priority areas of focus, are evaluated and proactively managed at every single stage of the "Sustainable Supply Chain Management" processes. In this direction, our suppliers cooperate with Doğuş Otomotiv to have the opportunity to take advantage of important opportunities in areas

such as reducing environmental impacts, circular economy and waste management, occupational health and safety, business ethics, and employee satisfaction.

Doğuş Otomotiv has a risk management system that identifies and manages critical suppliers. Accordingly, the company has conducted a Risk Categorization study to identify the risks and monitor the identified ones.

In addition, our company conducts sustainability risk evaluations for Supplier Quality Management processes and strategic suppliers, supported by ISO 9001 assessments, with its purchasing experts. In 2025, more than 50% of our 125 critical suppliers were audited.

Since 2014, Doğuş Otomotiv has been encouraging its suppliers to measure and evaluate their sustainability performance and improve themselves in this regard to minimize their risks.



EVALUATION OF 2025 AND EXPECTATIONS FOR 2026

	2025 Forecast	2025 Realized	2026 Forecast
Total Automotive Market (Passenger + Light Commercial + Heavy Commercial) (000 units)	1,300	1,375.9	1,100+
Doğuş Otomotiv Sales Volumes (excluding Škoda) (000 units)	150	162.8	117
Investment Expenditures (billion TRY)	5.0	4.6	5.2

The year 2024 marked an acceleration in the adoption of electric vehicles, while transformations driven by digitalization and sustainability became increasingly decisive. In 2025, the automotive industry continued to be shaped by ongoing global geopolitical developments, the normalization of financial conditions, and transformations in supply chains. During this period, investments in electric and connected vehicle technologies, regulatory compliance, and sustainable mobility solutions remained among the sector's primary focus areas. In line with an increasingly competitive environment and evolving consumer expectations, the Turkish automotive market exhibited a balanced and selective growth trend.

In Türkiye, the automotive market reached 1,216,609 units in 2024, reflecting a 2% normalization. In 2025, supported by the relative stabilization of market conditions, the sector returned to a growth trajectory, recording a 13% increase to 1,375,928 units. During 2025, the Turkish lira depreciated nominally by 29% against a currency basket composed of the US dollar and the euro.

Maintaining its financial and operational resilience, our company successfully completed 2025 with a total of 162,818 wholesale sales units

(excluding Škoda). Our Company realized 93% of its projected investment expenditure of TRY 5 billion.

- In 2026, our company aims to:
- » Sustain optimal operating profitability and maintain a market share (excluding Škoda) within the 14-15% range to ensure long-term success\
 - » Continue its prudent cost management approach, considering the reassessment of all projects and marketing plans,
 - » Enhance operational efficiency through regular monitoring of key performance indicators and necessary improvements.

- Our capital expenditure plans for 2026 focus on:
- » Corporate headquarters, logistics, spare parts, training facilities, and subsidiary expenditures,
 - » Machinery and equipment investments,
 - » Test vehicles,
 - » Information technology investments,
 - » Solar Energy Panel (GES) investments,
 - » High-value investment opportunities,
 - » Electric vehicle charging station investments,
 - » Electrification and mobility investments.

Our company will prioritize short-term efficiency while rigorously

continuing its domestic and international operations and its medium-to-long-term mobility, digitalization, and service-oriented initiatives. Additionally, key business processes will be strengthened within a holistic structure that integrates continuous development, digitalization trends, and manufacturer strategies. Our company will continue to uphold its strong market position, leveraging the solid brand image of the international manufacturers it represents.

- Potential risks affecting our 2026 expectations include:
- » Geopolitical risks,
 - » Macroeconomic uncertainties, exchange rate fluctuations, and their implications for strategic financial risk management,
 - » Protectionist policies and liquidity movements driven by global market developments,
 - » Risks related to efficient use of energy resources, climate change, and other sustainability-related challenges,
 - » Digital transformation, cybersecurity, and information security risks.
 - » Regulatory and legal risks.

The principles for managing these risks will be detailed in the following section, "Compliance and Risk Management Framework".

OVERVIEW OF COMPLIANCE AND RISK MANAGEMENT SYSTEM

Risk Management and Internal Control Mechanism

Corporate Risk Management, established to revise and assess methods for timely and adequate definition of uncertainties and to take remedial measures aligned with our Company's overall code of conduct, continues to evolve into a corporate culture that extends from the governing body to all employees.

Due to the importance of risk in our company, the process is carried out by the Financial Control and Investor Relations department operating under the General Directorate Responsible for Financial Affairs. By addressing the complementary nature of risk and control concepts together, we maintain our goal of creating a single responsibility center and a common language. To support this objective, a direct, comprehensive, and integrated service is provided for the Early Risk Detection Committee, serving as the command center for effective risk management, with full support for the Committee's oversight duties.

Our risk profile has evolved in recent years to reflect our increasing sensitivity to health, safety, legal compliance, technology, environmental concerns, business continuity, and sustainability. This expanded perspective considers the probabilities and potential impacts of various processes and scenarios. Risk measurement and assessment parameters, the use of common terminology, and business continuity approaches, along with all related reporting and shareholder information

activities, continue to be reinforced accordingly.

The revisions we have made in response to our changing organization and the current environment aim to control and manage risks following their analysis in line with the objectives of the internal control system. Managerial bodies, including relevant committees and executive management, plan necessary measures for assurance in accordance with Company objectives and monitor them through authorized channels.

Risks and Evaluation of the Governing Body

Risk Management Policy

The Company's risk management policy was developed within a framework shaped by internal control and audit activities, delineating roles and responsibilities from the Board of Directors to the lowest levels, and planning and managing risk processes. A fundamental emphasis is placed on ensuring that risk, as a shared corporate culture, is expressed uniformly by all stakeholders. Addressing models and methods designed for application within the Company, in alignment with generally accepted references, is also essential. Identifying factors that might threaten our organization, assets, and stakeholders, taking measures, and enhancing oversight effectiveness will continue to guide our efforts.

Our Company's risk management framework is summarized in the structure on the next page.

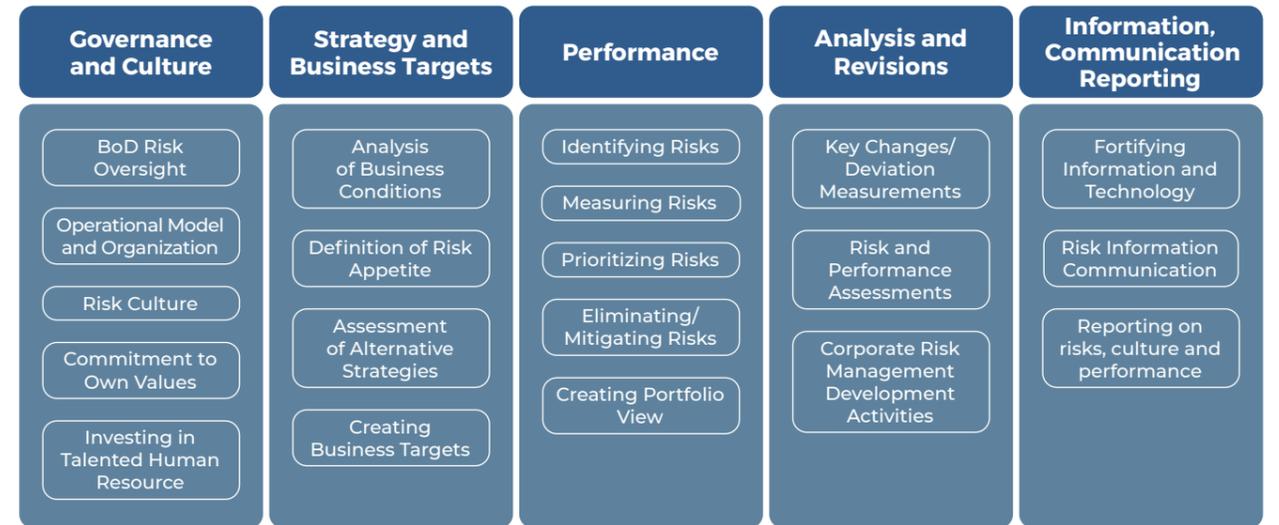
Early Risk Detection Committee Activities

The Early Risk Detection Committee conducts activities for effective risk management by early detection of potential causes that may endanger the existence, development, and continuity of the Company, taking necessary precautions promptly. Often, the interpretation of future scenarios and uncertainties, the main themes of these activities, are not seen solely as barriers; instead, they are viewed as potential opportunities by the Company for systematic self-evaluation and new advantages.

With a qualified team and accurate information flow, the Committee assures and supports the oversight role of the Board of Directors and reviews the risk management systems at least four (4) times a year. Additionally, it presents assessment reports prepared during meetings at scheduled intervals to the Board of Directors and shares them with the auditor within the year. Considering its members, the Committee is directly linked to the Corporate Governance and Sustainability Committee. In 2025, the Early Risk Detection Committee held four (4) meetings.

Risk Factors and Practices

The Company's risk perspective, shaped by its field of operations, scale, and business structure, continuously evolves and matures on a platform where international developments and best practices are filtered through competencies. It is essential to acknowledge that risks in this process are not limited to financial, operational, and



natural phenomena but require management with a broader perspective and sustainability approach. The activities carried out using an integrated blueprint consider interconnected risks, guiding processes included in risk management toward a strategic and proactive business model.

In 2023, Doğu Otomotiv established a digital platform to enhance its ability to monitor and manage risks more dynamically, agilely, and analytically. The Risk and Opportunity Management Procedure was updated in line with COSO (The Committee of Sponsoring Organizations of the Treadway Commission) guidelines, integrating the new digital system, and published in 2024.

In 2024, all risks managed by the Company's departments and the actions taken regarding these risks were defined in the system. To ensure the monitoring of risks and opportunities in the newly established digital system, support the reporting of actions taken to mitigate risks, and contribute to the evaluation and realization of opportunities, a Risk and Opportunity Working Group was formed. In 2025, the review of risks and opportunities was completed, and the Risk Management

Report was presented to senior management via Power BI.

Company Risks are defined as Financial Risks, Strategic Risks, Compliance Risks, Reputational Risks, Operational Risks and External Environmental Risks.

Financial Risks: These involve potential losses that may arise due to market fluctuations, credit or liquidity issues, balance sheet and off-balance sheet management, and performance management. Such risks can impact the institution's financial structure and resources necessary for its financial activities.

Strategic Risks: These unforeseen risks threaten the company, stemming from political, economic, social, and other environmental changes. They can hinder the Company's capacity to achieve its strategic goals and business objectives.

Compliance Risks: These arise from financial and reputational losses and criminal situations due to non-compliance with legal obligations, ethical standards, national (CMB requirements, Corporate Governance Compliance, and sustainability statements), and international

standards (GRI reporting standards, ISO standards, UNGC Communication on Progress, EU Sustainability Directive, European Commission Taxonomy, ILO requirements, Universal Declaration of Human Rights, etc.), as well as internal company practices.

Reputational Risks: These arise from diminished trust in or damage to the institution's reputation, which can occur if the Company fails to adhere to legal regulations or if stakeholders (customers, employees, shareholders, regulatory and supervisory authorities, competitors, and society) engage in actions that could result in negative perceptions of the institution.

Operational Risks: These encompass all risks encountered in the execution of the Company's day-to-day operations, including those related to organization, workflow, technology, and manpower, which can lead to financial and reputational losses for the institution.

External Environmental Risks: This category includes risks from political uncertainties, natural disasters, terrorism and other risks.

Doğuş Otomotiv Compliance Function

The compliance approach at Doğuş Otomotiv encompasses strict adherence to existing laws and regulations, internal policies and procedures, social norms, the Doğuş Otomotiv Code of Ethics, and relevant international standards.

To ensure a full understanding of corporate policies within the Company and to support the duties of the Compliance Function, Doğuş Otomotiv undertook various internal communication initiatives in 2025. These efforts aimed to enhance company-wide awareness of our policies, resulting in the publication of three (3) Compliance Bulletins and three (3) Personal Data Protection (PDP) Bulletins. The fourth Bulletin for 2025 will be published in January 2026.

The Compliance Bulletin serves to update and inform employees about crucial compliance and ethics issues, including the latest news and developments in compliance globally and domestically. Similarly, the PDP (Personal Data Production Board) Bulletin focuses on updating employees about decisions

made by the PDP Board, global trends, and recent developments in personal data protection. Additionally, information and billboards related to our policies were strategically placed in areas frequently visited by employees, providing detailed insights into policy content.

In 2024, it was decided to complete the “Ethical Guidelines for Business Partners” training, shared by Volkswagen AG with all its business partners, within the distributors and Authorized Dealer network. The training covers topics such as Ethical Guidelines for Business Partners, Compliance with Laws and Regulations and Honesty, General Sustainability Expectations, Environment, Human Rights and Labor Law, Business Ethics, Responsible Supply Chains, and Reporting of Misconduct.

The Compliance Function, which reports to the Early Risk Detection Committee -a subcommittee of the Board of Directors- held three (3) committee meetings in 2025 with its working group.

In 2022, the Doğuş Otomotiv Compliance Function and Homologation Unit established

the Monitoring and Steering of Regulations (MSoR) Working Group. This group is dedicated to managing company processes in adherence to legal obligations and deadlines, as well as facilitating effective communication with Original Equipment Manufacturers (OEMs). The MSoR Working Group’s activities are ongoing.

In 2024, a digital system called “Compliance and Procurement Audit” (USAD) was established to audit subsidiaries, Authorized Dealers and Service Centers, and high-risk suppliers under the “Compliance and Integrated Management Systems” framework. Supplier audit processes were launched in 2025.

AUDIT COMMITTEE REPORT**Internal Control and Internal Audit Activities**

While the internal control and internal auditing activities are carried out to ensure effective, reliable, and seamless management of the Company’s services and assets, a secure environment is created to ensure the integrity and consistency, timely availability, and protection of the information provided.

With internal control practices an integral part of our policies and procedures, our objective is to protect the rights of shareholders and stakeholders, ensure that the Company’s financial and non-financial information is realistic and accessible, comply with legislation and the Articles of Association, and carry out operations effectively and efficiently. Given that internal control is an ongoing activity and its assessments provide an instant view of the system, our existing structure has been reinforced with a triple line of defense. The internal control system, performed by executives and employees, constitutes the primary defense line while the Financial Control and Risk Management activities, which have been restructured under the General Directorate of the Chief Financial Officer, take place as the second line of defense. Functioning directly at the operational level, Financial Control and Risk Management acts in coordination with the other control departments such as Legal Department. Our third and final line of defense is Internal Audit activities.

The Company has in place an Internal Audit Department, which reports to the Audit Committee

and operates in accordance with the legislation and international standards. The department regularly and systematically audits and reviews the processes and internal control activities according to a risk-based annual audit plan approved by the Board of Directors and in line with the defined objectives. In 2025, a total of eight (8) meetings were held with the Audit Committee regarding the results of independent audits and the regular audit, inspection, and investigation activities carried out by the Internal Audit Department. In addition, the meetings of the Early Risk Detection Committee were attended.

The Internal Audit Department, taking care to comply with international standards of internal audit activities, evaluates development opportunities by considering quality assurance activities, senior management expectations, and similar industry practices. In this respect, audit activities regarding Information Technologies continued in 2025.

With the remote working model that started with the pandemic, the effectiveness of internal Auditing continued without compromising and focusing on remote auditing techniques, and the entire audit plan was completed as determined. In this context, efforts were also focused on the digitalization of auditing. Auditing activities were continued, and in this context, improvements were made in the relevance, efficiency, and effectiveness of audits by performing daily, weekly, and monthly reporting using the system, and by maintaining audit methodology practices that can produce results on all data instead

of sampling. The objective for 2026 is to increase the effectiveness of continuous auditing in regular audit activities.

Quality Assurance Review (QAR) service was received from the independent audit firm Ernst & Young in 2021 to measure and monitor the audit quality and to evaluate the compliance of Internal Audit Department activities with leading practices, professional practice standards, and ethical rules of the International Institute of Internal Auditors (IIA). As a result of the study, the highest grade, “Generally Conforms”, was obtained.

Audit Committee Briefing

As Doğuş Otomotiv’s Audit Committee, our objective is to ensure the compliance of the Company’s financial statements through effective management. In this respect, the Audit Committee, on behalf of the Board of Directors, defines the methods and criteria for internal audits, effectiveness, and adequacy of internal control and risk management, functioning of the accounting and reporting systems per the Capital Markets Law and the principles therein, the integrity of the information produced, the assessment and resolution of the complaints made to the Company regarding the internal auditing system, and confidential evaluation of notifications and notices on accounting and independent auditing issues.

All members of the Audit Committee, which I am chairing, are Independent Board Members defined within the framework of the Capital Markets Board of

Türkiye's Corporate Governance Principles. Mr. Osman Cem Yurtbay, the other Committee member, and I contribute to the committee with our extensive experience in finance, accounting, and auditing, which we have gained through our professional activities.

As the Audit Committee, we carry out our activities per the Committee Regulations approved by the Board of Directors and assist the Board in its oversight role regarding accounting, auditing, internal control system, and financial reporting practices. In this context, we are responsible for the following issues, which are also specified in our regulation.

- » Taking necessary measures to ensure that independent external audit is conducted effectively, adequately, and transparently.
- » Discussing with independent auditors whether the financial statements accurately reflect the financial standing of the Company and the results of the activities, and are prepared following the procedures and principles set in the relevant legislation.
- » Assessing whether the methods, tools, and implementation principles required to identify, measure, monitor, and control the Company's risks are in place.
- » Reviewing the follow-up system developed by the Company for compliance with laws and regulations, disciplinary penalties, and the results of the investigations and follow-ups launched by the Company management on these issues, and providing recommendations to the management for necessary arrangements and actions.
- » Taking necessary measures to ensure that the internal audit activities of the Company are conducted effectively,

adequately, and transparently.

- » Reviewing the operations and organizational structure of the Company's internal audit department, providing the Board of Directors with recommendations about establishing a healthy internal audit infrastructure within the Company, defining the powers and responsibilities of the internal audit department, drafting the internal control processes, and the actions needed to ensure the operation and oversight of the system.
- » Obtaining the opinions of the Company executives in charge and independent auditors regarding the compliance and accuracy of the annual and interim financial statements and their footnotes to be disclosed to the public with the current legislation, the accounting principles followed by the Company, and reality, and reporting these opinions together with our comments to the Board of Directors.
- » Reviewing the annual report to be disclosed to the public to ensure whether the information contained herein is accurate and consistent with the information held by the Committee.

The Committee convened eight (8) times in 2025, including 4 meetings with the external audit firm and 4 meetings with the Internal Audit Department. The independent external audit firm submitted its review of the consolidated financial statements and the audit results. In the presentations made to the Committee by the Internal Audit Department, evaluations of the findings regarding internal control, risk management, and governance processes were performed. In addition, separate meetings are held at least once a year with the Chief Financial Officer, Accounting Manager, and independent external auditors in

the absence of executive directors. These meetings enable us to consider the issues that may be brought to the agenda by the auditors or to our attention about the auditors.

The interim financial statements have been reviewed together with the Company's independent auditor. Quarterly reviews were conducted regarding the analysis of the consolidated results and the consolidated balance sheets were reviewed.

Audit activities, covering financial, operational, regulatory, and misconduct risks for all brands and departments of the Company, were carried out. In the audits, the effectiveness of internal control and risk management systems was assessed concerning compliance with legislation, policies, and procedures, accuracy and veracity of financial and operational information, protection of assets, and the productivity and efficiency of operations.

The increasing amount of data and transaction volumes along with the growing importance of information technologies in recent years cause the adequacy of conventional audit methods to be questioned. Therefore, continuous/computer-assisted audits have gained importance as an electronic audit process that provides assurance by the auditors. In this context, an audit methodology was introduced to generate results across all data instead of sampling and create periodic reporting through the system. These continuous auditing activities, which enhance the relevance, effectiveness, efficiency, and timeliness of the audits, continued in 2025.

Risks related to the Company's Information Systems processes were reviewed and the effectiveness of the controls was assessed. The audit activities

were carried out under 4 main headings: Information Technologies Governance, Information Security and Access Management, Infrastructure Operations, and Change Management. Furthermore, compliance with the Information Systems Management Communiqué published by the CMB in 2018 was followed through, and the compliance and effectiveness of the actions taken were evaluated.

In addition to all the internal control and audit activities in 2025, the findings from the previous periods were also followed up and the statuses of the actions to be taken regarding the deficiencies were evaluated.

We have an Ethics Hotline, which is fully controlled by an independent institution, where all employees of the Company can openly or anonymously report any violations or potential violations of the Code of Ethics. In 2025, the complaints and notices received from the Ethics Line were evaluated and necessary investigations and examinations were carried out.

The effectiveness of the audit process depends primarily on defining the appropriate audit risks. Accordingly, our independent audit firm shares

a detailed quarterly audit plan, which includes basic risk assessments, with us and the audited units. An annual survey is conducted by the independent audit firm regarding the audits carried out to receive feedback from the management about the effectiveness of the audit process.

In 2021, Quality Assurance Review (QAR) service was received from the independent audit firm Ernst & Young to ensure that the internal audit activities carried out within the company have been carried out in accordance with the International Internal Audit Standards and Professional Ethics Rules determined by the International Institute of Internal Auditors. As a result of the studies carried out, the Internal Audit Department received the highest grade of "Generally Conforms".

Our Company works with PwC, one of the well-known companies in the industry, to receive service for the independent external auditing of our company activities. Considering the quality of the service we have received throughout the year and the firm's position and experience in the sector, we find the audits to be effective.

At the Audit Committee meeting held regarding the independent external audit firm selection

process, offers received in response to the Company's tender are shared with us. The final decision is made as a result of the evaluations we have made as a committee. As a result of the tender opened in 2019, we started to work with PwC, in line with our decision, considering that the firm possesses the necessary knowledge, competence, expertise, and assurance that it will conduct the audits with national legislation and international audit standards.

Due to the requirement to change the independent audit firm in accordance with the relevant regulations of the Public Oversight Authority (KGGK), a tender was held at the end of 2025, and the audit firm will be changed in 2026.

Adnan Memiş
Head of the Audit Committee

OUR BRANDS



In 2025, Volkswagen Passenger Cars increased its market share from 7.6% to 8.2%, ranking second in the passenger car market. It also increased its SUV sales by 51%, becoming the brand with by far the highest SUV sales in Türkiye.



VOLKSWAGEN BİNEK ARAÇ



Volkswagen Passenger Cars ranked second in the passenger car market in 2025, increasing its market share from 7.6% to 8.2% with 88,682 retail sales. During the same period, with SUV sales accounting for 82.9% of total sales, Volkswagen Passenger Cars became the brand with by far the highest SUV sales volume in Türkiye.

Model performance

Volkswagen's successful Passat, dominating the D-SW segment, maintained its leadership in 2025 with an 80.4% segment share. The iconic Golf, the pioneer of the C-Hatchback segment, retained its leadership position with a 17.9% share. The compact SUV family comprising Taigo, T-Cross, and T-Roc achieved a combined sales volume of 55,504 units, accounting for approximately 22% of the segment. Among them, T-Roc delivered a remarkable performance, increasing sales by 107% year-on-year to 22,464 units. Launched in 2025, Volkswagen's first D-SUV model, Tayron, made a strong market entry, reaching 5,798 units sold in its first year.

Brand strategy focused on experience

In line with its global "Love Brand" strategy, Volkswagen Passenger Cars continued its customer-experience-focused initiatives throughout 2025. Sponsorships and events supporting the brand's "Top of Volume" positioning enabled diverse target audiences to experience Volkswagen models.

Through sports and music-focused collaborations such as Volkswagen Kite School, Galataport Jazz Festival, Bozcaada Jazz Festival, and Biz'de Jazz, the brand increased its visibility across culture, arts, and lifestyle platforms. Under the Volkswagen Arena sponsorship, more than 300,000 visitors were reached through 85 events held throughout the year, contributing significantly to brand perception.

Digital transformation in Sales and After-Sales Services

In 2025, Volkswagen Passenger Cars continued developing new projects aligned with its goal of 100% digitalization of sales and service processes, rapidly adapting to evolving customer expectations. These initiatives

focused on strengthening the contribution of digital channels to sales and after-sales processes and enhancing customer experience across all touchpoints.

Throughout the year, data-driven approaches were adopted across digital projects, supported by robust measurement, reporting, and user data analytics infrastructure. Numerous digital applications aimed at better understanding user behavior and improving communication performance were developed, with several already implemented.

On the sales side, alongside the launch of the New Price List page on the website, enhancements to the Vehicle-Specific Periodic Maintenance Cost Calculator, integrated into both the website and mobile app, enabled detailed tracking of user interactions. Based on this data, user behavior is analyzed more effectively, generating insights to improve the digital experience. Similar infrastructure developments for Video Call and Accessory Inquiry pages have been completed, with implementation planned within the first quarter of 2026.

In After-Sales Services, Volkswagen continued to introduce efficiency-enhancing and differentiating digital applications under the Volkswagenim (My Volkswagen) mobile app in 2025. With the addition of the "Nearest Charging Stations" feature, electric vehicle users can easily view all charging stations within the D-Charge infrastructure. Additional features -such as Pick-Up and Drop-Off service selection, Vehicle-Specific Periodic Maintenance Cost Calculation, and centralized management of service appointments- were also made available.

Strengthened with new functionalities, the mobile app reached record KPI levels in 2025, with an average of 60,000 monthly active users and 4,500 service appointments per month, while maintaining a 4.8-star rating on both the App Store and Google Play, remaining the highest-rated automotive app in Türkiye.

Through these comprehensive digital transformation initiatives, Volkswagen After-Sales Services became easily and rapidly accessible for all Volkswagen owners, supported by the nationwide Authorized Service

network. In 2025, Volkswagen Passenger Cars continued providing service at 81 locations, handling 541,970 vehicle entries, and serving an average of 45,164 customers per month.

Tayron in the Turkish market

Launched in 2025, the brand's first D-SUV model, Tayron, made a strong entry into the market, achieving sales of 5,798 units.



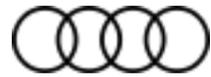
22%

VOLKSWAGEN'S COMPACT SUV FAMILY, CONSISTING OF THE TAIGO, T-CROSS AND T-ROC MODELS, RECORDED **TOTAL SALES OF 55,504 UNITS**, ACCOUNTING FOR APPROXIMATELY **22% OF THE TURKISH B-SUV MARKET**.

Continuing to expand its electric model range in 2025, Audi introduced the A6 Sportback e-tron, A6 Avant e-tron, Q6 SUV e-tron and Q6 Sportback e-tron to the Turkish market, alongside the fully renewed A5, Q3 and A6 models, which form the building blocks of the Audi brand.



AUDI

**The new face of Audi**

Audi Türkiye concluded an intense launch period in 2025, driven by its new design language, advanced technology production platforms, and differentiated communication strategy. Each embodying the philosophy of "Vorsprung durch Technik", the new models stood out not only with impressive driving and charging performance, but also by setting new standards in range and efficiency.

As in the previous year, Audi Türkiye continued to expand its product portfolio with new electric vehicles in 2025. Raising the bar in this field by introducing the A6 e-tron and Q6 e-tron to the Turkish market, Audi further reflected its distinctive approach in the electric vehicle segment with the Audi A6 Avant e-tron, Audi A6 Sportback e-tron, Audi Q6 SUV e-tron, and Audi Q6 Sportback e-tron. Launched in February, these models were highly acclaimed by consumers for their design, performance, and range. In addition, with the market introduction of the highly anticipated A5, Q3 and A6 models in 2025, the product portfolio has been fully renewed.

A year marked by innovations and records

In 2025, supported by its renewed and strengthened product portfolio as well as effective sales, after-sales, and marketing strategies, Audi Türkiye reached its highest-ever sales performance in Türkiye with 24,832 units, maintaining its strong position in the premium segment.

Sales of the A3 family, comprising A3 Sedan, A3 Sportback, and A3 allstreet, reached 8,551 units. Total sales of A5 models amounted to 1,895 units, while the A6 family recorded 4,315 units, the A7 Sportback totaled 99 units, and the A8 reached 67 units.

Q4 e-tron and Q4 Sportback e-tron achieved 1,497 units in total, followed by 343 units for Q6 SUV e-tron and Q6 Sportback e-tron, 6 units for Q8 e-tron and Q8 Sportback e-tron, 238 units for A6 Avant e-tron and A6 Sportback e-tron, and 14 units for e-tron GT, S e-tron GT and RS e-tron GT.

The Q2 achieved 1,808 units, followed by 3,784 units for Q3 SUV and Sportback, 188 units for Q5 SUV and Sportback, 1,242

units for Q7, and 785 units for Q8 and RS Q8 combined.

Value-added practices consistently implemented within After-Sales Services continued to support the brand's market performance. With the contribution of these efforts, the brand once again broke its own record in 2025 with 194,836 vehicle entries. Supporting this strong performance, a 68% increase in accessory sales and a 139% increase in Audi boutique sales further enhanced the contribution of the after-sales ecosystem to overall performance.

Experience-oriented communication strategy

In addition to traditional advertising and digital communication, Audi adopted a communication strategy as of 2025 centered on multi-experience-based driving activities to further strengthen its progressive premium positioning in Türkiye and reinforce its strength in electric innovation and high-performance segments.

Within this scope, groups of celebrities and opinion leaders were invited to Audi driving experience events to reach progressive, design-oriented, and tech-savvy modern luxury

audiences in Türkiye. By leveraging the power of social media to share the experiences and stories generated during these events, Audi aimed to foster brand adoption among target audiences.

The successful outcomes of this strategy were recognized within a short period, earning

Audi Türkiye first-place awards in the "ACE of M.I.C.E. Awards Influencer Campaign" and "GIGI Awards Celebrity and Opinion Leader Collaboration" categories throughout the year. Audi's experience-oriented communication strategy will continue uninterrupted and in a diversified manner in 2026.

Powerful performance from the Q3 family

Q3 SUV and Q3 Sportback models have strengthened Audi's position in the compact SUV segment with total sales of 3,784 units.



24,832

AUDI TÜRKİYE REACHED
ITS HIGHEST-EVER SALES
PERFORMANCE IN TÜRKİYE
WITH 24,832 UNITS.

With an expanding and increasingly electrified product range, SEAT and CUPRA brands closed another record year in 2025, achieving total sales of 22,855 units, driven particularly by strong performance in plug-in hybrid (PHEV) versions.



SEAT & CUPRA



Model performance and Authorized Dealer network

In 2025, the CUPRA brand achieved total sales of 12,998 units, reaching its highest sales volume and market share to date, with a 1.2% share. The CUPRA Formentor, featuring 100% CUPRA DNA, became one of the most preferred models in the compact SUV segment, with 9,939 retail sales. In Türkiye's rapidly growing PHEV segment, the Formentor ranked among the top three models with an 8% market share. The Terramar model, the latest addition to the product range, reached sales of 2,261 units.

CUPRA expanded its Authorized Dealer and Service network with CUPRA City Garage Istanbul at Galataport and a new location in Mersin.

In 2025, the SEAT brand recorded total retail sales of 9,857 units. The Ibiza ranked 8th in its segment with 2,148 sales, while the Leon achieved 4th place in the PHEV segment. In the SUV segment, Arona and Ateca reached retail sales of 2,608 and 3,197 units, respectively.

After-Sales Services

SEAT & CUPRA Authorized Services, operating at 49 locations

nationwide, achieved the highest vehicle entry volume to date, totaling 115,550 vehicles, including approximately 45,000 CUPRA vehicles. Customer loyalty was supported through wear-and-tear parts campaigns, while mobile campaigns offered discounts for vehicles aged two years and above. Maintenance campaigns providing special discounts for vehicles aged five years and above were extended to all models. In 2025, vehicle park loyalty increased from 51% to 54% compared to the previous year.

Service process digitalization was accelerated with the implementation of the AI-Supported Zero Error Project, which targets the complete and accurate fulfillment of customer requests, as well as the Digital Final Inspection Project, aimed at improving the efficiency of final inspection processes. With the launch of the CUPRA Online application, customers were offered a personalized experience, and the application exceeded 10,000 downloads.

The CUPRA Customer Delight concept, designed to deliver a premium service experience through the CUPRA Tribe and

CUPRA Promise packages, continued in 2025. The After-Sales Services customer experience survey score reached 4.88 out of 5, earning the Global Customer Satisfaction First Place Award.

Communication activities

CUPRA City Garage Istanbul, the brand's new experiential and sales hub, hosted visitors throughout 2025 with distinctive, performance-focused experiences across music, sports, and art, in line with CUPRA's culture- and community-driven growth strategy. Throughout the year, the brand culture was introduced to wider audiences through distinctive initiatives such as the running club and the DJ Academy.

Hosting an average of 1,000 visitors per month, CUPRA City Garage Istanbul organized 31 events in 2025 and achieved 1,135 vehicle sales, ranking first globally among 11 City Garage locations in its first year of operation.

CUPRA made a strong and eye-catching start to the year with the Frozen Festival and continued its event and sponsorship investments throughout the year. Within the scope of the Dokuzbuçuk Alaçatı sponsorship, Terramar lifestyle test drive events were organized,

and participation in the Primavera Sound international music festival was achieved together with the brand ambassador.

Continuing its leadership in padel sports, CUPRA became the main sponsor of two tournaments and Türkiye's first Silver-level event within the FIP TOUR 2025. Additionally, Turkish athletes represented Türkiye for the first time on an international stage at the CUPRA Mediterranean Padel CUP 2025 held in Egypt.

SEAT became the first Doğuş Group brand to introduce hybrid vehicles to the market in the first quarter. Extensive Authorized Dealer activations, trade fair participation, and numerous test drive events were carried out throughout the year to support the communication of the SEAT Leon PHEV model.

Training

Through 14 training programs, SEAT & CUPRA Authorized Dealer and Service teams were informed about new models and technologies, while quality and brand training initiatives elevated team competencies to the highest level. Following the training programs, sales and service teams across different organizational

levels were enrolled in international certification processes, ensuring that brand representation was aligned with established standards. As a result of these efforts, a 95% qualification rate and a 90% international certification rate were achieved.

Leon's strong breakthrough

SEAT's Leon model achieved impressive success by ranking fourth in the rapidly growing PHEV segment in Türkiye.



22,855

THE SEAT AND CUPRA BRANDS
ACHIEVED THE HIGHEST SALES
FIGURES ACROSS TÜRKİYE IN
2025.

In 2025, Yüce Auto achieved total sales of 45,321 vehicles, once again breaking Škoda's all-time sales record in Türkiye.



ŠKODA



Record sales performance in Türkiye

Škoda continued its journey in Türkiye with the highest sales volume in its history. With the addition of electric models to its updated product portfolio in mid-2025, the brand further strengthened its solid position in Türkiye's growing automotive market.

Compared to the previous year, Škoda increased its sales by over 3% in 2025, reaching a 4.2% market share. Globally, the brand's sales rose by 12.7% year-on-year to 1,043,900 units. Türkiye ranked among Škoda's most successful markets, placing 6th in Europe based on overall performance.

Leader of both the brand and the segment: Škoda Superb

With its broadest product portfolio to date, Škoda offered solutions tailored to diverse usage needs and customer profiles through nine models in Türkiye. In 2025, the most preferred Škoda model in Türkiye was the Superb, with 10,874 units sold. With this performance, the Superb concluded the year as the segment leader in the D-sedan segment, where premium brands are predominant.

Škoda's globally best-selling model, Octavia, ranked second in Türkiye with 9,975 units sold. Reflecting consumers' growing interest in SUVs, the Kamiq secured third place with 9,469 units sold in the B-SUV segment.

The Scala, preferred by both corporate and individual customers, recorded 3,468 units, followed by the compact SUV Karoq with 3,241 units, and the D-SUV Kodiaq with 3,005 units. Škoda's B-segment model Fabia completed the year with 2,457 units sold.

Growth momentum driven by electric models

The electric models introduced to the Turkish market in the second half of 2025 by Yüce Auto-Škoda were met with strong consumer interest. The brand's first fully electric compact SUV, Elroq, closed 2025 with 2,140 units sold, while the Enyaq family, which has proven its success in Europe, achieved 692 units in sales.

New Škoda models on the road to Türkiye

In 2026, Škoda will introduce the Enyaq Coupé RS, the highest-performance version of its fully electric SUV Enyaq, to the Turkish market. In addition, Fabia 130, the fastest Fabia model ever produced and a tribute to the brand's 130-year heritage, is also set to meet consumers on Turkish roads in 2026.

Partnerships and sponsorships enhancing brand visibility

Škoda aims to continue the sponsorships and partnerships launched in 2025 into 2026. Within this scope, the Škoda Square project initiated at Galataport Istanbul will showcase the brand's latest models throughout the year on a rotating basis, while the Škoda-branded wall featuring corporate colors at the main entrance will continue welcoming visitors year-round.

Activated in November 2025, Škoda Square was awarded "Best Outdoor Activation of the Year" by the Automotive Distributors and Mobility Association (ODMD). The project is planned to remain at Galataport Istanbul until the end of 2026.

Support for cycling, an integral part of Škoda's DNA, also found strong resonance in Türkiye in 2025. In addition to Škoda Auto's global partnership with the Tour de France, L'Etape Türkiye was added to the sponsorship portfolio by Yüce Auto-Škoda. The event, attended by thousands of cycling enthusiasts, is planned to continue in 2026.

Seamless e-Mobility experience

As of the second half of 2025, Yüce Auto-Škoda commissioned mobile charging stations and a nationwide fast-charging infrastructure across Türkiye. The developed e-Mobility ecosystem serves not only Škoda users but all

electric vehicle owners, regardless of brand or model.

Within the Authorized Service network across Türkiye, uninterrupted charging services are provided through 91 devices and 182 sockets, including 37 units of 360 kW and 54 units of 120 kW chargers.

Škoda Square

The Škoda Square project initiated at Galataport Istanbul was awarded "Best Outdoor Activation of the Year" by the Automotive Distributors and Mobility Association.



4.2%

IN 2025, ŠKODA INCREASED ITS SALES BY MORE THAN 3% COMPARED TO THE PREVIOUS YEAR, **REACHING A MARKET SHARE OF 4.2%.**

Bentley has revived the “Supersports” name, first used 100 years ago, to introduce its sportiest Continental GT model to date.

Lamborghini’s second hybrid model, the Temerario, has taken its place in showrooms.



BENTLEY & LAMBORGHINI



The most prestigious and luxurious models in automotive history

Bentley Motors was founded in 1919 by railway engineer Walter Owen Bentley. As a British brand, Bentley has been renowned for producing the most prestigious and luxurious models in automotive history since the early 1910s. Today, the brand continues its journey under the umbrella of Volkswagen AG.

Automobili Lamborghini was established in 1963 by Ferruccio Lamborghini. Since its foundation, production has been carried out in Bologna, Italy. Following the acquisition of all shares by Audi AG in 1998, Lamborghini entered a period of accelerated growth, introducing new models equipped with advanced and high-performance technologies.

100th anniversary of the Supersports heritage: Bentley Continental GT Supersports

In 2025, Bentley revived its 100-year Supersports legacy with the introduction of the new Bentley Continental GT Supersports, a performance-focused luxury car. The model stands out as the sportiest Continental GT ever produced by the brand, featuring a rear-wheel-drive configuration, a powerful V8 engine without hybrid assistance, and contemporary aerodynamic enhancements.

Marking the fourth use of the Supersports designation in Bentley’s history, the vehicle is powered by a 4.0-liter twin-turbocharged V8 internal combustion engine generating 666 PS and 800 Nm of torque. Power is transmitted exclusively to the rear wheels via an eight-speed dual-clutch transmission.

According to data disclosed by Bentley, the new Continental GT Supersports accelerates from 0 to 100 km/h in 3.7 seconds and reaches a maximum speed of approximately 310 km/h. The pre-order process has been completed, and the model will be produced in a limited series of 500 units.

Lamborghini Huracán gives way to the 920 hp Hybrid Temerario

First introduced at the 2014 Geneva Motor Show, the Lamborghini Huracán is being succeeded by the Temerario, powered by a V8 twin-turbo hybrid engine produced entirely at Lamborghini’s manufacturing facilities. Developed in line with the brand’s future-oriented strategy, the Temerario features a V8 engine designed entirely by Lamborghini engineers, supported by three electric motors — two positioned on the front axle and one located between the engine and the transmission. This configuration delivers a combined system output of 920 PS.

The Lamborghini Temerario accelerates from 0 to 100 km/h in just 2.7 seconds and achieves a maximum speed exceeding 340 km/h, establishing a new benchmark in the hybrid super sports car segment. The model offers 13 different driving modes, including a dedicated drift mode.

Following the Revuelto and Urus SE, the Temerario represents the third model in Lamborghini’s High-Performance Electrified Vehicle (HPEV) series, thereby

completing the brand’s transition strategy toward full hybridization of its product range.

Bentley and Lamborghini on social media

Within the framework of the global marketing and communications strategies of the Bentley and Lamborghini brands, social media communications were maintained uninterrupted throughout 2025. In addition, continuous special news projects and magazine advertising campaigns were executed during the reporting period.

Temerario: A reflection of Lamborghini’s vision for the future

Lamborghini introduced the Temerario in 2024 as the third model in its High-Performance Electrified Vehicle series.



2 NEW MODELS

IN 2025, **BENTLEY INTRODUCED THE NEW SUPERSPORTS** MODEL IN HOMAGE TO THE BRAND’S SPORTY HERITAGE; MEANWHILE, **LAMBORGHINI COMPLETED ITS TRANSITION TO HYBRIDIZATION** ACROSS ITS ENTIRE PRODUCT RANGE BY ADDING THE TEMERARIO TO ITS LINEUP.

Porsche achieved a record sales figure of 1,207 units in 2025, and Turkey became the third market in the world with the highest EV penetration rate at 72%.



PORSCHE

PORSCHE

Sales performance by model

Porsche Türkiye achieved a significant milestone in 2025, reaching sales of 1,207 units for the first time in its history. This performance was primarily driven by the fully electric Macan BEV and Taycan models, which accounted for 74% of total sales.

With the launch of the fully electric Macan and the renewal of the Taycan model, the share of electric vehicles in total sales increased substantially, reaching 894 units in 2025. The Macan became the best-selling model in Porsche history within a single year, with 721 units delivered.

Investments in electric vehicles

Investments in electric vehicles continued uninterrupted throughout 2025.

Charging station investments:

As part of its electric mobility strategy, Porsche Türkiye provides charging infrastructure for its electric models. The Porsche Mobile App enables access to charging locations, delivering an end-to-end digital charging experience. Under Porsche Connect, a 22 kW AC charger is provided free of charge.

High-speed (DC) charging station investments:

With the installation of 200 kW and 50 kW ABB fast chargers at Porsche Studio, the total number of DC charging stations operating at Porsche locations reached 16 as of year-end 2025. In collaboration with Otojet, 12 ultra-fast 360 kW DC charging stations positioned on urban and intercity routes were also operational.

Destination Charging investments:

Under the Destination Charging concept, a total of 48 AC charging stations at premium locations were made available to Porsche users by the end of 2025. An additional nine AC charging stations across five locations are planned for commissioning in the first half of 2026.

Porsche - TotalEnergies

collaboration: Through collaboration with TotalEnergies, 12 high-speed DC charging stations across eight locations on highways and main arteries in İstanbul, Kocaeli, Balıkesir, Aydın, and Afyon were operational as of year-end 2025. The partnership is planned to expand with the installation of six additional high-speed DC stations in

2026, including two with 400 kW capacity and four with 360 kW capacity.

Mobile Charging Project: Within the scope of the Yolda Şarj (On-the-Road Charging) project, development of a 50 kW mobile charging unit utilizing repurposed battery modules from Taycan models has been completed. The project is planned to be initially commissioned at Porsche Center Kartal and subsequently expanded across premium locations in İstanbul.

Authorized Dealer investments

Porsche Studio İstanbul, the largest Porsche Studio in Europe, commenced operations in December. Located in Etiler, the two-story, 680 m² facility aims to become a new meeting point for brand enthusiasts, combining distinctive design and advanced technology. Bringing digital technology together with an impressive physical experience, Porsche Studio offers visitors the opportunity to design their dream Porsche and examine it in detail through personalization options in the configuration area.

Communication efforts

In 2025, communication activities primarily focused on the launch of the 100% electric New Macan. In

February, a launch event themed "Shades of Provence" was held at Volkswagen Arena. In June, an off-road themed driving event took place at İstanbul Park, followed by a lifestyle press drive event in the Kaz Mountains in September. The Kaz Mountains Macan driving event received the Regional PR Communication Award of the Year in Porsche Central and Eastern Europe.

Within the scope of Authorized Dealer marketing communications, driving events for Porsche SUV models were organized. In May, Porsche Center Mersin was opened under the renewed "Destination Porsche" concept. During the opening of Porsche Studio İstanbul, established to enable brand enthusiasts to experience the Porsche world more closely, a preview of the New Cayenne Electric model was also presented.

After-Sales Services performance

To meet the needs of the rapidly growing electric vehicle fleet, a high-voltage battery repair center was opened within Başaran Otomotiv Porsche Center Antalya in 2025. Accordingly, the total number of repair centers increased to seven, while the number of high-voltage specialists doubled to 36.

Powering the electric transformation

Porsche Türkiye supported its record sales performance of 1,207 units in 2025 through a strong electric mobility-focused model rollout and infrastructure investments.

Thanks to Porsche customer loyalty initiatives and service, accessory, boutique, and after-sales marketing activities in 2025, a 63% increase in service turnover was achieved. Overall customer satisfaction across Porsche Authorized Services reached 4.96 out of 5.

Within the scope of service quality improvements, a Quality Day event was organized with the participation of senior executives from Porsche AG, during which local implementations were recognized and appreciated. Additionally, a new training classroom was put into service in 2025 to meet educational needs.

Infrastructure integration between Porsche AG systems and Turkuaz was completed, enabling automatic transfer of all required information into the system.

894

PORSCHE TÜRKİYE ACHIEVED
**TOTAL SALES OF 894 ELECTRIC
VEHICLES** IN 2025.

Volkswagen Commercial Vehicles achieved its highest sales volume of the past eight years in 2025, with total sales reaching 23,605 units.



VOLKSWAGEN COMMERCIAL VEHICLES



Brand performance in 2025

In 2025, the light commercial vehicle market grew by 10% year-on-year, reaching 283,904 units. Volkswagen Commercial Vehicles recorded 23,605 units in sales, achieving 5.2% growth. The brand captured an 8.3% share of the light commercial vehicle market and ranked sixth in the imported commercial vehicle market with an 8.5% market share.

Amarok ranked second in its segment with 3,963 units and a 19.5% market share. Transporter ranked third with 5,039 units and an 11.7% market share. Caddy ranked fifth with 11,704 units and a 10.2% market share, while Crafter reached 2,899 units and a 4.2% market share.

The new generation of the iconic Transporter model, first introduced in 1950, was launched in Türkiye, with New Transporter Kombi models introduced in May and the New Caravelle in February. In March, the new generation of the iconic camper model California was also launched.

Brand communication strategy

In celebration of the 75th anniversary of the production of the first iconic T1 model in 1950, participation was ensured in the international dynamic press launch of the New Transporter and New Caravelle models held in Athens in February. Additionally, the international Brand Experience event organized in Athens between 26 February and 1 March was attended by Authorized Dealers from across Türkiye.

An iftar organization for fleet customers was held in conjunction with a vehicle display event.

In May, an Authorized Dealer Senior Management Evaluation Meeting was held to celebrate the brand's 75th anniversary globally and its 30th anniversary in the Turkish market, and to assess brand strategies.

In July, the brand participated in the "Bus Trio" PR event organized in Amsterdam.

Throughout 2025, sponsorship activities for the ID. Buzz and Amarok models strengthened brand perception and expanded target audience touchpoints.

With over one million Facebook followers and more than 165,000 Instagram followers, the brand continued to lead the sector in customer-focused innovative applications and customer satisfaction-enhancing services across digital platforms, including YouTube.

To further strengthen its digital presence and engage with business professionals, the Volkswagen Commercial Vehicles LinkedIn account was launched.

Digital development efforts

Throughout 2025, the Volkswagen Commercial Vehicles website, mobile application, and the VWTogether mobile application —developed for Authorized Dealer and Service teams— were technically enhanced. New product and campaign pages were created and SEO development efforts continued uninterrupted. The comprehensive backend renewal of the Volkswagen Commercial Vehicles website is planned to be completed in 2026.

Expanding product range

Pursuing its strategy of providing solutions for diverse customer needs, Volkswagen Commercial Vehicles continues to broaden its product portfolio and plans to introduce the renewed Caddy and Multivan models together with the Transporter Pick-up in 2026.

Authorized Dealer and Service field operations

In 2025, Volkswagen Commercial Vehicles continued to provide services through 70 Authorized Dealers and 81 Authorized Service points across Türkiye. Annual vehicle entries at Authorized Services reached 149,700 units, with a monthly average of 12,475 vehicles.

The "Rewarding Service (Kazandıran Servis)" campaign, designed to enhance customer loyalty within After-Sales Services, was utilized by 28,753 customers in 2025. Additionally, 43,175 customers benefited from various original spare parts campaigns during service visits.

Through the "Volkswagen Commercial Vehicles Mobile Service" privilege, 1,769 customers received maintenance and

express service at their vehicle locations in 2025. Since the launch of the application in 2019, the total number of customers benefiting from the service has reached 6,810.

2026 product innovations

In 2026, Volkswagen Commercial Vehicles will further enrich its product portfolio with the renewed Caddy and Multivan model launches, as well as the launch of the Transporter Pick-up.

In line with its strategy of offering solutions tailored to every need, the brand aims to increase its share in the light commercial vehicle market and maintain its strong brand image by supporting its expanding product range with continuous communication efforts, an evolving service approach, and rapidly transforming technology.

23,605

IN 2025, VOLKSWAGEN COMMERCIAL VEHICLES GREW BY 5.2% WITH SALES OF 23,605 UNITS, CAPTURING 8.3% AND 8.5% SHARES OF THE LIGHT COMMERCIAL VEHICLE AND IMPORTED COMMERCIAL VEHICLE MARKETS, RESPECTIVELY.

In 2025, Scania crowned its success by achieving leadership in the imported tractor market. Aiming to expand its sustainable business model and transportation approach to its entire sales and after-sales network, Scania prioritized Economic and Safe Driving Training programs in 2025.

SCANIA



Sales performance

In 2025, Scania achieved sales of 2,609 units in the total heavy commercial vehicle market of 32,171 units in Türkiye, reaching an 8.1% market share. With this result, Scania ranked first in the imported tractor market.*

New product launches

In 2025, Scania introduced and launched its next-generation 5-cylinder, 11-liter engines developed under the SUPER series. The Scania SUPER 11, offering power outputs of 350 hp, 390 hp, and 430 hp, meets Euro 6 emission standards solely through the SCR system.

In addition, toward the end of 2025, Scania introduced an AT-type approved 8x4 truck model with a technical capacity of 60 tons. As the four-axle truck with the highest technical capacity in its segment, this model delivers exceptional efficiency and durability, particularly in mining operations as well as tipper and crane applications.

Authorized Dealer and Service network activities

Scania Türkiye operates nationwide through 15 Authorized Dealers and 19 Authorized Service Points.

In 2025, two new Authorized Dealers and one new Authorized Service Point were opened. The Tuzla Scania Authorized Dealer and Service facility in Istanbul was relocated to Şekerpınar, Kocaeli. Scania aims to further expand its dealer network in 2026.

In addition, a second Scania training classroom was opened in Bolu in 2025, with plans to open one more training classroom in 2026.

Brand communication

Throughout 2025, Scania Türkiye continued to strengthen its leading position on social media platforms. The brand recorded 7.23% growth on Facebook, surpassing 252,000 followers; 37.09% growth on Instagram, exceeding 131,000 followers; and 30% growth on YouTube.

The #SuperManzaralar series, produced through shoots conducted at six different locations across Türkiye, generated over 9 million views on social media. The #SuperTercih video series, which continued in 2025, reached over more than 1.6 million views across its two published episodes.

Digital solutions

The renewed Scania'm Cepte mobile application, launched in November 2025, reached approximately 2,000 downloads in a short period by offering a more user-centric experience. Applications designed to digitalize processes across the Authorized Service network were implemented, with the integration of artificial intelligence and data-driven technologies targeting sustainable improvements in service quality and customer satisfaction.

Authorized Dealer and Service training

Throughout the year, 30 training sessions across five categories were delivered at all Scania Authorized Dealers and Services, supporting the development of 650 participants. Within the scope of Economic and Safe Driving Training programs, training was provided to 895 drivers from 127 different customers, aiming to promote efficient vehicle use, enhance traffic safety, and improve fuel efficiency. During the training sessions, vehicle data were analyzed to support the improvement of driving habits and cost savings. Scania plans to expand these training programs further in 2026.

"Scania Always by Your Side" for a sustainable world

As part of its sustainability goals, Scania aims to become fossil-fuel-free by 2050. This objective is planned to be achieved through reductions in emissions arising from vehicles, operations, and the supply chain.

Under the "Environment-Friendly Dealer" project launched in 2023, Authorized Dealers and Service Points are encouraged nationwide to adopt renewable energy usage, carbon footprint measurement, and implement environmentally responsible practices. Currently, 42% of Authorized Dealers and Services meet their energy needs from renewable sources. Since 2023, a seed ball has been planted into nature for every Scania vehicle sold.

Launched as a pilot in 2024, the "Carbon Footprint Measurement Project" was expanded in 2025, with measurements completed at six Authorized Dealers. Based on the data obtained, carbon reduction targets will be set and "Environment-Friendly Dealer" evaluations conducted. In 2026, Scania aims to further expand the scope, with the long-term goal of measuring the carbon footprint of all Authorized Dealers and Service Points.

Expectations for 2026

In 2026, Scania will continue to communicate the superior performance and efficiency features of its SUPER model to its users. In line with its vision of sustainable transportation, Scania aims to be a reliable solution partner for its customers by providing integrated solutions with its various products and services, mainly construction and road trucks.

Source: Heavy Commercial Vehicles Association (TAİD) report.

2.609

SCANIA ACHIEVED AN **8.1% MARKET SHARE WITH SALES OF 2,609 UNITS** IN 2025 AND RANKED **FIRST** IN THE IMPORTED TRACTOR MARKET.

Strong steps for carbon reduction

As part of the "Environment-Friendly Dealer" initiative, the Carbon Footprint Measurement Project, launched in 2024, was expanded in 2025, and carbon footprint measurements were successfully completed at six Authorized Dealers.



As one of the leading brands in the cold chain transportation sector, Thermo King sustained its success in 2025 by delivering precision temperature-controlled logistics solutions tailored to diverse operational needs.



THERMO KING



Strong performance with the Advancer Series in 2025

Having introduced the Advancer A500, the highest-capacity cooling unit in its product portfolio, to the Turkish market in 2024, Thermo King continued to achieve significant success with the Advancer Series throughout 2025. Distinguished by its innovative technology, the Advancer Series maximizes fuel efficiency, helping businesses reduce operational costs while contributing to sustainability goals. With the A400 and A500 models, Thermo King reaffirmed its position as a trusted partner for demanding transport operations.

High-efficiency refrigeration: Thermo King TX Series

Thermo King achieved rapid market success in 2025 with its next-generation TX Series truck refrigeration units. Featuring engine-independent fan control and low fuel consumption, these units offer flexible configurations for small or large bodies, single-temperature or multi-compartment applications. They also deliver reliable, uninterrupted performance under extreme hot and cold ambient conditions.

Multi-temperature solutions for compartmentalized bodies

With its Advancer Spectrum and SLXi Spectrum units, Thermo King enables the transport of products at multiple temperature zones within a single body. Designed for both vertical and horizontal compartment configurations and supporting more than two compartments, this technology allows products with varying temperature requirements to be transported safely and efficiently at the same time, enhancing operational efficiency and increasing flexibility across transportation processes.

The future of cold chain transport: Zero-emission trailers

Thermo King continues to support sustainable transportation through low-emission trailer refrigeration solutions. The fully electric Advancer-e model, compatible with multiple power sources, aligns seamlessly with the industry's transition toward 100% electric vehicles. Among the latest low-emission cooling concepts, AxlePower stands out by generating refrigeration power from the trailer's axles during motion. This

innovative approach is expected to bring a new perspective to the sector in the coming period.

Maintenance contract sales

Following the successful launch of its maintenance contract model in 2024, Thermo King expanded the scope of this offering in 2025 in response to positive customer feedback. As adoption increased, the benefits of maintenance-contracted sales, particularly in terms of operational efficiency and customer satisfaction, became increasingly evident.

Under this program, maintenance and repair services are performed by Authorized Service Centers using genuine spare parts, ensuring long-term, trouble-free operation of the equipment. Through this customer-centric approach, Thermo King aims to extend equipment lifespan and further enhance the user experience.

Strong Authorized Dealer and Service Network

Thermo King continues to invest in improving the service quality of its Authorized Dealer and Service Network. In 2025, sales and service training programs, along with technology-focused knowledge-sharing initiatives, significantly



strengthened network capabilities. The transition of these trainings to online platforms further improved accessibility and sustainability.

Committed to maintaining the highest levels of customer satisfaction, Thermo King will continue to reinforce the performance of its Authorized Dealer and Service Network through new initiatives planned for 2026.

New generation TX Series

Thermo King's TX Series, launched in 2025, introduced new standards to the industry in terms of reliability, performance, efficiency, and low operating costs by offering higher fuel efficiency and high capacities.

ZERO-EMISSION TRAILERS

THERMO KING, WHICH OFFERS SUSTAINABLE SOLUTIONS WITH ITS LOW-EMISSION PRODUCTS, IS ALSO **PERFECTLY COMPATIBLE WITH 100% ELECTRIC VEHICLES**, THE FUTURE OF THE TRANSPORTATION INDUSTRY.

Meiller Türkiye, one of the leading brands in the semi-trailer and tipper sector, known for delivering superior performance and durability under challenging conditions, continued to increase its market share in 2025.



MEILLER



As one of Europe's leading manufacturers of semi-trailers and tipper trailers, Meiller, with its high engineering quality, long service life, and structure designed for demanding operating conditions, is a reliable solution partner in the Turkish market as well as globally. Operating in Türkiye under the distributorship of Doğu Otomotiv, Meiller differentiated itself in the sector throughout 2025 with its customer-focused approach.

Meiller Türkiye operates nationwide through 10 Authorized Service Points and 11 Authorized Dealers. In 2025, the highest sales volumes were achieved in the half-pipe semi-trailer tipper model, with 23 units sold to Safir Proje and 22 units to Hasan Sümer Construction companies.

In line with its sustainability approach, Meiller Türkiye launched a project in 2025 in which a 'seed ball' is planted for every product sold.

Training programs

In 2025, Meiller implemented training programs aimed at enhancing the technical knowledge and competencies of its employees. Training sessions organized for sales and service consultants were observed to make a significant contribution to improving customer satisfaction and service quality.

Brand communication

In 2025, Meiller Türkiye strengthened its social media performance, recording growth of 62% on Instagram, reaching 568 followers, and 67% on LinkedIn, reaching 514 followers. Website design and development efforts continued throughout the year and reached its final stage.

Expectations for 2026

In 2026, Meiller aims to further increase its presence in the semi-trailer market, maximize value delivered to customers, and continue its commitment to excellence in After-Sales Services.



STRONG AUTHORIZED DEALER NETWORK

IN 2025, MEILLER TÜRKİYE MAINTAINED ITS NATIONWIDE SERVICE NETWORK WITH **10 AUTHORIZED SERVICE CENTERS AND 11 AUTHORIZED DEALERS.**

Reliable solution partner

Standing out with superior engineering quality, durability, and suitability for demanding conditions, Meiller differentiated itself in the sector in 2025 through its customer-centric approach.

Doğuş Otomotiv, the Turkish distributor of Wielton in the trailer and semi-trailer segment, steadily continued its operations in the Turkish trailer market in 2025 while increasing brand awareness.



WIELTON



Sales performance

Wielton, one of Europe's three largest trailer manufacturers, expanded its dealer network from 14 to 17 Authorized Dealers during the year. With the opening of Doğuş Otomotiv's Şekerpınar location in December 2025, Wielton now serves customers across Türkiye through 17 Authorized Dealers and 18 Authorized Services.

Training programs

Under the Wielton Authorized Dealer training programs launched in 2024, customized training sessions were delivered to sales and service consultants. In 2025, Assembly Training programs were conducted for technicians working at Wielton Authorized Dealers and Service Centers. These training activities significantly contributed to improving customer satisfaction and service quality.

Digital solutions and brand communication

In 2025, Wielton Türkiye strengthened its communication efforts across social media platforms, increasing its digital visibility. Instagram followers grew by 48% to 635, while LinkedIn followers increased by 26% to 514. Communication activities were further supported through product training productions and local content shoots. Website design and development efforts continued throughout the year, reached the final phase of the project.

Expectations for 2026

In 2026, Wielton aims to further enhance its brand awareness and market share in the trailer segment. The brand plans to expand its portfolio with tarpaulin and platform trailers featuring various specifications tailored to customer needs, aiming a broader customer base. In collaboration with tractor unit product groups, Wielton also plans to deliver turnkey solutions for both domestic and international fleet customers.



Customer-focused expansion

In 2026, the brand plans to expand its portfolio with tarpaulin and platform trailers featuring various specifications tailored to customer needs, aiming a broader customer base.



17

IN 2025, WIELTON HAS EXPANDED ITS **AUTHORIZED DEALER NETWORK TO 17 LOCATIONS.**

With its innovative approach, DoğuŖ Oto continued its value-creating activities for employees and customers in 2025, maintaining service delivery within the framework of quality standards and sustainability principles.



DOĞUŞ OTO



About DoğuŖ Oto

DoğuŖ Oto provides new and pre-owned vehicle sales, spare parts and accessories sales, and after-sales services for Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, Porsche, SEAT, CUPRA, and Škoda brands in Istanbul and Ankara. The company also offers fleet sales services and operates as an authorized DOD dealer. Across six operating locations -Ankara, Esenyurt, Kartal, Maslak, Galataport, and Etiler- DoğuŖ Oto delivers its services through 29 Authorized Sales and 26 Authorized Service points.

With a workforce exceeding 1,100 employees, DoğuŖ Oto maintained its strong and stable position in the sector in 2025, achieving sales of 55,087 new vehicles, 3,438 pre-owned vehicles, and 221,911 service entries.

Investments and innovations

In 2025, DoğuŖ Oto continued its investments aimed at strengthening its pioneering position in the sector in line with its leadership strategies. Within this scope, Porsche Studio Istanbul, Europe's largest Porsche Studio, was opened, offering a 680-square-meter space where visitors can experience Porsche's latest models and explore personalization options.

In addition, DoğuŖ Oto Ankara and DoğuŖ Oto Kartal Audi showrooms were completely renovated in line with Audi's new global showroom identity.

Awards and achievements

In 2025, DoğuŖ Oto achieved significant success in numerous national and international competitions:

- » D-One was awarded "Best In-House Entrepreneurship" by the Entrepreneurial Institutions Platform in cooperation with Özyeğin University
- » The DoğuŖ Oto website won second place in the Website / Automotive category at the Golden Spider Awards.
- » First place was achieved in the ŠKODA SUPERBLIG competition, and the Company advanced to the finals of the Škoda Challenge 2025.
- » Awards were won in the Audi Authorized Dealer MVP, Best Workshop Processes, and Best Training Processes categories, and DoğuŖ Oto qualified for the global finals of the Audi TwinCup 2025.
- » CUPRA City Garage Istanbul became the CUPRA City Garage with the highest sales volume worldwide.
- » First place was achieved in the CUPRA Promise competition, and awards were also received for Highest Market Share

Increase, Communication TOP 3, and Highest Fleet Sales categories for Authorized Dealers in 2025 within the scope of SEAT & CUPRA sales awards.

- » First place was achieved in Porsche accessories sales.

Marketing activities

In 2025, DoğuŖ Oto carried out comprehensive marketing activities to increase brand awareness, support service entries and sales, and strengthen customer loyalty and satisfaction. Social media activities generated 49.6 million impressions and reached 6.9 million users, while 4.6 million SMS messages were sent to enhance engagement with target audiences. Throughout the year, 40 promotional and launch events, including vehicle exhibitions, test drives, and special events, were organized.

Quality initiatives

In 2025, DoğuŖ Oto successfully completed certification audits and renewed its TÜRKAK-approved ISO certifications: ISO 9001 (Quality Management System), ISO 14001 (Environmental Management System), ISO 45001 (Occupational Health and Safety Management System), and ISO 10002 (Customer Satisfaction Management System). During the same period, carbon footprint calculations were completed

across all regions, and the company was certified at the Gold level under the Volkswagen Group's GoToZero Retail Program. Efforts focused on sustainability, environmental responsibility, and high service standards will continue in 2026.

Digitalization and data management

In 2025, DoğuŖ Oto accelerated digital process development efforts with a customer-centric approach. Data governance projects were carried out to enhance data quality and enable effective management of data assets across the organization. The DoğuŖ Oto Mobile Application, implemented in line with the Company's digital transformation strategy, digitalized the vehicle purchase process for

customers, reduced the need for physical interaction, and significantly shortened transaction times. With its continuously enhanced infrastructure, the application has become a key component of the Company's digital channels.

Customer and after-sales data sets were analyzed, and actions were taken, while a smart reporting tool was developed to measure data quality. With the completion of 80 digital process development projects in 2025, operational efficiency and customer experience were taken to a best-practice level. The DoğuŖ Oto and DoğuŖ Oto Tires websites and mobile application continue to be developed to deliver a user-friendly and effective digital experience.

55,085

DOĞUŞ OTO ACHIEVED A SUCCESSFUL PERFORMANCE IN 2025 WITH **55,085 NEW VEHICLE SALES, 3,438 USED VEHICLE SALES, AND 221,911 SERVICE ENTRIES.**



As of the end of 2025, the total value of Doğuş REIT's investment property portfolio - including Doğuş Center Maslak, D-Ofis Maslak, Doğuş Etiler Sports Center, Gebze Center Mall, Gebze Center Hotel, and Gebze Center Automotive Showroom & Service - amounted to 19.4 billion TRY.

DOĞUŞ REIT

**2025**

The number of visitors to Gebze Center Mall, part of Doğuş REIT's portfolio, reached approximately 12.3 million in 2025. In line with the positive developments in the retail sector throughout 2025, the occupancy rate at Gebze Center Shopping Mall reached 100% by the end of the year with new leases.

As of the end of 2025, Doğuş REIT's investment property portfolio - including Doğuş Center Maslak, D-Ofis Maslak, Doğuş Etiler Sports Center, Gebze Center Mall, Gebze Center Hotel, and Gebze Center Automotive Showroom & Service - encompassed a total leasable area of 195,000 square meters, with a total appraised value of TRY 19.4 billion.

In 2025, rental income from properties reached TRY 1.15 billion, operating profit amounted to TRY 888 million, and net profit/loss stood at TRY (234.9) million.

2025 achievements

As a reflection of Doğuş REIT's diligence in complying with the Corporate Governance Principles and its sensitivity to continuous improvement in

the BIST Corporate Governance Index each period, the company's 2024 Corporate Governance Principles Compliance Rating was announced as 9.58, rising to 9.62 in 2025.

Sustainability

Sustainability has remained a key focus for Doğuş REIT, and as of 2023, the company took a significant step forward by integrating its long-standing corporate governance, environmental responsibility, and corporate social responsibility initiatives under a unified sustainability framework.

The Company publicly disclosed its first Sustainability Report, fully compliant with international standards, in December 2024. In November 2025, Doğuş REIT took a significant step forward in corporate reporting by publishing its 2024 data for the first time in the form of an Integrated Report.

In the Report, sustainability was positioned as a cornerstone of corporate development and long-term resilience, while the Company's corporate performance was presented in detail through a holistic approach grounded in the perspective of

"Impact-Oriented Transparency and Governance."

Along with its 2024 Integrated Report, Doğuş GYO has adapted the results of its "Double Materiality" study to its business model for the first time, along with its strategic roadmap. In this context, efforts were undertaken to integrate climate change-related "physical risks" as well as "transition risks" arising from regulatory and market dynamics associated with the shift to a low-carbon economy into the Company's corporate risk and opportunity management mechanisms.

**195 thousand square meters of leasable area**

Covering a total leasable area of 195 thousand square meters, Doğuş REIT's real estate portfolio includes 90 thousand square meters of Class A office space, 158 hotel rooms, 12 auto showrooms, 5 TV studios, 3 radio studios, 124 stores, 31 cafes-restaurants, 10 cinema halls, 3 gyms, and a parking lot with a capacity of 3,150 vehicles.



12.3 mn

GEBZE CENTER MALL REACHED **12.3 MILLION VISITORS** IN 2025 AND ACHIEVED **100% OCCUPANCY RATE** WITH NEW LEASES.

In line with market dynamics, DOD completed sales of 20,453 used vehicles in 2025. During this period, the corporate identity renewal across the Authorized Dealer network was finalized and the operational structure was strengthened. Investments in the brand's digital capabilities will remain a strategic priority in the upcoming period.



DOD

**DOD in 2025**

Despite high financing costs, limited access to consumer loans, and the suppressive impact of intensive campaigns for new vehicles, the used car market grew year-on-year in 2025.

Under these market conditions, DOD's Brand Management sales reached 1,123 units, while total sales amounted to 20,453 units through 61 DOD Authorized Dealers operating in 28 provinces. Vehicles from Group brands under the Doğuş Otomotiv umbrella accounted for 54% of total sales.

Throughout the year, a consistent vehicle supply was ensured for the Authorized Dealer organization. Through the effective use of the DOD Auction Platform, vehicles belonging to DOD inventory, as well as those of various companies, including vdf Fleet, were offered for sale. Within this scope, approximately 500 vehicles were sold across 33 auctions.

Digital solutions

The digital platform advertising sales model, launched at the end of 2024 as a first within Doğuş Otomotiv, was managed effectively and systematically throughout 2025, becoming a significant alternative revenue channel. Through advertisements published on DOD.com.tr and the DOD mobile application, revenue was generated via 75 advertising campaigns carried out with a total of 14 brands, both within and outside the Group.

Technological infrastructure and functional capabilities of the actively used DOD Auction Platform continued to be enhanced throughout the year, with new features introduced to improve user experience and transaction efficiency.

Authorized Dealers

As of 2025, the DOD organization continued to provide uninterrupted corporate used car trading services across Türkiye through its extensive and strong Authorized Dealer network. With the addition of Vimsa Gaziantep and Aykan Kağıthane Authorized Dealers, services were provided at a total of 61 sales points in 28 cities.

In line with the newly published Quality Standards Procedure aimed at elevating service quality across the network, 48 out of 61 Authorized Dealers were brought into compliance with the new corporate identity standards by year-end 2025. Compliance and transformation efforts will continue in 2026.

Communication activities

Digital platform advertising activities aimed at increasing DOD brand awareness continued, while local communication activities of Authorized Dealers were supported. Platform-specific content production and social media management activities were also maintained.

sensat.com platform developments

Launched in 2023 as Doğuş Otomotiv's first consumer-to-consumer (C2C) initiative, the sensat.com listing platform continued to expand its product scope and technological capabilities in 2025.

In addition to the existing automobile, off-road vehicle, SUV, light commercial vehicle, and marine vehicle categories, a motorcycle category was added to the platform, and new features

were introduced to enhance user experience. Platform development efforts will continue in 2026.

Regulatory compliance efforts

Within the scope of the "The Regulation on the Trade of Motor Vehicles," compliance with existing legislation was maintained, regulatory monitoring and compliance activities were continued, and the integration process with the Electronic Listing Verification System (EİDS) implemented by the Ministry of Trade of the Republic of Türkiye was successfully completed.

Strong growth across digital platforms

DOD enhanced its user experience and operational efficiency in 2025 by strengthening its digital platforms with technological innovations focused on the advertising revenue model, Auction Platform developments, and the sensat.com listing platform.



20,453

TOTAL SALES OF THE DOD ORGANIZATION REACHED **20,453** UNITS IN 2025.

In 2025, Doğuş Marine strengthened its position in the sector by executing strategic distributorship agreements, renewing its corporate identity, and adopting a single-roof communication model, while delivering a holistic customer experience.

DOĞUŞ MARINE



Strategic expansion and distributorship agreements

Bringing Doğuş Otomotiv's corporate business approach to the maritime sector and offering tailored solutions for sea enthusiasts, Doğuş Marine took significant strategic steps in 2025 to expand its portfolio and enhance customer experience.

In this context, a distribution agreement has been signed with Riviera, the Australian luxury motor yacht manufacturer renowned for its 44 years of experience, superior engineering, and craftsmanship.

As part of its corporate identity initiatives, the brand's name was simplified from "Doğuş Marine Services" to "Doğuş Marine". In addition, in alignment with Doğuş Otomotiv's service approach under the motto "Creating Customer Satisfaction Beyond Expectations," the 444 66 21 Value and Care Center call line was launched, enabling all sales and after-sales requests to be managed through a single hub.

Riviera distributorship

Doğuş Marine took its most significant strategic step in 2025 by signing a distribution

agreement with Riviera, the Australian luxury motor yacht manufacturer. Under this partnership, Riviera's sales, after-sales services, and spare parts operations in Türkiye, globally recognized for superior engineering and craftsmanship, have been brought under the assurance of Doğuş Otomotiv.

Aerofoils: Growing Authorized Dealer network

In addition to its Bodrum and Göcek sales points, Doğuş Marine expanded its sales network through Audi Authorized Dealers in İstanbul, Ankara, İzmir, and Bursa.

Premium collaboration with D Maris Bay

A strategic partnership agreement was signed with D Maris Bay, one of Türkiye's leading premium segment hotels. Under this collaboration, Doğuş Marine has become the maritime solutions partner of D Maris Bay and its guests.

New corporate identity

As of 2025, the brand underwent a comprehensive corporate identity renewal, simplifying its name from "Doğuş Marine Services" to "Doğuş Marine" to create a more streamlined,

stronger, and more memorable structure. Under this new identity, manufacturing capability and service quality have been unified under a single roof within an integrated and holistic framework.

Single-roof communication

One of the most critical steps taken to enhance customer experience was the restructuring of the communication infrastructure. In this context, the Value and Care Center call line (444 66 21), through which all sales and after-sales requests are managed from a single point, was put into operation. This enabled customers to access the brand quickly through a single communication channel for all their needs.

2026 targets

In 2026, Doğuş Marine aims to accelerate its growth strategy and further strengthen its position in the sector. Priority targets include transforming the letter of intent signed with Linssen Yachts into a concrete collaboration and launching sales and service operations as of 2026.

Plans also include increasing customer accessibility by opening new sales and service points across Türkiye and expanding

boat dry-dock areas to enhance maintenance and repair capacity. Growth is also targeted in land generators, industrial engines, and maritime solutions in cooperation with Scania Power Solutions to establish a strong market presence.

Additionally, within the scope of digital transformation projects, online sales and service platforms are planned to be launched to carry customer experience into digital channels, alongside organizational structuring initiatives aligned with corporate objectives.

Strategic expansion

In 2025, Doğuş Marine implemented strategic initiatives to broaden its portfolio and further strengthen the customer experience.



PORTFOLIO EXPANSION

IN 2025, DOĞUŞ MARINE EXPANDED ITS PRODUCT PORTFOLIO BY SIGNING A DISTRIBUTORSHIP AGREEMENT WITH LUXURY MOTOR YACHT MANUFACTURER RIVIERA.

With new investment areas, increased transaction volumes, and digitalization initiatives, D-Charge continued its steady growth in the electric vehicle charging network market in 2025, further strengthening its position in the sector.



D-CHARGE

D-Charge

Having entered the market rapidly in 2024, D-Charge maintained the same momentum throughout 2025. The year marked a period in which Doğuş Charging Systems demonstrated consistent growth in Türkiye's electric vehicle charging network market, reinforced its sectoral position, and swiftly implemented its station installation targets at new locations.

Operating across 45 provinces in Türkiye with a total of 621 sockets (254 AC and 367 DC), D-Charge provided users with a reliable and accessible charging experience and ranked 11th among 182 charging station operators nationwide.

Rapid growth in transactions

Under the Loyalty Points Program launched in May 2025 in collaboration with Volkswagen Passenger Cars and Škoda group brands, customers who purchased an electric vehicle and registered for D-Charge membership were credited with loyalty points worth TRY 15,000. This initiative led to a significant increase in transaction volume. While the average monthly number of charging transactions stood at approximately 2,500

during the first four months of the year, the combined impact of the Loyalty Points Program and the expansion of socket capacity increased this figure to over 9,000 transactions per month on average.

User-friendly mobile application

Through its advanced mobile application, D-Charge enables users to easily locate charging stations, efficiently manage charging sessions, and monitor charging status in real time. Supported by continuous updates, its technological infrastructure and user-experience-focused design provide a secure, uninterrupted, and high-standard charging experience. The mobile application has reached 34,088 downloads on the iOS platform and 8,368 downloads on Android, with a total of 35,866 active users.

As a strategic step focused on digitalization and user experience, D-Charge, Doğuş Otomotiv's first in-vehicle application, was launched on Apple CarPlay and Android Auto platforms in July 2025.

2026 targets

In line with its goal of reaching 720 sockets across 48 provinces, D-Charge plans to further expand its service network and grow its user base. Growing in parallel with the expansion of Türkiye's electric

vehicle ecosystem, D-Charge aims to roll out innovative applications in 2026 through planned technological partnerships and new developments, while accelerating its digitalization-focused transformation process.

Safe, reliable, and high-standard charging service

Demonstrating steady growth in the electric vehicle charging network market, D-Charge ranked 11th among 182 charging station operators in 2025.

621

IN 2025, D-CHARGE DELIVERED A RELIABLE AND ACCESSIBLE CHARGING EXPERIENCE WITH **621 SOCKETS IN 45 PROVINCES ACROSS TÜRKİYE.**



MATE. made a rapid entry into the Turkish market in 2025 with its micro-mobility vision.

MATE.

MATE.

190

MATE. ACHIEVED ITS TARGETS IN A SHORT PERIOD AFTER BEING INTRODUCED TO THE TURKISH MARKET IN 2025, **REACHING SALES OF 190 UNITS.**

As a Denmark-origin e-mobility brand, MATE. stands out in the global market with its innovative design, strong positioning in the foldable electric bicycle segment, and a sustainability-focused approach. Aiming to make urban mobility more environmentally friendly, practical, and accessible, the brand is positioned as an alternative transportation solution and contributes value to the e-mobility ecosystem.

First step in May, strong momentum throughout the year

Launched in the Turkish market as of May 2025, MATE. reached its targeted sales figures within a short period, driven by strong demand from users and business partners. Closing the year with

total sales of 190 units, the brand demonstrated its growth potential in the market.

Fast access to MATE. via D-Mobility

MATE.'s sales channels were structured in line with a multi-channel model integrating digital and physical networks. Within this framework, online sales were made available through the D-Mobility website, while physical sales and product displays were carried out at 33 sales points across Türkiye.

Thanks to this multi-channel structure, users were provided access to products through multiple touchpoints, significantly enhancing MATE.'s accessibility and market coverage.

Distinctive features of MATE.

To increase brand awareness and enhance user experience, MATE. focused on test rides and exhibition activities throughout the year. The brand actively participated in numerous events, introducing its design-driven and innovative identity to a broad audience through exhibitions held at selected locations and high-profile venues.

Through test ride activities, users were able to experience the products firsthand, while event and exhibition areas were positioned as strong touchpoints reflecting MATE.'s e-mobility vision.

Future outlook

In the coming period, MATE. aims to expand its product range with new models and color options. With increased product diversity, the brand seeks to offer more effective solutions tailored to different user needs, enhance brand awareness, and further strengthen its position in the e-mobility market. In line with this objective, MATE. aims to increase its market presence in Türkiye through product and marketing strategies that support sustainable growth.

Integrated sales network

MATE. has an omnichannel sales structure that integrates its online sales channels with 33 sales points across Türkiye.



In 2025, the vdf Group successfully achieved its goals by prioritizing customer satisfaction in delivering products and services through its finance, insurance, factoring, and fleet management companies.



vdf - VOLKSWAGEN DOĞUŞ FİNANS



In 2025, the vdf Group successfully achieved its goals by prioritizing customer satisfaction in delivering products and services through its finance, insurance, factoring, and fleet management companies.

The Group has an average of 20% penetration rate among the Volkswagen Group brands in vehicle loans. Having provided 40,000 new loans in 2025, vdf reached its targets with a total of 38,941 active loans. The total active loan volume of vdf is TRY 38.4 billion.

In 2026, vdf aims to continue to provide the best service to its customers in every step of the automotive value chain by expanding its loan, insurance, and service packages tailored to the needs of its customers.

vdf SİGORTA VE ARACILIK HİZMETLERİ A.Ş. (vdf Insurance)

vdf Insurance achieved the highest level of customer satisfaction in 2025 with its extensive experience and special product range developed to identify and meet customer needs. Operating as an agent of a total of 14 insurance companies, vdf Insurance serves individual and group customers

in several areas such as branded car insurance, traffic, extended warranty, and credit protection insurance.

Operating within the authorized dealers of Volkswagen Group brands, vdf Insurance continues to differentiate itself in the industry by offering specialized coverage that starts with Volkswagen Car Insurance and extends to SEAT, Škoda, Audi, Scania, CUPRA, and Porsche Car Insurance policies.

Preserving its title as the largest insurance agency in terms of total net premium generation and the number of active policies in 2025, vdf Insurance continued its steady growth with a total net premium generation of TRY 6.7 billion. vdf Insurance has also issued a total of 429 thousand policies in 2025.

vdf FAKTÖRİNG HİZMETLERİ A.Ş. (vdf Factoring)

Having begun its operations in 2010, vdf Factoring offers factoring and financing services to 105 customers, consisting of Authorized Dealers of Doğuş Otomotiv and Yüce Otomotiv across Türkiye. vdf Factoring continued to offer the financial solutions it provides to its stakeholders in the automotive

value chain to Doğuş Holding companies through supplier financing in 2025. In this context, the procurement by 24 Group companies from 68 suppliers was financed by vdf Factoring. In 2025, vdf Factoring reached a transaction volume of TRY 258.6 billion and a total asset value of TRY 6.6 billion.

In the last quarter of 2024, a partnership agreement was signed between vdf Factoring and Borusan Makina, a leading company in the construction machinery and power systems sector. Through this collaboration, financing solutions were provided to 21 Caterpillar authorized dealers of Borusan Makina in 2025. vdf Factoring aims to add value to its partners and increase its business volume in 2026 by adhering to principles of continuous and stable growth.

vdf FİLO KİRALAMA A.Ş. (vdf Fleet Management)

Establishing its presence in the operational leasing fleet industry in 2016, vdf Fleet Management has set out with the vision of not regarding the needs of its customers as car rental alone, but also the vision of providing consultancy in fleet cost optimization, total ownership cost, and fleet management.

As of 2025, vdf Fleet Management reached more than 10,000 active contracts, of which 60% were Doğuş Otomotiv group brand vehicles, and followed a strategy focused on efficiency and competent use of human resources. With investments in robotic process automation and ERP applications, vdf Fleet Management has further enhanced its digital solutions in 2025 and will continue to operate with the principle of providing the best service to its customers.

Customer satisfaction-focused product and service approach

As in 2025, vdf aims to continue providing the best service to its customers in every area of the automotive value chain by expanding its credit, insurance, and service packages tailored to customer needs.

38,941

IN 2025, vdf ACHIEVED **38,941 ACTIVE LOANS**, WITH ITS TOTAL LOAN PORTFOLIO AMOUNTING TO **TRY 38.4 BILLION**.



Celebrating its 18th anniversary in 2025, TÜVTÜRK has conducted a total of 273 million vehicle inspections to date. With cumulative investments reaching USD 1.5 billion, TÜVTÜRK has contributed TRY 67.9 billion to the public through its operations.

TÜVTÜRK



Serving all 81 provinces of Türkiye with 218 fixed, 76 mobile, 7 motorcycle, and 19 mobile tractor stations, TÜVTÜRK achieved growth in all areas of activity in 2025, particularly in periodic vehicle inspection services, while increasing its turnover by 65.5% from TRY 19.6 billion to TRY 29.9 billion. Of this turnover, TRY 5 billion was generated from TÜVTÜRK Istanbul's operations. As Türkiye's most effective public-private partnership project, TÜVTÜRK has contributed TRY 67.9 billion to the public since the day it became operational. This figure amounted to TRY 24 billion in 2025 alone.

Contribution to traffic safety

In 2025, periodic vehicle inspections were conducted for approximately 13.3 million vehicles as a contribution to traffic safety. During these inspections, 27% of the vehicles were found to be majorly defective or unsafe. Of the 3.3 million vehicles that returned for re-inspection, 96% were found to have their deficiencies and defects rectified, ensuring these vehicles could safely return to traffic.

Independent research has also demonstrated TÜVTÜRK's contribution to reducing

traffic accidents caused by vehicle defects and increasing traffic safety. According to the research "Evaluating the Efficacy of Periodic Technical Inspections (PTI) on Road Safety and Economic Outcomes in Türkiye", led by Prof. Dr. Wolfgang G. Schulz and Sebastian Scheler and published by CITA (International Motor Vehicle Inspection Committee) in 2024, the TÜVTÜRK vehicle inspection system prevented 5,033 fatal accidents and some 219,000 injuries between 2008 and 2022. It is estimated that a total of TRY 22.48 billion was saved from 2008 to 2022, thanks to these prevented accidents.

Exhaust gas emissions and roadworthiness inspection

In 2025, exhaust gas emission measurements were performed for 4.05 million vehicles. The ratio of exhaust gas emission measurements to periodic inspections was 30%, and roadworthiness inspection services provided at 24 stations reached 34,982 units in 2025.

Social responsibility projects

The Trafik Hayattır! (Traffic is Life!) - Traffic Responsibility Movement has been ongoing since 2010 under the coordination

of the Ministry of Transport and Infrastructure, in cooperation with institutions and organizations working in the field of traffic safety. The initiative has adopted multi-stakeholder participation as its basis for generating solutions to traffic problems. Through education and communication activities, it has raised awareness among stakeholders, primarily public, civil society, and media organizations working in this field, and has created platforms that bring this structure together in line with common goals. Thanks to these platforms, numerous activities have been carried out to support positive behavioral change in society regarding traffic safety.

Following the "Safe Vehicle Movement", "Responsible Citizen Movement", "Youth in Traffic Movement", "Best Buddies Movement", and "Have a Good Class Mr. Driver" projects conducted between 2010 and 2021, a new project titled "Smart Children of the City" was launched in the 2021-2022 period in partnership with the MAPFRE Foundation. By the end of 2025, a total of 173,259 students, 346,518 parents, and 5,823 teachers from 1,100 schools had participated in the project. Within the framework of the "Smart Children Will Build

the Smart Cities of the Future" thematic activity, 22,228 "Smart City Models" have been exhibited in 1,100 primary schools to date.

New investments

Investments aimed at increasing vehicle inspection capacity and service quality continued uninterrupted in 2025. Within this scope, the Muğla Ortaca station was inaugurated in April, and the Adıyaman Kahta station in December. Construction of the İzmir Kemalpaşa and Yalova stations also continued throughout 2025, with a total investment of 200 million TRY made during the year.

Contribution to traffic safety

As a contribution to traffic safety, TÜVTÜRK conducted periodic vehicle inspections for approximately 13.3 million vehicles and exhaust emission measurements for 4.05 million vehicles in 2025.



24 BILLION TRY

AS TÜRKİYE'S MOST EFFECTIVE PUBLIC-PRIVATE PARTNERSHIP PROJECT, TÜVTÜRK HAS CONTRIBUTED TRY 24 BILLION TO THE PUBLIC IN 2025.

Combining the best modern practices of synergy with the technology of the future through sustainable logistics management, Spare Parts and Logistics ranked among the top European logistics centers in 2025 in terms of spare parts availability within the VW AG network.



SPARE PARTS AND LOGISTICS

About Spare Parts and Logistics

Spare Parts and Logistics manages the import, storage, and distribution of vehicles and spare parts from some of the world's most prestigious brands, including Volkswagen, Audi, SEAT, CUPRA, Škoda, Porsche, Bentley, Lamborghini, Scania, Wielton, and Meiller, as well as Novamarine boats, MATE. electric bicycles, Scania Power Solutions, Thermo King mobile temperature control systems, and their spare parts.

By combining future technology with sustainable logistics management through modern and best-in-class synergy practices, Spare Parts and Logistics provides unique services for the global brands represented by Doğuş Otomotiv. In addition to effective pricing and positioning policies, an approximately 50% shared-part usage rate generates significant synergy within the Spare Parts and Logistics operations.

Ensuring fast and accurate service for customers

In a world transformed by technology, Spare Parts and Logistics focuses on the concepts of an "intelligent logistics ecosystem" and "digitalization". By supporting all infrastructure with

generative AI and AI agents, it establishes an integrated system linking logistics processes with suppliers and Authorized Dealers.

Aligned with a customer-centric approach, digital and operational transformation projects implemented by Spare Parts and Logistics ensured efficiency in logistics processes throughout 2025. The pilot implementation of the Authorized Service Spare Parts Center Order and Stock Planning Project began in December 2024 and was expanded in 2025, enabling automatic dispatch of parts required in Authorized Service inventories at the right time. This initiative contributed to improved parts availability, customer satisfaction, and stock optimization, with plans to include all Authorized Services in the system in 2026.

In vehicle logistics, the port-to-dealer shipment model continued successfully in 2025, shortening delivery times by transporting vehicles directly from the port to Authorized Dealers. Ship unloading, field stock management, and shipment processes are managed using RFID technologies. AI-supported image processing technology implemented in the ship unloading process is planned

to be expanded across vehicle logistics operations.

The Digital Warehouse system, launched in spare parts operations in 2025, is a next-generation WMS solution using smart algorithms that improve operational efficiency. LogiMate, a generative AI product, provides 24/7 digital support to dealer spare parts employees. The D-Quality System and IoT-based Intelligent Shipment Tracking Project, developed for on-site process quality control, reinforced a zero-error approach. By implementing reusable shipment boxes, a total saving of 22 million TRY was achieved by the end of 2025, creating an operational structure aligned with VW AG's Net Zero objectives.

In 2024, all relevant spare parts business families were integrated into the D-BIS Communication Platform, used by our Authorized Services. In 2025, a total of 27,015 dealer requests were resolved through the D-BIS system.

One of the Company's first projects using image processing technology, the AI-Supported OHS Tracking System, was launched in 2024. The system detects occupational health and safety violations in real-time according

to pre-defined scenarios and issues warnings. It also identifies situations requiring action through data analysis, while monitoring 5S and process quality violations, providing comprehensive tracking capabilities.

Products and services offered

Spare Parts and Logistics provides the following services to ensure high-quality delivery of goods and services required by Authorized Dealers and Services, contributing to ultimate customer satisfaction:

- » Managing import and homologation operations for all group brand vehicles except Škoda.
- » Storage and distribution of Volkswagen, Audi, SEAT, CUPRA, Škoda, Porsche, Bentley, Lamborghini vehicles, and MATE. electric bicycles in warehouses and stock areas, delivering them to Authorized Dealers.
- » Ordering, importing, storage, stock management, and distribution of spare parts and accessories for Volkswagen, Audi, SEAT, CUPRA, Škoda, Porsche, Bentley, Lamborghini, Scania, Thermo King, and Meiller brands to Authorized Services.
- » Monitoring qualitative and quantitative spare parts bonus targets and achievements for Authorized Services.

Additionally, spare parts bonus targets are monitored, environmental regulations are adhered to, and the logistics chain is being redefined end-to-end in line with new brands, niche business models, and the transition to electric vehicles. Processes are managed holistically, in alignment with corporate strategy, ensuring sustainability, traceability, and a focus on continuous improvement.

In 2025, Spare Parts and Logistics completed the import of 161,789 vehicles and the delivery of 205,550 vehicles to Authorized Dealers, concluding the year with a revenue of 14,323.9 million TRY from spare parts and accessory sales.

14.3 MN TRY

IN 2025, SPARE PARTS AND LOGISTICS COMPLETED THE **IMPORT OF 161,789 VEHICLES** AND THE **DELIVERY OF 205,550 VEHICLES** TO AUTHORIZED DEALERS, CONCLUDING THE YEAR WITH A REVENUE OF **14,323.9 MILLION TRY**.

Drawing on its 42 years of experience, Doğuř Insurance provides its customers with reliable services that stand out in the insurance industry.

DOĐUŐ SİGORTA



An experienced intermediary

Doğuş Sigorta Aracılık Hizmetleri A.Ő. (Doğuş Insurance), an affiliate of Doğuş Holding and Doğuş Otomotiv, was established in 1984 to offer insurance for the assets and commitments of Doğuş Holding companies in the most operational and cost-effective way. Having adopted the principle of providing the best insurance services to its customers within and outside Doğuş Group, Doğuş Insurance carried out its activities in this direction in 2025 as well.

Insurance transactions of all companies in Doğuş Group which operate in eight main industries; automotive, construction, media, food & beverage, tourism & retail, real estate, energy, and technology, were carried out by Doğuş Insurance in 2025. Within the framework of the Doğuş Combined Insurance program, Doğuş Group companies have been provided with significant coverage and price advantages in the assessment and pricing of all risks as well as in the creation of health and life insurance policies in 2025.

In parallel to the fact that Doğuş Group companies operate in different industries, the insurance product range has been diversified and risk assessment updates have been made in all activities conducted throughout the year. Doğuş Insurance has achieved a growth rate of 76% in 2025, surpassing its target, thanks to the services it receives from eight different insurance companies and its team of 14 members.

Growth to continue in 2026

In 2025, Doğuş Insurance continued to enhance its services through innovative technological applications and investments. Looking ahead to 2026, the company aims to maintain its focus on digital transformation investments in line with industry trends and customer needs.

76%

IN 2025, DOĐUŐ SİGORTA
ACHIEVED ITS GOALS BY
ATTAINING 76% GROWTH.

CORPORATE SUSTAINABILITY

BIST SUSTAINABILITY INDEX

The BIST Sustainability Index, established by Borsa Istanbul, aims to evaluate the policies and practices developed by companies against environmental, social, and corporate governance (ESG) risks, while providing investors with comparable information regarding companies' sustainability performances. The index has been calculated since November 4, 2014, under the ticker XUSRD.

The BIST Sustainability 25 Index, covering companies whose sustainability performance exceeds certain thresholds and which stand out in terms

of trading volume and market capitalization, has been published since November 21, 2022, under the ticker XSD25.

Assessments within the scope of the BIST Sustainability Index are conducted based on the valuation methodology developed by LSEG (London Stock Exchange Group). During the assessment process, companies are analyzed across multiple criteria under environmental, climate, social, and corporate governance headings, and their capacity to manage sustainability risks is evaluated through a holistic approach.

Doğuş Otomotiv has been continuously included in the BIST Sustainability Index since 2014 and the BIST Sustainability 25 Index since 2022. Our company has maintained its stable performance by continuing to be listed on both indices in 2025.



SUSTAINABILITY

Statement of Compliance with Sustainability Principles

Doğuş Otomotiv has been disclosing the information required under the Sustainability Principles Compliance Framework in accordance with the announcement published in the Capital Markets Board of Türkiye's (CMB) Bulletin dated June 23, 2022 and numbered 2022/32, titled "Announcement Made Pursuant to the Decision of the Board dated 23.06.2022 and numbered 34/977," as well as the Corporate Governance Communiqué (II-17.1). The Company has regularly provided such disclosures within the scope of its Sustainability Reports since 2009. In line with the "Comply or Explain" principle, elements related to compliance, including any scope limitations or constraints in data collection, together with related targets, are disclosed annually in the annexes and relevant sections of the Integrated Sustainability Report.

In line with its sustainability commitments, Doğuş Otomotiv conducts its business processes in alignment with stakeholder expectations across environmental, social, and governance (ESG) dimensions. The Company's long-term strategy is based on adopting sustainable practices throughout the entire value chain and developing a more responsible business model together with its stakeholders.

As of 2024, the Company has established its reporting infrastructure in accordance with the Turkish Sustainability Reporting Standards (TSRS) and has commenced disclosure of its climate-related financial risks and opportunities under TSRS 2.

The detailed template covering the headings included in the Sustainability Principles Compliance Framework is presented in Annex 4.

17 Years of Sustainability at Doğuş Otomotiv

For Doğuş Otomotiv, 2025 marked a period in which sustainability moved beyond operational practices and became more deeply integrated into strategic decision-making processes. Climate regulations affecting the automotive industry at global and regional levels, the transition to electric vehicles, evolving supply chain expectations, and increasing sensitivity of financial markets to sustainability performance have remained among the priority agenda items of Company management.

In its 17th Sustainability Report, the Company addresses social and environmental matters from the perspectives of business model, risk management, and long-term value creation. Sustainability is evaluated across environmental performance, human capital, stakeholder relations, and

corporate governance dimensions, and is regularly monitored by Senior Management and the Board of Directors.

Doğuş Otomotiv acts with the awareness that climate- and sustainability-related risks are decisive factors for competitiveness and financial resilience. This approach supports the positioning of sustainability as a “managed domain” across the Company and ensures it is tracked as a performance indicator in all business units.

2025 Sustainability Agenda and Developments in the Automotive Sector

In 2025, sustainability in the automotive sector evolved from being primarily an environmental issue into a management domain directly linked to regulatory frameworks, financing conditions, supply chain structures, and business model transformation. The increasing impact of global climate policies, strengthening expectations for low-carbon mobility solutions, and investor assessments based on sustainability performance have been decisive across the sector.

In many markets, particularly within the European Union, the scope of environmental and climate-related regulations directly affecting the automotive industry has expanded. The responsibilities of manufacturers and distributors regarding emissions management, energy use, and supply chain compliance have become more visible. These developments have required a more systematic management of sustainability risks throughout the automotive value chain.

Electric vehicles and related infrastructure requirements continued to occupy a central position in the sustainability agenda. While market expectations for electric and

low-emission vehicles increased, it became clearer that this transition extends beyond product portfolios and requires a holistic approach encompassing charging infrastructure, energy sourcing, after-sales services, and customer experience. This has led automotive companies to reassess their business models and operational processes.

Supply chain sustainability has also become a priority governance topic. Closer monitoring of environmental and social risks across the supply chain, increasing expectations from business partners and rising transparency demands have prompted companies to review their supplier management approaches. Sustainability is therefore addressed across the entire value chain rather than being limited to internal practices.

In financial markets, as of 2025, sustainability performance has become a more prominent criterion in assessing companies’ risk profiles and long-term resilience. Investors and credit institutions have begun to focus more on how sustainability risks are managed, the extent to which such matters are addressed at Board and Senior Management levels, and companies’ transformation capacity. This trend requires stronger alignment between sustainability matters, corporate governance, and strategic planning processes.

These developments demonstrate that sustainability must be addressed not only operationally but also from the perspective of strategic direction-setting, risk management, and long-term value creation. It has become increasingly decisive for company management to closely follow sectoral transformation, increase expertise in sustainability, and integrate these topics into decision-making processes.

Developments in the Regulatory Environment in Türkiye

As of 2025, sustainability- and climate-related regulations in Türkiye have also begun to form a more defined framework for the automotive sector. The Turkish Climate Law and the parallel efforts for the Emissions Trading System (ETS) signal a new period requiring companies to strengthen their carbon management, monitoring, and reporting capabilities. These developments bring energy consumption, logistics operations, and value chain emissions management to the strategic agenda.

In addition, the increasing visibility of the impacts of the European Union’s Carbon Border Adjustment Mechanism (CBAM) has made the monitoring and management of carbon footprints across export-linked value chains a key priority for automotive companies operating in Türkiye.

Transformation in Reporting and Governance

2025 also marked a period in which sustainability reporting in Türkiye began to adopt a more institutionalized and standardized structure. Pursuant to regulations published by the Public Oversight, Accounting and Auditing Standards Authority (KGGK), reporting under the Turkish Sustainability Reporting Standards (TSRS) became mandatory for companies meeting certain criteria, necessitating a more systematic handling of sustainability issues at the Board and Senior Management levels.

This development marks a period in which sustainability has moved beyond being a matter of communication or voluntary reporting and has become more strongly linked with financial reporting, risk management, and corporate governance processes. For the automotive sector, this transformation requires closer

monitoring of the financial impacts of sustainability risks and their integration into management decisions.

Expectations for 2026

Outlook for 2026 indicates that sustainability will become even more decisive in the automotive sector. The expansion of climate-related regulations, acceleration of low-carbon mobility solutions, and increasing reliance of financial markets on sustainability-based investment decision-making are expected to continue.

Within this framework, Doğuş Otomotiv highlights the following strategic priorities for the upcoming period:

Climate and environmental management: Strengthening operational practices in energy efficiency, renewable energy use and emissions management, and further integrating climate-related risks and opportunities into strategic planning processes.

Business model resilience: Supporting a flexible and resilient business model capable of adapting to electric vehicle transformation, mobility solutions, and evolving supply chain expectations.

Governance and decision-making: Continuing to address sustainability matters regularly at Board and Senior Management levels and further integrating risk and performance indicators into decision-making processes.

Stakeholder expectations and transparency: Maintaining a transparent and communication approach that responds to the increasing sustainability expectations of investors, business partners, and other stakeholders.

Company Management anticipates that sustainability will not remain limited to environmental and social performance in the upcoming period; rather, it will further increase in importance as a management domain directly influencing access to capital, financial performance and corporate reputation. Accordingly, Doğuş Otomotiv will continue to closely monitor developments in this field and manage the transformation with a strategic perspective.

Sectoral Transformation Dynamics

In 2025, the transition to electric vehicles remained at the center of the sustainability agenda. As

market expectations for electric and low-emission vehicles grew, it became clearer that this transition required a holistic approach encompassing not only the product range but also areas such as charging infrastructure, energy sources, after-sales services, and customer experience. This situation led automotive companies to reevaluate their business models and operational processes.

During the same period, supply chain sustainability has become one of the priority management issues in the automotive sector. Closer monitoring of environmental and social risks throughout the supply chain, increased expectations from business partners, and stronger demands for transparency have led companies to review their supplier management approaches.

In financial markets, sustainability performance has become a more prominent criterion in assessing companies’ risk profiles and long-term resilience as of 2025. Investors and credit institutions have begun to focus more on factors such as how sustainability risks are managed, the extent to which these issues

DOĞUŞ OTOMOTİV SUSTAINABILITY STRATEGY



are addressed at the board and senior management levels, and companies' capacity for transformation.

These developments throughout 2025 clearly demonstrate that sustainability in the automotive industry is a management area that must be addressed beyond operational applications, taking into account strategic direction, risk management, and long-term value creation.

Sustainability Strategy and Priorities

Doğuş Otomotiv's sustainability strategy reflects its commitment to sustainability, innovation, and excellence, while addressing the evolving challenges of the automotive sector and aiming to create long-term value for its stakeholders.

Detailed information regarding the updated corporate strategy, integrated sustainability strategy, and the results of the Double Materiality Assessment is provided in the Integrated Sustainability Report.

Sustainability Management

Doğuş Otomotiv's sustainability management model is based on minimizing environmental impacts, managing social impact areas in a comprehensive and strategic manner and implementing strong governance practices.

Sustainability performance is regularly monitored by the Board of Directors and the Corporate Governance and Sustainability Committee, and ESG indicators provide input into decision-making processes.

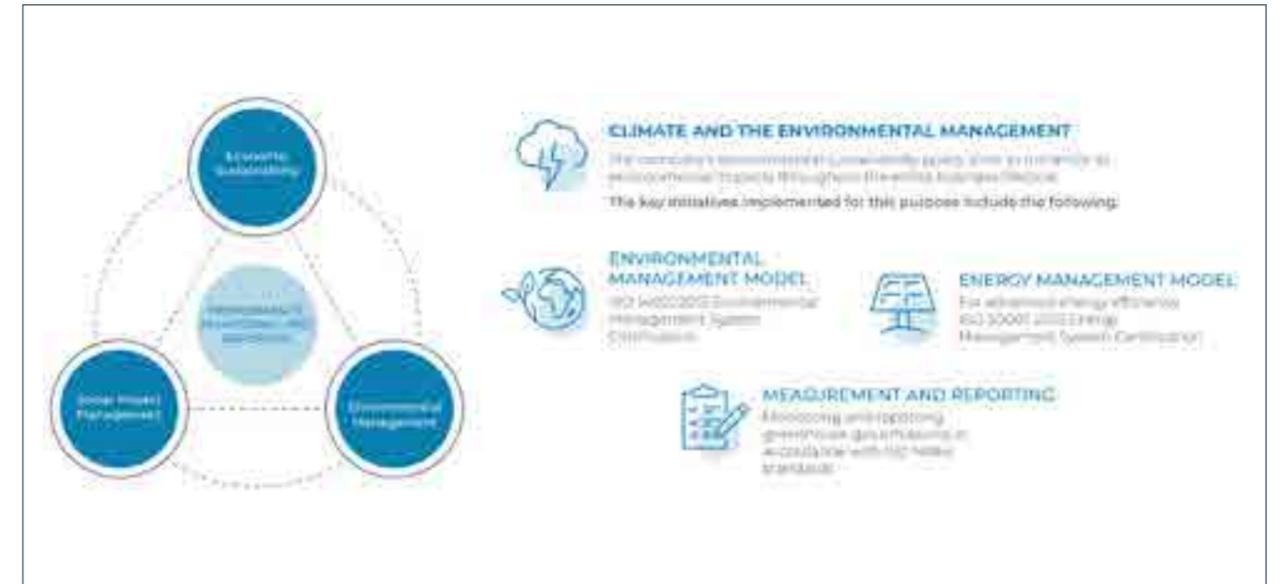
Sustainability Risk and Opportunity Management

In today's business environment, sustainability extends beyond fulfilling environmental and social responsibilities and has become a factor that directly influences financial performance and competitiveness. Increasingly stringent global regulations, evolving market dynamics, and rising stakeholder expectations require companies to reassess and reshape their risk management approaches. At Doğuş Otomotiv, our sustainability-focused risk management framework is structured with due consideration to maintaining a balance between financial resilience, environmental responsibility, and social impact. Climate change-related physical and transition risks, supply chain sustainability, digitalization, and green transformation constitute

**DOĞUŞ OTOMOTİV'S PRIMARY FOCUS AREAS
2023 - 2025**



SUSTAINABILITY MANAGEMENT MODEL



core components of our business strategies.

While managing sustainability-related risks, we also focus on converting evolving conditions into opportunities. Renewable energy investments, carbon reduction initiatives, innovative mobility solutions, and circular economy practices stand out as areas that may contribute to competitive advantage. The increasing global demand for electric vehicles, advancements in battery technologies, and growing consumer interest in sustainable products and services are driving significant transformation within the automotive sector. In this context, we continue to integrate environmental and social considerations into our business model with the objective of creating long-term value for our stakeholders.

Doğuş Otomotiv adopts the COSO Enterprise Risk Management framework as the basis of its risk management approach. Sustainability-related risks and opportunities are integrated into the corporate risk

management process, taking into account their potential impact on the Company's financial resilience and competitiveness.

Detailed information regarding the Company's risk and opportunity management framework is provided in the Integrated Sustainability Report.

Management of Non-Financial Risks

Integrated Management Systems

Doğuş Otomotiv adopts an Integrated Management System with the objective of enhancing operational efficiency, minimizing environmental impacts, and maintaining the highest standards of employee health and safety by embedding sustainability and quality standards into its business processes. The system is structured in alignment with internationally recognized standards, including ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 27001 Information Security Management System, ISO 45001 Occupational Health and

Safety Management System and ISO 50001 Energy Management System.

Detailed information regarding corporate sustainability management, as well as any administrative fines or penalties paid as a result of environmental, social, or corporate governance-related cases concluded against the Company, is disclosed annually within the Global Reporting Initiative (GRI) Index published as part of the Integrated Sustainability Report and made available on the Company's website: <https://www.dogusotomotiv.com.tr/en/sustainability/sustainability/sustainability-reports>

Since 2018, Doğuş Otomotiv's Sustainability Report has been subject to limited assurance by an independent audit firm and published together with an assurance report. Since 2021, the Company has issued an Integrated Sustainability Report. With its 2023 Integrated Sustainability Report, Doğuş Otomotiv became one of the first companies to report in accordance with the European

Sustainability Reporting Standards (ESRS), an internationally recognized reporting framework.

As of 2025, sustainability reporting regulations in Türkiye have entered into a new framework in line with the regulations issued by the Public Oversight, Accounting and Auditing Standards Authority (KGK). Within this scope, reporting obligations under the Turkish Sustainability Reporting Standards (TSRS) have been introduced on a phased basis for companies meeting specified criteria.

Pursuant to the relevant regulations and the transition provisions granted for the first year of application, reporting under TSRS was limited to climate-related disclosures (TSRS 2). Accordingly, in its first reporting period, Doğuş Otomotiv publicly disclosed its climate-related risks and opportunities in line with TSRS 2, including the potential impacts of such risks on its business model and financial resilience, as well as its management approach.

The Company considers TSRS reporting as a tool supporting a more systematic assessment of the financial implications of sustainability-related risks. In this context, TSRS reporting has been structured in alignment with Doğuş Otomotiv's long-standing integrated reporting approach, and the scope applicable for the first year was implemented in accordance with the regulatory framework. It is anticipated that the scope of TSRS reporting will be expanded in subsequent periods in line with the regulatory timetable and the Company's reporting maturity.

Doğuş Otomotiv's 2024 TSRS Report is available on the Company's website.

Impact Area and Materiality

Doğuş Otomotiv structures its sustainability strategy within the framework of an impact and prioritization approach that takes into account environmental, social, and governance matters that affect and are affected by its operations. This approach

aims to systematically identify issues that are directly related to the Company's business model, value chain, and stakeholder expectations.

In evaluating sustainability matters, the Company considers their potential medium- and long-term impacts on financial performance, operational continuity, and corporate reputation. Impact areas and material issues are addressed in connection with the corporate risk management process and are monitored at the level of the Board of Directors and Senior Management.

The priority sustainability topics identified within this framework provide input into the formulation of strategic objectives, the monitoring of performance indicators, and the management of sustainability-related risks and opportunities. The methodology, scope, and results of the impact and prioritization assessment are explained in detail in the Integrated Sustainability Report.

Business Model and Value Creation

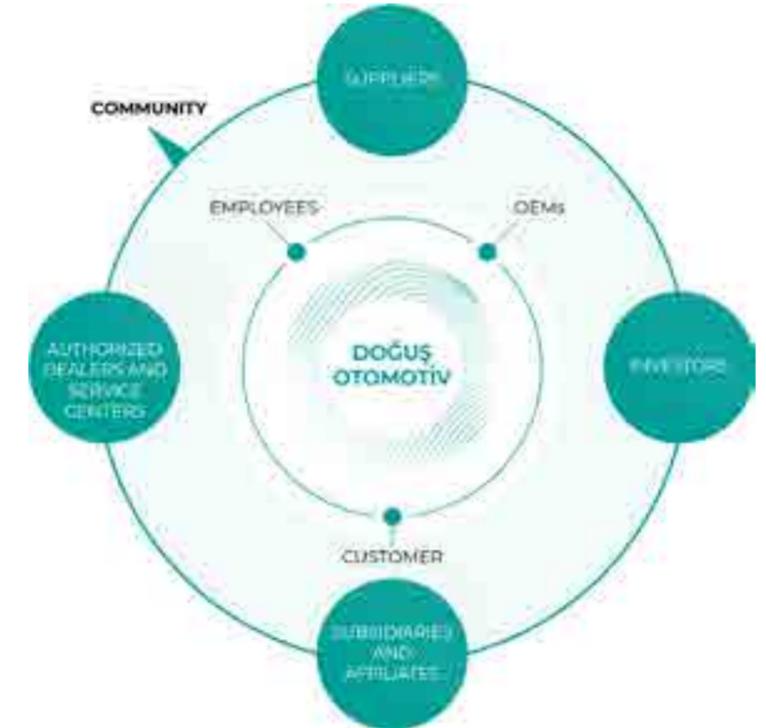
Doğuş Otomotiv's business model is built upon its distributor-focused structure, integrated multi-brand representation capability, extensive service network, and value chain supported by digital solutions, with the objective of generating sustainable impact. The Company's activities are evaluated across six capitals —financial, intellectual, human, natural, social, and governance— and outputs are measured in terms of their financial, environmental, social, and governance— and social impacts. As of 2024, Doğuş Otomotiv completed its TSRS-aligned financial impact analysis and published its first TSRS Report. By linking its strategic objectives with risk and opportunity themes, the Company has developed a structure capable of demonstrating integrated value creation both within its own operations and at the level of its affiliates and subsidiaries.

Stakeholder Engagement

Doğuş Otomotiv considers stakeholder engagement as one of the fundamental elements of its sustainability approach and as a management tool that provides input into strategic decision-making and risk management processes. The Company regularly monitors the expectations of stakeholder groups that affect and are affected by its operations and takes these expectations into account in shaping its sustainability strategy.

The stakeholder engagement process is structured to cover key stakeholder groups, primarily including employees, customers, Authorized Dealers and Service Centers, suppliers, business partners, and investors. Feedback obtained through dialogue mechanisms established with these groups contributes to the identification of priority sustainability topics,

KEY STAKEHOLDERS OF DOĞUŞ OTOMOTİV



the assessment of risks and opportunities, and the review of performance indicators.

Coordinated by the Corporate Communications and Sustainability Department, the stakeholder engagement process is conducted in line with the principles of continuity and responsiveness. Views and expectations received from stakeholders are evaluated at the relevant business unit and Senior Management levels and integrated into decision-making processes. This approach supports the positioning of stakeholder engagement beyond an operational practice and at the level of corporate governance and strategy.

The scope of the stakeholder engagement process, the methods employed, and the outputs obtained are explained in detail in the Integrated

Sustainability Report. These processes are reviewed at regular intervals and updated in line with evolving expectations and conditions.

In line with its priorities, Doğuş Otomotiv discloses annually in its Integrated Sustainability Report and on its website the dialogue platforms through which it engages with key stakeholders and the frequency of such engagements.

<https://www.dogusotomotiv.com.tr/en/sustainability/strategy-and-management/stakeholder-engagement/stakeholder-engagement>

Environment and Climate Change

Doğuş Otomotiv considers environmental sustainability and the fight against climate change as integral components of its operational efficiency, risk management, and long-term



value creation approach. The Company manages practices aimed at reducing environmental impacts arising from its operations through a holistic perspective that encompasses its business model and value chain.

Climate change is addressed through the assessment of the potential impacts of climate-related risks and opportunities on the Company's operations and financial resilience. In this context, climate-related physical risks (such as extreme weather events and operational disruptions) and transition risks (including regulatory developments, technological transformation, and shifts in market expectations) are identified separately, monitored, and integrated into corporate risk management and strategic planning processes. This approach has also been reflected in the climate risk assessments conducted under TSRS 2.

Within the scope of environmental performance management, energy consumption and greenhouse gas emissions are monitored on a regular basis. As of 2024, the Company's total Scope 1 and Scope 2 greenhouse gas emissions amounted to 12,879 tCO₂e. Emissions data for 2025 will be disclosed in the 2025 Integrated Sustainability Report. Emission reduction practices are addressed with a focus on energy efficiency and renewable energy use.

Doğuş Otomotiv continues its investments aimed at increasing the use of renewable energy. In 2024, 77% of the electricity consumed was sourced from renewable energy. The solar power plant installed at the Şekerpinar Logistics Center generated 4.3 million kWh of renewable electricity. The Company targets increasing the share of renewable energy use to 100% in the medium term.

**DOĞUŞ OTOMOTİV
ENVIRONMENTAL LIFECYCLE**



Doğuş Otomotiv evaluates the fight against climate change as a strategic area that enhances the resilience of its business model and supports long-term value creation. Environmental and climate-related performance indicators, targets, and practices are disclosed in detail in the Integrated Sustainability Report and are regularly reviewed and improved.

Transparency and Accountability

As part of Doğuş Otomotiv's corporate strategy, the sustainability management system is defined as a holistic framework that addresses social, environmental, governance, and economic priority issues across all operational processes, supported by stakeholder engagement platforms and a continuous improvement approach in the determination of targets. This system encompasses all institutions and organizations within the Company's value

chain and forms the basis of its stakeholder engagement strategy. Transparency and accountability refer to the continuous enhancement of the Company's capacity to provide comprehensive information to stakeholders regarding its performance, to measure and evaluate such performance and to establish feedback mechanisms to respond effectively to stakeholder concerns and expectations.

Doğuş Otomotiv has been included in the Borsa Istanbul Corporate Governance Index since 2011 and in the Borsa Istanbul Sustainability Index since 2015. In these assessments, conducted based on standardized indicators comparable with global practices, companies' levels of transparency and performance in social, environmental, and governance areas are measured. According to the sectoral evaluation conducted by LSEG, the Company ranks among the leading companies globally and in Türkiye.

Doğuş Otomotiv also conducts information and awareness programs to encourage transparency regarding non-financial performance among its subsidiaries, suppliers, and Authorized Dealers and Service Centers within its value chain. In 2025, Doğuş REIT, one of Doğuş Otomotiv's subsidiaries, published its second Sustainability Report in accordance with international standards and with an Integrated Report declaration. The Company will continue to promote sustainable practices and global reporting standards across all affiliates and subsidiaries.

Doğuş Otomotiv and the Sustainable Development Goals (SDGs)

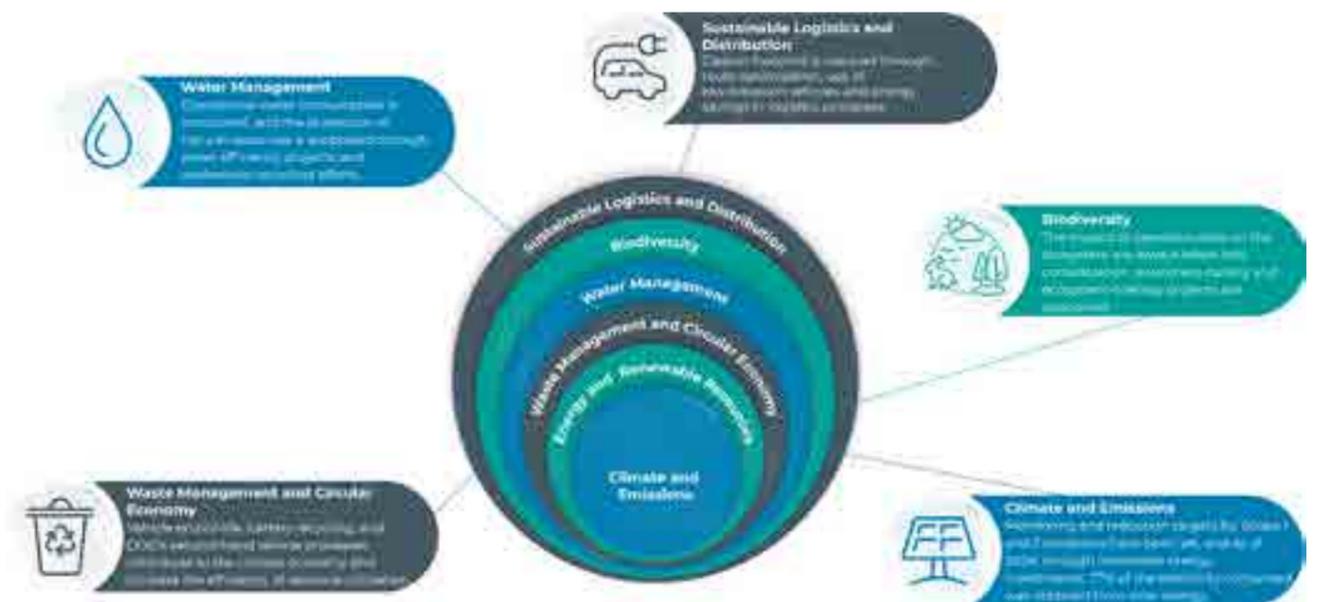
Over the past five years, the rapid transformation experienced in the automotive sector—both in the markets in which we operate and globally—in areas such as technology, innovation, and

digitalization has underscored the increasing responsibilities undertaken by companies such as Doğuş Otomotiv within their sphere of impact. The effort to ensure the economic and social development of societies through the United Nations Sustainable Development Goals (SDGs), with the private sector positioned at the center of these efforts, is also grounded in this sphere of impact.

Since 2017, Doğuş Otomotiv has published a United Nations Sustainable Development Goals Index within its Sustainability Reports, disclosing its performance in alignment with these goals. The Company will continue to include, within the content of its Integrated Sustainability Report, the sub-targets of the goals that overlap with its priority areas and its corporate performance related to these targets in a comprehensive index format.

Doğuş Otomotiv has also been a signatory to the United Nations Global Compact (UNGC) since 2010 and has included the UNGC Index in its Sustainability Report for 15 years. In 2022, the Company became a signatory to the United Nations Women's Empowerment Principles (WEPs) and has since begun reporting its performance in this area in accordance with the WEPs framework.

ENVIRONMENTAL SUSTAINABILITY STRATEGY





HUMAN RESOURCES

The vision and strategy of Doğuş Otomotiv Human Resources are shaped by the Company's commitment to "creative service beyond expectations", placing people at the center while prioritizing experience, development, and satisfaction. The vision of Doğuş Otomotiv Human Resources is to become Türkiye's most preferred automotive company through innovative and sustainable HR practices that create a shared culture and make colleagues feel valued. In line with this vision, the Human Resources Policy is designed to ensure that employees;

- » Embrace the values of Doğuş Group,
- » Possess the competencies required by the Company's dynamic structure,
- » Understand the importance of customer focus,
- » Are eager to learn and develop,
- » Prioritize efficiency within the organization,
- » Adopt a system-oriented approach,

- » Sustain high performance over the long term.

Doğuş Otomotiv aims to develop a workforce and systems that will drive the organization into the future amid the rapidly digitalizing automotive sector. To support and advance digital transformation, the company strengthens employees' existing and future competencies while creating an environment conducive to developing digital business models and agile workspaces.

On this journey, Doğuş Otomotiv embraces the core values of Doğuş Group—exploration, passionate engagement, courage, cultural stewardship, innovation, and experience orientation—embedding them into its processes and projects while fostering these values among all its colleagues.

In addition to the Human Resources Policy, the "Employees and Good Work Environment Policy" has been publicly

disclosed, outlining the company's commitment to employee engagement, satisfaction, health and safety, equal rights, open and transparent communication, direct dialogue platforms with senior management, and sustainable employment goals.

Key focus areas and priorities of Human Resources in 2025 were:

- » Employee Experience, Development, and Communication
- » Talent Acquisition
- » Organizational Continuity and Efficiency
- » Data, Artificial Intelligence, and Digital Experience

1. Employee Experience

Employee Experience and Communication

Effective communication management at Doğuş Otomotiv is a cornerstone for ensuring that HR processes are accessible, inclusive, and sustainable. Updates regarding HR practices are

regularly communicated to all employees via email, Microsoft Teams, and HR Business Partner Managers. To ensure field employees have equal access to corporate communication and to strengthen the employee experience, the Mobile Communication Platform was launched in 2023 and expanded to all regions under Doğuş Oto in 2024. This platform ensures continuous and uninterrupted access to internal communication channels.

Continuing this approach, the Biriz Mobile Platform ("Biriz", Turkish for "We're One"), developed in 2025, is being rolled out across Doğuş Otomotiv and Doğuş Oto in phases. Operating on the Microsoft Teams infrastructure, this platform allows field employees to access company announcements instantly via mobile devices, manage leave and overtime digitally, submit requests through the demand management system, contribute to the participatory culture via the Idea Platform, and easily access the company directory. Expanding digital communication channels facilitates employee access to information, enhances corporate engagement, and supports a transparent, inclusive, and sustainable employee experience.

Employee feedback, suggestions, and expectations are considered in company decision-making through various channels, including employee engagement surveys, the Biriz Employee Committee, regular meetings with senior management, focus groups, performance management programs, and leadership and mentoring initiatives. Insights derived from the collected data drive necessary adjustments to the Company's strategies and policies.

In 2024, Doğuş Otomotiv conducted an employee

engagement survey with 657 participants. Engagement rates, which stood at 64% in 2019 and 72% in 2022, reached 84% in 2024. Based on survey results, focus groups were established, and their insights and recommendations were presented to the HR Director by the team members. Additionally, the research findings and focus group outcomes were shared with the Company's mid-level management. To enhance employee engagement, an Engaging Leadership Workshop was conducted, providing these managers with insights into behaviors and perspectives that foster engagement, as well as strategies for addressing areas of improvement. Managers then set targets for enhancing team loyalty and incorporated employee engagement objectives into the performance system for monitoring purposes. This biennial research initiative will be repeated in 2026 to assess the impact of the actions implemented in 2024.

Another committee through which employee feedback is regularly gathered is the Bir'iz Employee Committee. Composed of volunteer representatives from each department, the Bir'iz Employee Committee serves as a participatory platform that evaluates company-wide practices from the employees' perspective and conveys ideas, needs, and development areas to the Executive Board and the Board of Directors via the Employee Representative. The Employee Representative is elected by a vote among committee members who are candidates for the role. The Committee aims to ensure that employees' voices are heard holistically, bring common issues to the agenda with proposed solutions, and strengthen the overall employee experience. As a result of the five committee meetings held in 2025, the "Participation in Events & Launches Proposal" submitted by

the Employee Representative to the Board was approved.

As in previous years, Doğuş Otomotiv continued in 2025 its tradition of special day celebrations and communication initiatives.

- » On International Women's Day (March 8), in response to the 2023 Türkiye-Syria Earthquake and to support female workforce participation, gifts for female employees included a donation to the Pi Women's Cancer Association, which supported women with cancer in Hatay Samandağ Kız Kardeşim Village. Guest speaker Evrim Kuran, founder of Evrim Kuran Consulting and leader of Universum Türkiye, shared inspiring insights.
- » On Medicine Day, the Company celebrated the occasion by honoring its physicians and nurses.
- » On World Theatre Day, employees who correctly answered all survey questions received double tickets to performances including Araf, Amadeus, Dracula, and Crocodile Fever.
- » Ramadan and Eid celebrations included chocolate treats for all employees; field employees additionally received Ramadan Gift Packages.
- » National Sovereignty and Children's Day (April 23) featured special activities for children aged 3-12, including face painting, magic and bubble shows, and age-specific voice workshops. The proceeds from the gift kits distributed to the children during this event were donated to the Tohum Autism Foundation Education Scholarship Fund, supporting access to quality education for children with autism.
- » Occupational Health and Safety Week included a "Matching Game" activity with employee participation and recognition of Company OHS specialists.

- » A webinar was organized for the 19 May Commemoration of Atatürk, Youth and Sports Day with the participation of Deniz Toprak, founder of Mellow Surf School and Hatay Surf Center. Four volunteer employees who attended the webinar received beginner-level surf lessons at Hatay Surf Center in July.
- » "The Biz'de Yaz" (Summer With Us) event series was launched. Employees who answered all questions correctly in surveys held as part of the series received double tickets to concerts, open-air cinema screenings, and theatre performances. Additionally, company workshops, a backgammon tournament, and the HR-themed İKinoks events (named after İK for Human Resources, with a nod to the equinox) provided colleagues with enjoyable and highly interactive experiences throughout the summer.
- » Our employees volunteered and ran in the 47th Istanbul Marathon to support the health and education of children with leukemia.
- » On 24 November, Teachers' Day, we celebrated our colleagues

- who serve as instructors, as well as our internal trainers. Gift kits prepared for internal trainers included a donation to the Turkish Education Foundation.
- » For International Day for the Elimination of Violence Against Women, in line with the UN Women's Empowerment Principles (WEPs) and our Company Policies Against Domestic Violence, an informative survey was conducted to raise awareness among colleagues. In addition, a donation was made to the "Mor Yerleşke" (Purple Campus) project, run by the Federation of Women's Associations in Türkiye, to contribute to social impact.
 - » In December, 130 volunteer colleagues personally delivered New Year gifts to 125 students at Hatay Akkuyu Gazi Primary School.
 - » Year-end activities included gift baskets, company celebrations, restaurant vouchers via D.ream, and arts-based New Year surprises for employees following "Biz'de Sanat" (Art With Us) initiative. Employees who followed the Biz'de Sanat account and submitted music suggestions had the chance

- to win double tickets to KüçükÇiftlik Park's New Year Village and Wonder Village events.
- » Special events for field employees included a prize-awarding Backgammon Tournament in November and an "İKinoks" event in September to celebrate the arrival of autumn. In addition, Open Door Days were held six times throughout the year, providing employees the opportunity to discuss HR topics, ask questions, and learn more about company processes.

Throughout the year, Doğuş Otomotiv brings employees together in various organizations outside of special occasions. Below are some examples of these activities:

- » Special Needs Employee Meetings have been regularly held with colleagues with disabilities to gather their opinions and suggestions, and the costs of the devices they use are covered by Doğuş Otomotiv.
- » Special initiatives are conducted for our team members who started their careers as



Aerofoils Experience Training

Participants in the Aerofoils Experience Training, organized in collaboration with Doğuş Marine and the Fenerbahçe Doğuş Sailing Branch, gained both technical knowledge and a unique hands-on experience that strengthened team spirit on the sea.

Customer Representatives at the Value and Care Center. To support the career development of our team, which has an average age of 29, and to strengthen social connections, various events have been organized:

- Career Journey Conversations: Discussions have been held with leaders who share similar experiences to contribute to career development.
- Social Events: To boost team members' motivation, we attended a Sila concert and the Amadeus theater play, and organized an engaging cocktail and pizza workshop.
- » "Let's Get to Know Each Other" meetings have been organized to help both new hires and long-term team members get to know each other better.

Through these initiatives, we contribute to the career development of our team members while fostering a strong team spirit.

Wellness Initiatives

At Doğuş Otomotiv, wellness programs are designed

comprehensively to address the needs of colleagues and are organized under the GOWell Development Program. This program aims to support employee well-being in the following dimensions:

Physical: Focuses on maintaining physical health by adopting an active lifestyle, regular exercise, balanced nutrition, and adequate sleep.

Mental: Aims to strengthen mental health, and provides strategies to cope with stress, utilizing meditation and similar techniques, fostering continuous learning and personal development, and enhancing mental capacity.

Emotional: Focuses on establishing healthy social relationships, developing empathy, increasing skills in coping with emotional difficulties, and understanding and managing one's own emotional state.

Social: Organizes workshop activities based on colleagues' hobbies and interests identified through surveys conducted in the last four years.

Financial: Focuses on budgeting and maintaining income-expense

balance, developing savings habits, and achieving financial goals with investment and savings plans.

An annual wellness survey determines the focus areas for the year, guiding the program's activities. The 2025 survey identified the following GOWell key themes:

- » Approaches to Long and Healthy Living
- » Physical Sports Activities
- » Financial Well-Being: Unit Management and Investment Tools
- » Psychological Resilience

The following training programs and activities were organized in this context:

- » Belgrad Forest Walk & Mindfulness with İlker Çağlayan
- » Tennis, Volleyball, and Functional Training
- » Participation in Istanbul Marathon
- » Financial Awareness with Özlem Denizmen
- » Aerofoils Experience Training
- » Birdwatching & Hiking in Karacabey with Alper Tüydüş.



Birdwatching in Karacabey with Alper Tüydeş

Participants in the event had the opportunity to discover the unique beauty of nature in Karacabey Longozu under the guidance of nature and bird watcher Alper Tüydeş as part of the “We Spread Our Wings to Nature” program.



In addition to the above, our partnership with the Multisport card continued in 2025. Within the scope of this collaboration, the Doğu Otomotiv Group provides support for employees' Multisport membership costs. In 2025, 339 employees at Doğu Otomotiv and 435 at Doğu Oto became Multisport members. Employees using Multisport can work out at any affiliated gym at any time, enjoying a high level of satisfaction. Employee satisfaction with Multisport memberships was measured at 4.9 out of 5.

A free psychological counseling service was also introduced through an external provider, offering our colleagues professional support. Additionally, our colleagues can access Avita's 24/7 Live Support Line for various topics, including psychological, legal, and travel consultation services at no cost.

Fringe Benefits Offered by Doğu Otomotiv

It is clearly stated in the Doğu Otomotiv Fundamental Rights and Responsibilities Procedure that all full-time colleagues at Doğu Otomotiv have equal rights and that each co-worker

is one of Doğu Otomotiv's key stakeholders.

The company provides the following benefits.

- » Comprehensive private health insurance, covering employees and their children (100% Company contribution for children aged 0-18, 50% for ages 18-24),
- » Life insurance,
- » Meal and transportation support for office and field employees,
- » Remote work allowance for eligible roles,
- » Maternity benefits, including an information session, a special farewell celebration before leave,
- » Additional maternity coverage support for our pregnant colleagues in case their coverage expires,
- » Continuation of salary and social security payments during maternity leave, with the company's share of government maternity benefits paid directly to our colleagues,
- » Paid lactation leave for returning mothers, structured for maximum convenience,
- » Nursery allowance for female employees, provided annually

in September and within the amount determined by the Company,

- » Support for leave of absence on the first day of school through the Dynamic Screen for our colleagues whose children are starting kindergarten or first grade,
- » Discount agreements with private dental clinics available to our employees and their first-degree relatives,
- » Corporate discounts at partnered private schools for employees' children,
- » Tuition discounts for employees pursuing master's or doctoral programs through collaborations of Doğu Otomotiv with universities,
- » Foreign language support for job-relevant roles,
- » Transportation and meal assistance in case of close family bereavement,
- » Dietitian support,
- » Psychological counseling support,
- » Wedding car service for employees getting married,
- » 50% company-sponsored membership for hundreds of gym and sports activities across Türkiye,
- » Access to the Doğu Otomotiv

Headquarters Library (Ninova) with an updated annual archive and a book recommendation portal,

- » School bags and stationery kits for school-age children of blue-collar colleagues, based on their educational level.

Rewards

Doğu Otomotiv's “Mavi Direksiyon” (Blue Steering Wheel) Awards recognize employees in three categories:

- » **Veteran:** This recognition is awarded every five years, starting from the tenth year of service, to acknowledge and celebrate employees' loyalty to the Company through a special ceremony.
- » **Trailblazer:** Among all the projects implemented during the year, the most successful ones are rewarded with a gift certificate on the Idea Platform.
- » **Enthusiast:** This award is presented by the managers of the relevant brand or department to promptly recognize the success of their colleague. As part of this award, recipients receive a gift certificate, the amount of which is reviewed annually, along with a plaque indicating their achievement. The plaque is presented by the manager in the presence of the recipient's teammates.

In addition to the Blue Steering Wheel Awards, three new recognition programs were launched.

- » **Refer a Friend:** To reach qualified candidates needed by our Company and encourage employees to recommend their friends for new positions, the Refer a Friend Application rewards employees who bring in their friends with bonuses.
- » **Instant Reward Application:** A special reward system targeting specific and immediate topics for field employees was launched in 2024.

- » **Multido:** This initiative was implemented to promote additional roles within the Company and to reward colleagues who voluntarily take on roles outside their areas of expertise. Roles such as Business Owner, Lean Leader, and Internal Trainer, which involve voluntary participants, contribute to the development of both Doğu Otomotiv and our colleagues while enhancing collaboration and harmony within the Company.

Employees who met the established reward criteria throughout 2025 were recognized with Biggrewards gift vouchers.

The Value of Employee Ideas and Projects at Doğu Otomotiv

The changing structure of the business world, along with evolving expectations and conditions, requires companies today not only to manage their employees but also to engage in dialogue with them, challenge their expectations, and provide channels for direct communication of their suggestions and feedback regarding business processes to senior management. This participation fosters a more efficient work environment, establishes an innovative and competitive company structure, and cultivates healthier relationships with other stakeholders through employees.

The Idea Platform, established to create effective and sustainable improvement initiatives and to enable employees to share creative and innovative ideas related to internal company practices or business processes, continued to implement the “Idea Coin” reward system, which is based on the value generated by ideas. Under this system, submitted ideas are evaluated according to their level of innovation, potential for widespread adoption, and impact within their respective categories.

Not only the idea owners, but also Lean Leaders who contribute to the sustainability of the process and Team Leaders involved in implementing the ideas are rewarded proportionally for their contributions.

This approach aims to strengthen a culture of end-to-end improvement, support cross-team collaboration, and ensure that ideas are implemented in ways that create lasting impact.

Through this reward system, the number of ideas shared increased by 22% compared to the previous year, with employees submitting a total of 2,844 ideas in 2025. Of these, 1,087 were approved, and 601 were implemented. This practice has enhanced employees' motivation to generate innovative and creative ideas, while also serving as a significant step toward increasing employee engagement and accelerating process improvement.

In addition, each year teams implement various process improvement projects within their respective areas of responsibility, focusing on productivity, quality, cost savings, additional revenue, customer experience, employee satisfaction, sustainability, social awareness, and occupational health and safety. In 2025, a total of 180 projects were put into practice across Doğu Otomotiv and Doğu Oto. These employee-driven ideas and projects generated approximately TRY 175 million in value; when the Authorized Dealer and Service network is included, this amount reached TRY 240 million.

At the Ideas Birth Day graduation ceremony held with the slogan “Keep It Simple, Keep It Smart!”, 89 employees who were the owners of the best ideas and projects selected among these ideas and projects received their awards from the senior management.

At the same time, 16 new Lean Leaders who successfully completed the Lean Leadership Training Program received their certificates.

Human Rights Management

In 2010, we publicly shared our Corporate Human Rights Policy, becoming one of the pioneering companies in Türkiye to make an explicit commitment in this field. As Doğu Otomotiv, we acknowledge that we have adopted the United Nations Guiding Principles on Business and Human Rights and recognize our responsibility to serve as a role model in respecting human rights.

In this context, in 2021, we launched a comprehensive review to reassess our human rights approach, reaffirm our priorities, and update them where necessary. As part of this process, existing and potential human rights risks within our areas of operation were evaluated; a stronger focus was placed on process management to support our role-model objective; and an executive responsible for human rights was appointed.

In the coming period, we will continue to work on our priority areas identified in line with international human rights legislation and standards, while further strengthening human rights awareness across the organization. We reiterate that human rights are fundamental and universal rights inherent to every individual, regardless of race, gender, belief, social status, or any other difference.

Equal Rights and Opportunities

The third principle of Doğu Otomotiv's Ethical Principles, titled "Justice and Equality", is defined as "We treat all our stakeholders and each other fairly and refrain from discrimination". Doğu Otomotiv follows an "Employees and Good Work Environment Policy" independent of religion, language, race, color, gender, age, ethnicity, disability, citizenship status, or other social statuses protected by legal regulations.

- » Development programs specifically for women
- » Special applications for our mother employees
- » Reverse Mentoring Programs conducted in collaboration with senior management and

Generation Y and Z

- » Periodic meetings with university and high school interns
- » Activities that support diversity through sharing organizations with disabled colleagues
- » The publication of the "Workplace Principles Policy Against Domestic Violence" thanks to the efforts of a 22-member team, followed by discussions aimed at raising awareness. Under the Domestic Violence Policy, Doğu Otomotiv provides the following support to affected employees.
 - Confidential, free psychological and legal counseling
 - Pedagogical counseling for up to five sessions
 - Change of company phone number
 - Salary payment to a different account

2. Talent Acquisition

Doğu Otomotiv plans its Human Resources and employer branding processes meticulously to attract the best talents and provide them with a satisfying experience for personal growth.

The recruitment process is managed end-to-end according to the requirements of the Personal Data Protection Law. The recruitment process at Doğu Otomotiv starts with the Digital Recruitment platform when the Human Resources Business Partner examines the Human Resources budget through the system and opens a system request. The open request is published on the Company website, Doğu Holding's recruitment page, and the relevant recruitment platform, again integrated with the announcement on the system. In addition, career opportunities are also published on portals such as LinkedIn, kariyer.net, and Youthall.

In candidate applications, the digital application form, supported by RPA (robotic process automation) integration, is automatically filled with the candidate's resume information, and once onboarding is completed, personal records are automatically created.

During face-to-face interviews, a special vehicle transfer service is provided for candidates in collaboration with an agreed transportation company. Candidates approved for hiring can obtain their health documents for free at contracted hospitals in various locations.

Upon completion of the recruitment process, candidates are directed to the WeUp mobile application for orientation. All information about the company can be accessed through this application. New employees receive a welcome package, and on their first day, a companion is assigned to help them easily understand the daily workflow of the department. The companion supports the new colleague throughout all processes.

To ensure new employees get to know the company closely

and adapt quickly, orientation programs are organized periodically with the participation of representatives from all departments. A Navigation Booklet is provided on their first working day. Through this program, various department managers present their work areas and the company to new employees, allowing them to gain comprehensive insights. Additionally, an e-orientation video, along with mandatory training on Occupational Health and Safety, Personal Data Protection Law, and Information Security, is shared with employees on their first day.

As part of our talent acquisition and employer branding efforts, we participated in 40 events in 2025, engaging with students through both online and in-person platforms and providing insights into the automotive sector. In addition, students applied via career platforms such as LinkedIn, kariyer.net, and Youthall to join the "Biz'de Staj" (Internship With Us) program. In 2025, a total of 63 university interns, 26 high school interns, and 57 project-based interns completed their internships at Doğu Otomotiv. Furthermore, 20 interns who completed their internships in 2025 transitioned into full-time positions at Doğu Otomotiv.

In 2025, employer branding activities included "Kampüs Biz'de" (Campus with Us), "Meslek Biz'de" (Profession with Us), and "#Doğuşlubirgün" (A Day with Doğu) events. In partnership with Anbean (a brand communication and youth agency), experience days were held on four different dates with university and vocational high school students, allowing a total of 120 students from 15 different universities and five vocational high schools to gain firsthand insights into Doğu Otomotiv through company presentations, Scania service

visits, spare parts warehouse tours, vehicle inspections, and engaging games. Additionally, during the #Doğuşlubirgün event, club representatives from seven different universities gathered at Doğu Otomotiv Plus+ Galataport venue to discuss career and development opportunities, as well as the Doğu 3.0 culture.

To strengthen collaborations with vocational high schools, a "Vocational Education Cooperation" protocol was signed between Doğu Otomotiv and Tuzla Borsası İstanbul Vocational High School and İzmit Vocational and Technical Anatolian High School.

In 2025, a total of 40 person-hours of training was provided to 32 interns working on project-based assignments at Doğu Otomotiv. As part of the intern development program, face-to-face training sessions were held on Introduction to Professional Life, Professional Behavior and Image Training, and Advanced Excel Use. Additionally, a "Tea Talk" meeting with our Human Resources Manager, Ümit Arısoy, was held to enable our interns to gain a close understanding of the management perspective and listen to experiences related to career journeys. Throughout the program, a comprehensive development process was offered to support both the technical competencies and professional adaptation of our interns.

Through the career site kariyer.dogusotomotiv.com.tr, candidates can easily access information about Doğu Otomotiv's areas of operation, functions, working model, development programs, and available opportunities, as well as view career opportunities. In 2025, the average monthly site visit reached 5,120, totaling 61,450 visits for the year.

Furthermore, in Universum Türkiye's Most Attractive

Fikirlerin Doğuş Günü

The best innovative ideas and process improvement projects implemented by our colleagues at Doğu Otomotiv and Doğu Oto were honored at the Fikirlerin Doğuş Günü (Birth of Ideas Day) Graduation Ceremony.



Healthy living gathering

GO Development School held a healthy living gathering in Belgrade Forest with İlker Çağlayan as part of GOWell activities.



Employers 2025 research, conducted at 61 universities across Türkiye and published annually in Harvard Business Review, Doğuş Otomotiv improved its position and entered the top 20 most preferred companies in the country. The Company also ranked 17th among engineering students and 15th among students in Economics and Administrative Sciences.

3. Organizational Continuity and Productivity

At Doğuş Otomotiv, employees' development needs are fed by a continuous flow of information from various Human Resources practices. Information obtained from the following three processes is analyzed on an individual basis to determine the development needs for the relevant year.

- » Competency Assessment System
- » Performance Assessment System
- » Potential & Succession Process

Based on comprehensive needs analyses, the "Personalized Training Recommendation" system continued to be actively used throughout 2025 to guide

employees toward development content aligned with their identified competency gaps and to support their participation in relevant programs.

Through this system, training and development programs recommended in line with each employee's development areas were automatically communicated via automatically triggered visual emails, making development processes more targeted, accessible, and sustainable.

The Competency Assessment System, Performance Assessment System, global trends, company strategies, and development needs collected from one-on-one meetings with managers were analyzed to determine the training and development program for 2025 for employees at all levels. Throughout the year, various classroom trainings, online webinars, workshops, and activities were organized according to the established calendar.

In 2025, the Human Resources training and development team completed the training period with a coverage rate of 98% at

Doğuş Otomotiv and 93% at Doğuş Oto.

In this context:

- » Under the Manager Development Program, managers at Doğuş Otomotiv and Doğuş Oto participated in trainings such as "Digital Leadership: How Generative AI is Shaping the Business World", "Financial Developments and Risk Management in Türkiye and Globally", "Micro-Leadership for Work and People", "Reading Expressions and Negotiation Management in Strategic Meetings", and "Leadership Lessons from History at the Harbiye Military Museum" in 2025.
- » As part of the Leadership Development Program, the "Management Development Academy" program continues in collaboration with Sabancı University to enhance the strategic leadership competencies and business approaches of managers. Additionally, two modules of the "Solution-Focused Coaching Program", conducted in partnership with Erickson Coaching International Türkiye, have been completed.

Participation in the 3rd and 4th module training programs for managers wishing to become internal coaches has also been supported. Accordingly, 11 managers have continued coaching their colleagues within the Company as internal coaches for those volunteering to receive coaching.

- » Directors at Doğuş Oto attended two-day trainings on "Leadership from History – Gallipoli" and "The Age of Digital Transformation".
- » Newly appointed managers completed a nine-module Leadership Training Program, while regional management employees completed a 12-topic program delivered in collaboration with Bahçeşehir University.
- » The "Authorized Executive Development Program", launched in 2014 in collaboration with Bahçeşehir University, was implemented for the fifth time in 2025. To date, a total of 104 authorized executives, including participants from the current term, have benefited from the program. Designed to support newly appointed employees as authorized executives within Doğuş Oto, the program is a comprehensive 16-module development journey aimed at strengthening their increasing leadership and managerial responsibilities. It focuses on enhancing participants' competencies in strategic decision-making, team management, understanding business dynamics, and representing the Company effectively. Similarly, a 14-module "Authorized Executive Development Program", also delivered in partnership with Bahçeşehir University, was completed with the participation of 10 employees.
- » Under the "Blue-Collar Development Program",

warehouse personnel in Spare Parts and Logistics and technicians at Scania Gebze-Tuzla participated in the outdoor training program "Achieving Together". A total of 118 employees across six groups attended. The program focused on competencies such as problem-solving, decision-making, project management, planning, communication, teamwork, collaboration, adaptability, openness to diversity, creativity, and commitment to shared goals. Additionally, three Quality Control employees at Spare Parts Warehouse received Quality Coach Training to strengthen the quality culture in field operations.

- » Team leaders in the Value and Care Center completed the "Leader's Compass" training series covering self-awareness, managerial communication, emotional intelligence, coaching leadership, and mastery in management. Sixty Customer Representatives participated in a Competency Development Program that included Art Therapy for Stress Management (four groups).
- » Ten new mentors joined the mentoring program this year and, after completing their training, supported 18 mentees who had recently joined the Company or were at the beginning of their careers. The total number of mentors reached 23 in 2025, supporting a culture of continuous learning and organizational cohesion. Our mentors sustained their mentorship activities during 2025.
- » As part of the Doğuş Otomotiv training program, the "Personal Learning Platform" initiative continued in 2025, enabling employees to develop their skills based on their needs and interests. The company supports 50% of the costs for employees subscribing to

leading learning platforms such as Storytel, LinkedIn Learning, Cambly, Harvard Business Review, and Neo Skola.

- » Within the "Difference Makers in the Workshop Program" at Doğuş Oto, Teamwork and Collaboration Training was delivered to blue-collar employees to support sustainable success. Conducted outdoors, the program reached 404 employees across 17 groups. Additionally, 52 foremen completed a three-module program on Feedback, Effective Communication, and Team Management.
- » To support the sustainable success and development of blue-collar employees at Doğuş Oto, the "Difference Makers in the Workshop Program" delivered Teamwork and Collaboration Training this year. Conducted outdoors, the program focused on competencies such as problem-solving, decision-making, project management, planning, communication, teamwork, collaboration, adaptability, openness to diversity, creativity, and commitment to shared goals. The training was delivered across 17 groups, reaching a total of 404 employees. In addition, 52 foremen at Doğuş Oto completed a three-module training program covering Feedback, Effective Communication, and Team Management.

Supporting training programs also continued in 2025. Across Doğuş Otomotiv and Doğuş Oto, 22 employees completed German language training, 50 completed English language training, and 42 completed Advanced Excel training.

One of the most significant projects implemented in 2025 was the Competency System Transformation Project, carried out under the consultancy of Deloitte.

Within this scope, a dedicated project team established at Doğuş Otomotiv reviewed global competency frameworks with a 2030 perspective and conducted a comprehensive analysis focusing on the future needs of work. Throughout the process, collaboration was established with academics from Sabancı University and Bahçeşehir University, and input and consultancy were obtained from all units within Doğuş Technology. In addition, workshop sessions were held with working groups consisting of employees from Doğuş Otomotiv and Doğuş Oto, resulting in the identification of critical competency areas for the organization. The summarized outputs were finalized following evaluation meetings with the managers and general managers of Doğuş Otomotiv and Doğuş Oto.

The newly established competency framework consists of Core Competencies and function-specific competencies. Training and development planning for 2026 will be shaped based on development areas identified in line with this framework.

The third GOFest, organized at Doğuş Otomotiv in 2025, was held on December 1. Designed as a full-day learning festival featuring various content formats across main and side stages, this year's motto was "Update Your Route", reflecting evolving global trends.

The event featured the launch of the new Competency Model, introduced by Saffet Üçüncü, Koray Bebekoğlu, Mustafa Karabayır, and Cihan Bicioğlu. On the main stage, sessions included a discussion on technological transformation with Çiçek Çizmeci Devge, and an arts and life-themed talk with Şebnem Bozoklu and Ahmet Mümtaz Taylan. Dr. Serhan Yılmaz delivered seminars on brands' transformation journeys.

Parallel sessions covered topics such as finance, building a positive work environment, AI-driven content creation, customer experience trends, and cinema and therapy. Experiential activities, including an object painting workshop, breath therapy, and digital gaming zones, further enriched the event.

Through the dedicated GOFest website, participants earned coins

by attending sessions and used them in the Marketplace area, introducing a gamified learning experience. With 280 participants, GOFest achieved an average satisfaction score of 4.93 out of 5 in the post-event survey.

Additionally, based on survey feedback from Doğuş Otomotiv and Doğuş Oto, four different workshop programs were organized in 2025 with the participation of 306 employees.

- » Textured Canvas Art
- » Cocktail Making
- » 5 Mezes & 1 Salad
- » Fener-Balat History and Culinary Journey

Believing that access to learning should always be easier, Doğuş Otomotiv migrated its Learning and Development Platform "GO" (Gelişim Okulu – School of Development) to mobile. Employees can now access GO via their mobile phones, participate in online training sessions at any time, and watch instructional videos whenever they wish. A total of 126 training modules across various competency areas are available on the platform.

Doğuş Otomotiv applies a department/brand- and

employee-based performance evaluation system that generates corporate, unit, and individual performance scores. At the beginning of each year, company-level goals aligned with financial and strategic objectives are cascaded down to brands and departments, where specific targets are defined.

Priority topics, strategic initiatives, and projects for each brand and department are determined through workshops and submitted to the Executive Board and Board of Directors for approval within budget planning. Individual goals supporting departmental and brand objectives are then defined, initiating the performance management cycle.

All targets are recorded in the D-İnsan 4.0 system, which enables end-to-end monitoring of the performance process. Goals are regularly reviewed throughout the year and may be updated with managerial approval when necessary. The formal evaluation process begins in the final quarter.

The performance evaluation starts with the employee's self-assessment, followed by managerial evaluation meetings and feedback discussions to determine the final performance result. Scores are automatically calculated by the system based on predefined target values and thresholds. The expected performance level at Doğuş Otomotiv is 100 points out of 120.

At the final stage of the performance management cycle, individual and organizational development areas are analyzed to identify new focus areas that support sustainable success. Performance management outcomes serve as a key decision-support mechanism for measuring employee development and identifying potential opportunity areas.

Evaluation outputs are directly utilized by training and development planning, talent management, career planning, and compensation processes, contributing to the holistic management of HR practices.

The D-İnsan 4.0 platform used in performance management is built on HumanSoft infrastructure and is managed, developed, and maintained in coordination with Doğuş Technology and Genbil companies.

4. Data, Artificial Intelligence, and Digital Experience

a. Bilişim HR – HR Information System Update

To manage HR processes more effectively, integratively, and sustainably, the Bilişim HR Update Project was implemented in 2025. The existing HR system infrastructure was updated, security policies enhanced, user experience improved, and the digital maturity of processes increased.

Personnel, organizational, position, reporting, and integration processes were restructured to improve system performance, data accuracy, and process integrity. The system architecture was rebuilt using up-to-date programming languages and technology standards, reducing information security risks and minimizing technical debt. Thanks to the updated architecture, the system's maintenance and development processes have become more sustainable, while performance and stability have been enhanced. These improvements have strengthened the continuity of Human Resources systems, ensuring uninterrupted service delivery and contributing to long-term digital transformation objectives.

The Bilişim HR Update Project enhances agility, transparency, and operational efficiency in Human

Resources processes, enabling both managers and employees to use the systems more effectively. The project also establishes a strong technological foundation for future digital Human Resources applications.

b. "Biriz" Mobile Communication Platform

The Biriz Mobile Communication Platform was implemented at Doğuş Otomotiv to strengthen the employee experience, manage internal communication holistically through a single digital channel, and increase mobile accessibility. The platform aims to create a transparent, inclusive, and interactive communication structure by enabling employees to access corporate information quickly and simultaneously.

Through the Biriz Mobile Communication Platform, company announcements, Human Resources notifications, managerial messages, and organization-wide content are shared from a single center, allowing employees to access up-to-date information anytime and anywhere. Its mobile-first design ensures continuity of communication between field and office employees and reduces time- and location-dependency in accessing information.

Field employees can submit leave requests and overtime entries via the platform, and the corresponding managers can manage digital approval processes quickly and transparently. This reduces manual processes in field operations with high workload, ensures timely and accurate data entry, speeds up approval workflows, and increases efficiency in Human Resources operations. Mobile accessibility also strengthens process alignment between field and office teams, creating an end-to-end digital structure for leave and overtime management.



Update Your Route

The motto for this year's GOFest "Education and Development Festival," held for the third time in 2025, has been set as "Update Your Route."

The platform also serves as a tool that strengthens corporate engagement by supporting feedback mechanisms and information flows aimed at increasing employee interaction. The Biriz Mobile Communication Platform is a key part of Doğuş Otomotiv's strategy to enhance the digital employee experience.

c. Human Resources Dashboard and Data-Driven Decision-Making

Human Resources Dashboard efforts, developed to strengthen the strategic role of the HR function at Doğuş Otomotiv, were expanded in scope in 2025. The dashboard structure allows HR data to be analyzed holistically, in real-time, and in a comparable manner.

The dashboards created include key HR indicators such as organizational structure, employee profile, performance, leave usage, overtime, attrition rates, and workforce efficiency. The data has been visualized to provide insights needed by management and HR teams and integrated into decision-making processes.

Thanks to the Human Resources Dashboards;

- » Workforce structure and changes are monitored regularly,
- » Operational and strategic risks are identified at an early stage,
- » Actions focused on performance, productivity, and sustainability are supported.

These efforts strengthen a data-driven decision-making culture in Doğuş Otomotiv's HR management and make significant contributions to strategic planning processes.

d. Machine Learning-Based Employee Attrition Risk Analysis

In 2025, Doğuş Otomotiv implemented a Machine Learning-Based Attrition Risk Analysis to

adopt a proactive and data-driven approach in HR processes. This study developed an analytical model to predict employees' likelihood of leaving, and the resulting outputs were structured to support management decisions.

The project analyzed HR data, including demographic information, seniority, organizational structure, performance results, leave, and overtime usage, to determine the key factors affecting attrition risk. Using the machine learning model, employees were segmented according to their assessed risk levels.

The analysis results were shared with HR Management, and;

- » Early warning mechanisms were established for critical talent,
- » Targeted action recommendations were developed for employees in the high-risk group,
- » Retention, development, and managerial intervention areas were supported with concrete data.

The Attrition Risk Analysis contributed strategically to organizational sustainability, talent management, and workforce planning processes. The project represented an important step in strengthening the positioning of HR analytics as a decision-support mechanism at Doğuş Otomotiv.

5. Productivity and Sustainability

In all efforts aligned with Doğuş Otomotiv's Human Resources strategies and vision, attention is paid to positively impacting social sustainability and influencing the entire value chain.

DRIVE (the Turkish acronym for "Doğuş Otomotiv's Route: People and Education")

Established to maintain and

expand Doğuş Otomotiv's Human Resources policies, the DRIVE Department aims to activate corporate structures in Human Resources management across the Authorized Dealer network, ultimately achieving sustainable success in customer satisfaction and business results.

Upstream and downstream improvements in the supply chain network are among the priority expectations regarding changing and developing standards and regulations for sustainability. Remarkable progress has been made in enhancing Human Resources practices in our Authorized Dealers and Service Centers, which we have strategically prioritized for a long time.

Our Company has continued its intensive efforts towards vocational high schools, aiming to train the talents that will shape the future of the automotive industry in 2025 as well.

In this regard;

- » Within the scope of the "Professional from Doğuş" (a term meaning "natural professional") project, the student selection process was conducted in Vocational and Technical Anatolian High Schools with Doğuş Otomotiv Laboratory classrooms during the 2025 academic year. During these visits, the students' career development and professional opportunities were discussed with the department teachers, and their career planning was supported. We continue to assist our Authorized Dealers in raising funds for students selected from those interviewed during the visits to vocational high schools throughout Türkiye.
- » Under the coordination of the DRIVE Department, and with the support of the SCANIA brand, a protocol was signed

in October 2025 with İzzet Baysal Vocational and Technical Anatolian High School in Bolu.

The collaboration aims to support students' professional development in the heavy commercial vehicle sector during their education and to introduce highly qualified young talent to the industry through our Authorized Dealers. As part of this initiative, the SCANIA laboratory classroom has been successfully launched.

- » Authorized Dealers continue to meet with young students in various cities across Türkiye to enhance their perspective on the automotive sector, contribute to their personal and career development, and provide guidance on professional life. In 2025, career day events were held in collaboration with Ege University, Dokuz Eylül University, Katip Çelebi University, 19 Mayıs University, Harran University, and Atatürk University.
- » The "Drive Human Resources Awards", which recognize the most successful Authorized Dealers for their efforts in developing and institutionalizing Human Resources practices within

Doğuş Otomotiv's Authorized Dealer organization and enhancing the employer brand, continued in 2025.

- » Within the scope of the DRIVE department's collaboration with Sabancı University on talent management and development, the "Young Generation Business Partners Talent Development Academy", specially designed for young-generation board members of our Authorized Dealers, was conducted, and the certification process was completed. In addition, training programs were organized for the Human Resources teams of Authorized Dealers as well as their General Managers and Directors.
- » In 2025, the DRIVE department organized an Employee Engagement Survey, conducted by an independent research company. Based on the results, briefings were provided to the senior management of Authorized Dealers to create sustainable business outcomes, and support was given in developing action plans.

The Human Resources department also reviews all business processes within the framework of sustainability and

implements digitalization projects to minimize paper usage.

By the end of 2025, Doğuş Otomotiv Human Resources will have conducted focus group studies for each unit to identify new areas of focus. In 2026, it will continue its efforts to become the most preferred automotive company in Türkiye through innovative and sustainable Human Resources practices.



Scania Laboratory

Under the "Vocational Training Cooperation Protocol" signed between Doğuş Otomotiv and Çarıkçı Trans, a Scania Heavy Vehicle Workshop and Laboratory was opened at İzzet Baysal Vocational and Technical Anatolian High School.

DOĞUŞ OTOMOTİV CODE OF ETHICS

With the aim of shaping the future of our country and the world, fostering this vision, and enhancing it where it is prevalent, Doğuş Otomotiv published its Code of Ethics in 2012. This document clearly outlines our approach to conducting business with all stakeholders. As Türkiye's first Code of Ethics, developed to global standards and not adapted from abroad, it reflects our commitment to honest and ethical behavior in our relationships with employees, customers, business partners, and competitors. Doğuş Otomotiv engages in dialogue with all stakeholders in a fair and transparent manner, adhering to high standards of professionalism, fairness, dignity, and ethical conduct. In alignment with the Code of Ethics, any actual or potential breaches are addressed seriously, regardless of their cause.

The knowledge and sensitivities of our employees and managers are crucial for the complete and proper implementation of Doğuş Otomotiv's Code of Ethics. Therefore, the Doğuş Otomotiv Ethics Line serves as a notification mechanism accessible to all employees, managed by an independent organization.

To raise awareness of the Code of Ethics and communicate its content to all stakeholders, particularly our employees, ethics and compliance training is provided through orientation programs for new hires and periodic training for employees via the e-learning platform. In this context, due to the requirements arising from Doğuş Otomotiv's sustainability strategies, "Ethical Code Training" was assigned to all Company employees to share fundamental information related to Ethics, Compliance, and Sustainability. The Ethical Code Training covers topics such as Business Ethics, Protection of

Company Information, Rules for Accepting and Giving Gifts, Promoting Respectful Behavior, Preventing Insider Trading, Avoiding Conflicts of Interest, Reporting Misuse of Authority, Promoting Diversity and Preventing Discrimination, and Protecting Human Rights.

In 2025, e-orientation training sessions covering the Code of Ethics were conducted for a total of 618 employees at Doğuş Otomotiv and Doğuş Oto.

In 2024, it was decided to complete the training on the "Ethical Guidelines for Business Partners", shared by Volkswagen AG with all its business partners, across distributors and the entire Authorized Dealer network. This training includes topics such as Compliance with Laws and Regulations, General Sustainability Expectations, Environment, Human Rights and Labor Law, Business Ethics, Responsible Supply Chains, and Reporting Misconduct. Within the framework of the training provided to business partners, a total of 48 hours of training was delivered to 96 senior executives.

A total of 661 employees received 661 employee-hours of training at Doğuş Otomotiv and Doğuş Oto.

Policies included in Doğuş Otomotiv's Code of Ethics are:

- » Corporate Compliance Policy
- » Economic Development Policy
- » Market Presence Policy
- » Indirect Economic Impacts Policy
- » Environmental and Energy Policy
- » Sustainable Purchasing Policy
- » Product and Service Liability Policy

- » Employees and Work Environment Policy
- » Equal Pay for Equal Work Policy
- » Occupational Health and Safety Policy
- » Performance Management Policy
- » Human Rights Policy
- » Community Participation Policy
- » Customer Health and Safety Policy
- » Diversity and Equal Opportunity Policy
- » Anti-Bribery and Anti-Corruption Policy
- » Anti-Money Laundering and Combating the Financing of Terrorism Policy

Doğuş Otomotiv's Code of Ethics outlines the Company's commitments and strategies regarding all ethical issues and is publicly available on the official website: https://www.dogusotomotiv.com.tr/newdogusotomotiv_files/2021541544943_DogusETIK%20kod-2021-EN.pdf



TRAFFIC IS LIFE!

One of Doğuş Otomotiv's primary areas of focus is its social participation platform, Traffic is Life! Now in its 21th year, the platform aims to foster a positive traffic culture by promoting safety awareness through initiatives tailored to the needs and expectations of society.

Considering sustainability a key part of its strategy, Doğuş Otomotiv conducts its activities with a strong sense of responsibility toward its stakeholders and society. In this context, the company launched Traffic is Life!, a social participation platform, in 2004 to contribute to social development and create a lasting impact on the future.

As the longest-running corporate responsibility project in the sector, the Traffic is Life! Platform has carried out awareness-raising activities for diverse target audiences over the past 21 years. The platform's mission is to positively influence individuals' behavior and habits across all

age groups, integrating traffic safety principles into daily life. The platform believes that fostering a positive cultural shift in traffic will contribute to all aspects of life, ultimately paving the way for more livable cities and a better future.

In response to evolving societal habits and living conditions, Traffic is Life! has expanded its focus beyond education to address the changing nature of mobility. Additionally, recognizing shifts in media consumption habits, it has adopted a strategy to leverage social media and digital platforms more effectively, aiming to reach broader segments of society with its message using the right channels.

Collaboration with the Ministry of National Education

The training program initiated in 2020 on EBA TV targeting the 5-19 age range group, most affected by accidents in Türkiye, continued in 2025. Training videos on the concept of traffic, walking safely on sidewalks, crossing streets, the importance of seat belts, and many other topics have been permanently added to the EBA TV Education Library, reaching an audience of 1 million students daily.

Cooperation with the Municipality of Küçükçekmece

In 2025, the Traffic is Life! Platform, in collaboration with the Traffic is Life! Platform continued its

Collaboration with Tohum Autism Foundation

The Traffic is Life! Platform has been collaborating with the Tohum Autism Foundation since 2024 to enhance the safety of individuals with autism in traffic.



Child Safety in Traffic project with the slogan "Conscious Children in Traffic, Our Future is Safe" in cooperation with Küçükçekmece Municipality, which started in 2023.

In the project, which is carried out in the Children's Traffic Education Park established on an area of approximately 5 decares within the body of Küçükçekmece Municipality, both theoretical and practical trainings are provided to over 40,000 students between the ages of 5-12 annually under the coordination of Küçükçekmece Municipality and Küçükçekmece District Directorate of National Education.

With educational materials and curriculum support from the Traffic is Life! Platform, municipality trainers deliver sessions tailored to different age groups at the Children's Traffic Education Park. Additionally, the project fosters early traffic awareness by offering both theoretical and practical traffic safety training. The facility includes a specially designed classroom

and a dedicated track for individuals with disabilities.

Doğuş Otomotiv's sustainability policies particularly focus on preserving societal well-being and minimizing any potential adverse impacts. Society encompasses all groups affected by the company's activities that require social approval, starting with stakeholders within its sphere of influence. The Traffic is Life! program, designed to raise awareness among children and young adults of driving age, aims to be integrated into the formal education curriculum. Through the Traffic is Life! Platform, Doğuş Otomotiv actively contributes to the 3rd and 7th goals of the United Nations Sustainable Development Goals.

Collaboration with the Tohum Autism Foundation

To enhance the traffic safety of individuals with autism, the Traffic is Life! Platform and the Tohum Autism Foundation have launched the "Safe Traffic Skills" project in 2024. As part of this

initiative, specialized educational materials have been developed for individuals with autism, and training sessions for teachers have commenced. Within the scope of the project, a total of 90 special education teachers in Malatya and İstanbul have received training.

The "Safe Traffic Skills Training Kit for Individuals with Autism" has been prepared for individuals with autism of all ages, starting from 6 years old, and includes visual materials, communication cards, and guides and checklists for families and teachers. The trainings cover seat belt use, safe crossing at traffic lights, school bus safety and helmet use, while also promoting safe mobility in pedestrian and public transport use.

Educational materials developed under the project are available free of charge to teachers and families via the Tohum Autism Foundation's Education Portal.

2025 academic year applications and activities:

- » A Safe Traffic Skills Education Kit has been prepared; checklists, activity schedules, visual aids, and family and teacher guides have been created.
- » Scientific consulting support has been obtained for the project.
- » Practical workshops were held in Malatya, İstanbul (4 separate groups), and Konya, reaching a total of 184 teachers.
- » The educational content was made openly available on the Tohum Autism Foundation Education Portal, providing access to 29,161 members.
- » The book "Teaching Safety Skills for Teachers and Parents" was printed, with a total of 150 copies produced, and distribution efforts have begun.
- » Workshops were planned in İstanbul, İzmit, Bursa, Sakarya, and Düzce; the goal was to reach a total of 300 people. As

of the end of 2025, 148 people have been reached, and the training is expected to be completed with 4 workshops to be held in Düzce and İstanbul in January 2026.

Preparing for the Driver's License Exam with a Facebook Chatbot

As part of its social responsibility initiatives, the Traffic is Life! Platform introduced a Facebook chatbot application, the first of its kind in this context. This tool allowed individuals preparing for the 2025 driver's license exam to take practice tests using past exam questions approved by the Ministry of National Education. Since its launch in December 2017, the application has helped over 600,000 users assess their knowledge before the exam.

Evolving perspectives on mobility

Interest in individual mobility solutions has continued to grow, driven by shifting societal perspectives on the topic. In 2024, the Traffic is Life! Platform, guided by societal trend research and feedback from its target audience, addressed the rise of new mobility devices and the accompanying road safety challenges. Throughout the year, it

actively engaged with all relevant stakeholders to raise awareness and promote road safety in this evolving landscape.

Continuous and dialogue-based communication

The Traffic is Life! Platform emphasizes dialogue-based communication and has engaged with a broad audience throughout the year across various social media channels.

The slogan "Traffic Thrives, My Control Strives!" used in Traffic is Life! platform's 2025 communications aims to raise awareness of proper behaviour in traffic by addressing all segments of society. The project and the slogan were shaped by the understanding that traffic is present in every moment of life – whether commuting to work, returning from school, going to the hospital, socializing, walking along the seaside, or driving – and that individuals should assume responsibility in all these settings and demonstrate exemplary behaviour.

Throughout the year, communication efforts have resulted in over 93 million interactions on the Traffic is Life! social media accounts. With

the acquisition of new followers across social media channels, the number of followers reached 184,398 on Facebook, 52,645 on Instagram and 11,355 on YouTube.

Regular informational activities conducted within the Doğuş Group have also prioritized raising awareness among group employees throughout the year.

2026 targets

Traffic is Life! will continue its efforts in 2026 to promote a positive traffic culture and raise awareness. Education will remain the platform's primary focus, with training programs delivered in cooperation with relevant public institutions and with contributions from field experts. In addition, trainings will be provided to encourage all segments of society to become exemplary individuals in traffic, while this theme will also be addressed on social media channels with the participation of experts. The communication slogan for 2026 will be "Life is in Traffic, Now It's Your Turn!"



The background of the page is a dark blue, semi-transparent aerial photograph of a city's street grid. The streets are visible as a complex network of lines, with some major thoroughfares appearing as thicker lines. The overall effect is a textured, urban pattern that serves as a backdrop for the text.

CORPORATE GOVERNANCE REPORT

CORPORATE GOVERNANCE REPORT

Doğuş Otomotiv Servis ve Ticaret Anonim Şirketi has implemented the Corporate Governance Principles published by the Capital Markets Board of Türkiye in the fiscal year that ended on December 31, 2025, per the following explanations.

Declaration of Compliance with Corporate Governance Principles

In the fiscal year that ended on December 31, 2025, the Company has adopted the principles of equality, transparency, accountability, and responsibility per the Corporate Governance Communiqué ("Communiqué") No: II-17.1 issued by the Capital Markets Board of Türkiye and published in the Official Gazette No: 28871 on January 3, 2014. According to the statement of the Capital Markets Board of Türkiye in its bulletin no. 2025/3 dated January 16, 2025, the Company is listed among the BIST 1st Group Companies. Following an evaluation of 456 criteria defined in the methodology prepared by Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş., it has been determined that the Company has complied with the Communiqué to a great extent. The Company's Corporate Governance Rating, which was 97.90 (9.79 out of 10) as of December 13, 2024, rose to 98.12

(9.81 out of 10) on December 12, 2025, as a result of the constant improvement efforts by the Company.

This outcome demonstrates that the risks that may threaten the Company have been largely identified and are under control and that the rights of shareholders and stakeholders are justly protected. Furthermore, a high level of performance has been attained in terms of public disclosures and transparency. In this respect, the structure and working conditions of the Board of Directors comply with the Corporate Governance Principles.

The Corporate Governance Rating Report is available on the corporate website and can also be accessed via this link: <https://www.dogusotomotiv.com.tr/tr/yatirimci-iliskileri/yatirimci-iliskileri-1/raporlar-ve-sunumlar/kurumsal-yonetim-derecelendirme-raporlari>

Overall, the Company fully complies with all mandatory principles in the Communiqué as well as most of the non-mandatory principles and continues to further improve its Corporate Governance efforts. No conflict of interest has arisen due to the below-listed issues, which are not yet implemented and remain outside the scope of principles currently applied.

Even though there are no provisions or applications in the Articles of Association concerning the issues mentioned below, the Turkish Commercial Code, the Capital Markets Law, and relevant regulatory provisions are applied.

At Doğuş Otomotiv, diligence is paid to the exercise of minority rights. Broadening the scope of rights and extending these rights to shareholders holding less than one-twentieth of the corporation's capital are not included in the Articles of Association. However, the Company acts responsibly regarding the scope of minority rights and shows a sensitive approach toward this issue. In addition, the scope of minority rights is periodically evaluated at Corporate Governance and Sustainability Committee meetings.

Support mechanisms and models have been devised to ensure the employees' and stakeholders' participation in the management of the Company. Detailed information on this matter is provided in the Corporate Sustainability section under Human Resources, "Stakeholder Participation in Management".

Following Article 4.6.5 of the Corporate Governance Principles, the remuneration and all other benefits provided to the Members

of the Board of Directors and executives with administrative responsibilities are disclosed to the public collectively through the Annual Report.

The Company's current management practices comply with the Corporate Governance Principles. In the event that we have plans in the future to make any changes within the framework of the Corporate Governance Principles, our stakeholders will be duly informed.

As in 2025, the Corporate Governance Principles and Sustainability Principles will continue to be internalized in the upcoming period taking into account the relevant requirements and developments in the regulations and we will maintain our willing and resolute approach to creating solutions to areas that require compliance and improvement.

In this context, pursuant to the announcement, published on the Capital Markets Board's Bulletin dated June 23, 2022 and numbered 2022/32, with the heading "Announcement Made Pursuant to the Decision of the Board Decision Making Body, dated June 23, 2022, and numbered 34/977" and the Corporate Governance Communiqué numbered II-17.1, "Sustainability Principles Compliance Framework" statement/section has been added to our Annual Report. While carrying out their Environmental, Social, and Corporate Governance (ESG) activities, publicly traded companies should disclose the scope of the framework that consists of 56 basic principles. Since the implementation of the principles should be reported according to the 'Comply or Explain' approach within the scope of the communiqué and announcement, the said

framework is included in Appendix 4 of the Sustainability Principles Compliance Statement.

The Corporate Governance Compliance Report (CGCR) and Corporate Governance Information Form (CGIF) of our Company can be accessed on the Public Disclosure Platform. <https://www.kap.org.tr/sirket-bilgileri/genel/1391-dogus-otomotiv-servis-ve-ticaret-a-s>

Stakeholders Stakeholder Participation in Management

Channels for the participation of stakeholders in management are implemented while continuous enhancements are introduced within the Corporate Governance Principles framework.

Shareholders: Shareholders' participation in the management and protection of their rights are ensured within the framework of applicable laws and regulations.

Employees: Inclusion of employees' opinions in Company decision-making mechanisms is among the most important elements of modern business models. In addition to being included in decision-making mechanisms within the framework of their authorities and responsibilities, Doğuş Otomotiv employees have an Idea Platform where they share all kinds of suggestions and opinions in the intranet environment. The opinions of our colleagues, who share ideas contributing to various areas such as cost management, revenue growth, quality, customer/employee experience, social and environmental improvement, and engagement programs, are evaluated by lean leaders and rewarded accordingly by the Committee team's evaluations.

The answers to survey questions regarding employee expectations concerning social, environmental,

and economic issues, which are integrated into the employee satisfaction surveys conducted regularly, are consolidated and published in the Corporate Sustainability Report. These outcomes are also regularly presented to senior management for review.

Evaluation of employees' suggestions, opinions, and expectations in the company's decision-making mechanisms is carried out through various channels at Doğuş Otomotiv. Dialogue is facilitated through platforms such as employee engagement surveys, regular meetings with senior management, focus group studies, performance management programs, leadership and mentoring programs, and necessary adjustments are made in company strategies and policies based on the data obtained. By integrating these practices into employee and work environment policies, our company fosters a more inclusive, proactive, and collaborative work environment. Detailed data under relevant headings are disclosed in the Doğuş Otomotiv Integrated Sustainability Report.

Employee suggestions and opinions regarding the Company's practices and activities are received through Employee Committees, comprising employees from each department. The activities of the Corporate Sustainability Working Group, representing the critical majority of company units, are regularly reported to the Corporate Governance and Sustainability Committee, which reports to the Board of Directors. Additionally, in order to ensure employee representation at the Board of Directors and Executive Board level, a representative was elected by a majority vote of the members of the Employee Committee in May 2025. The Employee

SUB CATEGORIES	WEIGHT	RATING
Shareholders Rights	0.25	97.50
Public Disclosures and Transparency	0.25	99.29
Stakeholders	0.15	99.57
Board of Directors	0.35	97.10

Representative shares the opinions and suggestions of Company employees with the Executive Board and the Board of Directors at the end of the year.

Customers: An independent firm conducts regular customer satisfaction surveys. Customer requests received by Customer Relations and the results of customer surveys are evaluated by the relevant departments and necessary updates are implemented. Furthermore, customers are informed of the Company's strategies and plans at Authorized Dealer events organized throughout the year. In line with the philosophy of serving more effectively, efficiently, and with higher quality, holding regular meetings with stakeholders to shape corporate policies and decisions, and taking the necessary actions according to the evaluation of the results are also a part of this participation process.

On the other hand, shareholders, who are not controlling shareholders that directly take part in management, participate in management via General Assemblies.

Board of Directors
Board of Directors' Function
The Board of Directors has maintained the Company's risk, growth, and return balance at optimal levels by making strategic decisions and has managed and represented the Company by first and foremost protecting the long-term interests of the Company through rational and prudent risk management. Driven by the Company's vision and mission, the Board of Directors has coordinated the operations performed by the executive body and at the same time overseen Company management's performance, observing how the Company's operations and activities complied

with the legislation, the Articles of Association, internal regulations and policies. The Board is the highest authority in the Company for decision-making, strategy formulation, and representation.

Board of Directors Working Principles

The Board of Directors conducts its activities in a transparent, accountable, fair, and responsible manner.

The Board of Directors plays a key role in maintaining effective communication with shareholders and resolving possible disputes. For this purpose, the Board of Directors works in close cooperation with the Investor Relations Department.

While performing its duties and responsibilities, the Board of Directors engages in continuous and effective collaboration with executives. When deemed necessary, executives participate in the Board meetings. The Articles of Association outline the responsibilities and duties of both our Company's Board of Directors members and executives, specified in Articles 9 through 13.

Our Company's Board Members are covered by the "Management Liability Insurance Policy", amounting to 10 million USD annually, provided by Doğuş Otomotiv, against any damages the managers may cause to the Company due to misconduct while executing their duties.

The working principles and procedures of the Board of Directors govern the following matters:

- » Administrative structure, duties, and responsibilities of the Board of Directors,
- » Processes for calling Board members to meetings and preparing for the meetings,
- » Frequency and planning of annual meetings,

- » Method for setting meeting agendas,
- » Procedures for sharing information and documents with Board members regarding agenda items,
- » Each member having the right to one vote,
- » Obligation of Board members to share information with each other, and of executives to inform the Board of Directors,
- » Distribution of duties and responsibilities within the Board of Directors and committees,
- » Performance appraisal of the Board of Directors, and other relevant topics.

This regulation is applied in practice.

Structure of the Board of Directors

The Company's Board of Directors is made up of six (6) directors; one (1) chairman and five (5) members. In this respect, the rule of having at least five (5) directors to set up a Board is complied with. This number is sufficient for the Board to carry out efficient and constructive work and to effectively form committees and organize their activities.

The Board of Directors has one (1) executive and five (5) non-executive directors. Most of the members are therefore in non-executive roles. On the other hand, two (2) members of the Board of Directors who are non-executive are also Independent Members, as required by the Corporate Governance Principles. The Independent Members have submitted to the Board of Directors their written declaration stating their independence within the framework of relevant legislation, Articles of Association, and the criteria outlined in the Principles.

The selection of Board Members in the Company complies with the qualifications mentioned in

Declarations of Independence by the Independent Board Members

Dec 19, 2025

DECLARATION OF INDEPENDENCY

I hereby declare my candidacy to serve as an independent member on the Board of Directors of Doğuş Otomotiv Servis ve Ticaret A.Ş. ("Company") within the framework of applicable legislation, the Company's articles of association, and the criteria set forth in the Communiqué of Corporate Governance Principles regulated by the Capital Markets Board, and confirm that:

a) In the last five years, there has not been any relationship in terms of employment in a key management position with significant duties and responsibilities, or that would involve equity or materially substantial commercial transactions between the Company, the Company's related parties or corporate entities, which are related to shareholders with direct or indirect capital shares of 5% or more in the management and capital of the Company, and myself, my spouse, my blood or affinity relatives up to the second degree;

b) In the last five years, I have not held shares (of 5% or more) in, or been employed in a key management position with significant duties and responsibilities by, or served as a board member for any company, which the Company procures from or supplies to any goods or services at a substantial level under any respective contract, involving Company audit in particular (including tax inspections, legal inspections and internal audits), rating and consultancy services during the provision of such goods or services;

c) I possess adequate professional training, knowledge and experience to fulfill the duties I will assume as an independent board member;

d) In compliance with applicable legislation, I will not work full time for public institutions and organizations except as a faculty member in universities after my election as an independent board member;

e) I qualify as a resident in Turkey under the Income Tax Law;

f) I possess strong ethical standards, professional reputation and experience to provide positive contributions to the Company's operations, to maintain my objectivity in case of any conflicts of interest that may arise between the Company and its shareholders, and to make independent decisions taking into consideration the rights of the stakeholders;

g) I will be able to devote time to the extent required to follow the functioning of the Company and to fully perform my duties;

h) I do not serve as an independent member on the Boards of Directors of more than three companies in which the Company or the shareholders that have management control over the Company have management control, and in total more than five companies listed on the stock exchange;

i) I have not been registered and announced to represent the legal entity elected as a board member.

Accordingly, I declare that I meet all of the above-mentioned independence criteria, except for having served as a member of the Company's Board of Directors for six years within the last ten years.

Sincerely,
[signature]
Adnan MEMİŞ

Dec 19, 2025

DECLARATION OF INDEPENDENCY

I hereby declare my candidacy to serve as an independent member on the Board of Directors of Doğuş Otomotiv Servis ve Ticaret A.Ş. ("Company") within the framework of applicable legislation, the Company's articles of association, and the criteria set forth in the Communiqué of Corporate Governance Principles regulated by the Capital Markets Board, and confirm that:

a) In the last five years, there has not been any relationship in terms of employment in a key management position with significant duties and responsibilities, or that would involve equity or materially substantial commercial transactions between the Company, the Company's related parties or corporate entities, which are related to shareholders with direct or indirect capital shares of 5% or more in the management and capital of the Company, and myself, my spouse, my blood or affinity relatives up to the second degree;

b) In the last five years, I have not held shares (of 5% or more) in, or been employed in a key management position with significant duties and responsibilities by, or served as a board member for any company, which the Company procures from or supplies to any goods or services at a substantial level under any respective contract, involving Company audit in particular (including tax inspections, legal inspections and internal audits), rating and consultancy services during the provision of such goods or services;

c) I possess adequate professional training, knowledge and experience to fulfill the duties I will assume as an independent board member;

d) In compliance with applicable legislation, I will not work full time for public institutions and organizations except as a faculty member in universities after my election as an independent board member;

e) I qualify as a resident in Turkey under the Income Tax Law;

f) I possess strong ethical standards, professional reputation and experience to provide positive contributions to the Company's operations, to maintain my objectivity in case of any conflicts of interest that may arise between the Company and its shareholders, and to make independent decisions taking into consideration the rights of the stakeholders;

g) I will be able to devote time to the extent required to follow the functioning of the Company and to fully perform my duties;

h) I have not served on the Board of Directors of the Company for more than six years in the last decade;

i) I do not serve as an independent member on the Boards of Directors of more than three companies in which the Company or the shareholders that have management control over the Company have management control, and in total more than five companies listed on the stock exchange;

j) I have not been registered and announced to represent the legal entity elected as a board member.

Sincerely,
[signature]
OSMAN CEM YURTBAY

Chapter IV of the CMB Corporate Governance Principles and is carried out in accordance with the relevant articles of the Turkish Commercial Code.

The Board members of the Company are Emir Ali Bilaloğlu, Gür Çağdaş, Koray Arıkan, Özlem Denizmen Kocatepe, Adnan Memiş, and Osman Cem Yurtbay. According to the distribution of duties among the Board Members elected at our Company's Ordinary General Assembly Meeting dated March 27, 2025, and announced on PDP, Emir Ali Bilaloğlu was elected as the Chairman of the Board of Directors. Due to the decrease in the number of directors on the Board and considering Chairman Emir Ali Bilaloğlu's long years of experience serving both as a Board member and also as CEO, it has been found appropriate that the positions of Chairman of the Board of Directors and CEO are filled by the same person.

The two (2) Independent Members of the Board are Adnan Memiş and Osman Cem Yurtbay. At the General Assembly meeting on March 27, 2025, the Chairman and Members of the Board of Directors were elected to serve for one (1) year.

The résumés of the Board Members can be found under the "Management Report" menu.

Board of Directors Meeting Procedures

The Board of Directors convenes as required by the needs of the Company's business. The Board is required to meet at least once a month. The number of meetings of the Board of Directors, the meeting and decision-making quorum of the Board of Directors are included in the Company's Articles of Association. Board meeting dates are set at the beginning of each year and announced to all participants. Pursuant to the Board of Directors

Working Principles, relevant information and documentation are shared with the members 3 days before the meeting.

The Board of Directors convened 13 times in 2025, all of which were attended. In the absence of some members, they were duly informed and their opinions were taken per the general principles. Topics addressed in Board of Directors meetings are recorded as minutes of the meeting and saved. Board Members have the right to declare different opinions on any subject and to get their dissenting opinions recorded in the minutes. The Company's operational results, performance indicators as well as financial, operational, and sustainability targets are monitored regularly by the Board of Directors through monthly meetings.

Each member of the Board of Directors has the right to one vote, and none of the members

has the right to veto. The Board of Directors meetings are held in compliance with the legislation and the relevant sections of the Articles of Association.

Attendance rates of the Board Members in the Board of Directors meetings in 2025 are given in the table below.

Committees Formed under the Board of Directors

The Audit Committee, Corporate Governance and Sustainability Committee, Early Risk Detection Committee, and Remuneration and Nomination Committee have been formed for the Board of Directors to fulfill its duties and responsibilities in a healthy manner. Separate Nomination and Remuneration Committees have not been established due to the structure of the Board of Directors, and their duties are fulfilled by a single Remuneration and Nomination Committee.

Duties, working principles, and members of the Committees have been determined by the Board of Directors, publicly disclosed through approved written documents again by the Board of Directors, and announced on the corporate website. All members of the Audit Committee are Independent Board Members. Among the Corporate Governance and Sustainability Committee, the Early Risk Detection Committee, and the Remuneration and Nomination

Committee, Committee Head is an Independent Board Member while the Chairman/CEO does not serve on any of these committees.

The Board of Directors has provided the committees with all kinds of resources and support required to fulfill their duties. The Committees may invite independent specialists and related executives to the meetings to obtain their views on matters that they find necessary concerning their operations. The committee reports have been evaluated by the Board of Directors, and necessary actions have been taken by our Company.

Board of Directors' Performance Appraisal

The Board of Directors' Performance Evaluation is conducted biennially. The procedures for the previous evaluation, as well as the selection of the independent consultancy firm, were determined at the Board of Directors' meeting dated December 19, 2023. Following the receipt of proposals from three firms, it was resolved to carry out the Board Evaluation with the same firm to ensure comparability with the results of the previous evaluation and to enable ongoing monitoring.

The study, conducted through surveys and one-on-one face-to-face interviews, was completed in 2024. The results were presented by the firm's consultant to the

Remuneration and Nomination Committee at its meeting dated May 20, 2024, and the Committee's views were obtained. The outcomes of the study were subsequently shared with and evaluated by the Board of Directors at its meeting dated May 23, 2024.

For the repetition of the evaluation in 2025, proposals received from consultancy firms were reviewed by the Remuneration and Nomination Committee and submitted to the Board of Directors on December 19, 2025. The Board of Directors resolved to initiate the evaluation with the selected independent consultancy firm. The evaluation process is currently ongoing and is planned to be completed in March 2026.

Actions are implemented and subsequently monitored following the completion of the Board of Directors' Performance Appraisal. Based on the recommendations from the Remuneration and Nomination Committee, the Board of Directors made decisions in the 2020 study concerning the career development of senior managers and their readiness for Board roles.

- » It was determined that two General Managers from the Executive Board would alternate in attending Board meetings for six months to facilitate their Board training.
- » Additionally, the inclusion of General Managers on the Board meeting agenda for presentations detailing their operations was discussed.

The 2022 Board of Directors' Performance Appraisal led to the decision to appoint an Employee Representative, ensuring employee representation at both the Board of Directors and Executive Board levels. This representative attends management meetings periodically to convey employee opinions and suggestions. In 2023, the Employee Representative

election was conducted democratically, with votes cast by Employee Committee representatives. The Employee Representative regularly communicates the opinions and suggestions of Company employees to the Executive Board and Board of Directors. The implementation of all these decisions continued in 2025.

ESG-Focused Remuneration

As Doğuş Otomotiv, we are committed to aligning executive remuneration and benefits with our broader corporate responsibility goals, including Environmental, Social and Governance (ESG) performance. As part of our efforts to improve corporate governance, the Remuneration Committee has established a set of performance criteria that form the basis for the remuneration and benefits of senior executives.

Final compensation and benefits payments are linked to financial and non-financial metrics, with a particular focus on performance improvement and company-wide targets. In line with ESG priorities, the performance of senior executives is evaluated based on measurable improvements in areas such as customer satisfaction, quality and cost management.

Our remuneration policies not only reflect our commitment to sustainability, but also incentivize improvements not only in terms of financial performance, but also in areas critical to our ESG goals. We support our long-term corporate vision by actively implementing projects designed to deliver tangible benefits in environmental stewardship, social responsibility and governance practices.

This approach not only emphasizes Doğuş Otomotiv's commitment to responsible leadership and

sustainable growth, but also strengthens the link between the performance of senior executives and our commitments on ESG.

Audit Committee Adnan Memiş (Head of Committee - Independent Board Member) Osman Cem Yurtbay

The Audit Committee, consisting of Independent Board Members as defined by the Capital Markets Board of Türkiye's Corporate Governance Principles, carries out its activities according to the Audit Committee Bylaws approved by the Board of Directors. The Committee assists the Board of Directors in the oversight of accounting, auditing, internal control systems, and financial reporting practices.

In this context, the Audit Committee, acting on behalf of the Board of Directors, evaluates the effectiveness and sufficiency of the Company's internal audit, internal control, and risk management systems, as well as the functioning of these systems and accounting and reporting procedures per Capital Markets Legislation and the principles outlined in this regulation, and ensures the integrity of the information generated. Additionally, the Committee establishes procedures and standards for investigating and addressing complaints received by the Company regarding the internal control system and independent audit and ensuring the confidential assessment of notifications and denunciations concerning accounting and independent auditing.

In addition to disclosing financial information to the public and regular monitoring of independent audit activities, the Audit Committee informs the Board of Directors about the issues within the framework of its findings and

evaluations regarding its field of duty and responsibility.

The Audit Committee furnishes written reports regarding its assessments concerning the accuracy and reliability of the annual and interim financial statements intended for public disclosure. These evaluations are corroborated by the viewpoints of the Company's accountable executives and independent auditors, ensuring alignment with the Company's accounting principles. Accordingly, four (4) written briefs were presented to the Board of Directors in 2025.

The Audit Committee convened eight (8) times in 2025. In the presentations by the Internal Audit Department, the Committee was informed about internal control, risk management, and governance processes as a result of audits, and the decisions reached were recorded in the minutes of the Committee meeting. The Committee members delivered four (4) briefings to the Board of Directors in 2025 about audit findings.

Corporate Governance and Sustainability Committee Osman Cem Yurtbay (Head of Committee - Independent Board Member) Gür Çağdaş Koray Arıkan Hasan Hüsnü Güzelöz Yavuz Arda Yıldız

The Corporate Governance and Sustainability Committee identifies whether Corporate Governance Principles are applied, explores reasons for non-compliance, addresses conflicts of interest that may arise due to lack of adherence, and fulfills its public disclosure duty through the Corporate Governance Compliance Report. The Committee also informs the Board of Directors on preventive/remedial measures

	Attendance Ratio
Emir Ali Bilaloğlu	100%
Gür Çağdaş	33%
Koray Arıkan	100%
Özlem Denizmen Kocatepe	83%
Adnan Memiş	83%
Osman Cem Yurtbay	100%

for ensuring the implementation of sustainability principles, areas of opportunity, and operational results. The Committee consists of five (5) members, including the Head of the Committee, who is an Independent Board member, and two (2) non-executive Board members. Another one (1) member serves as the Investor Relations Assistant Manager and is appointed as a member of the Corporate Governance and Sustainability Committee, pursuant to the CMB Communiqué No. II-17.1.

When the Corporate Governance and Sustainability Committee consists of two members, both of the members should be non-executive, whereas if there are more than two members, then the majority of the members should be non-executive. Currently, the Committee complies with the Corporate Governance Principles in terms of its formation. The Committee has convened four (4) times in 2025 and regularly reported its findings and resolutions to the Board of Directors.

Pursuant to the Communiqué Amending the Corporate Governance Communiqué (II-17.1) of the Capital Markets Board published in the Official Gazette dated October 02, 2020, and numbered 31262 (II-17.1.a) and the announcement published on the Capital Markets Board's Bulletin dated June 23, 2022, and numbered 2022/32, with the heading "Announcement Made Pursuant to the Decision of the Board Decision Making Body, dated June 23, 2022, and numbered 34/977", and the Corporate Governance Communiqué numbered II-17.1, companies are obliged to comply with the sustainability principles and include the explanations within the scope of the sustainability principles compliance framework in their

compliance reports with the Corporate Governance Principles. The Corporate Governance and Sustainability Committee has decided to include the topic among the performance indicators of senior management, determine the Company's targets, and brief the Board of Directors of the Committee periodically.

Early Risk Detection Committee

Adnan Memiş
(Head of Committee - Independent Board Member)
Koray Arıkan
Gür Çağdaş
Hasan Hüsnü Güzelöz

The Early Risk Detection Committee consists of four (4) members, with the Head of the Committee an Independent Board Member. The Committee was severed from the Corporate Governance and Sustainability Committee as of April 2013 and its working principles were established. The Early Risk Detection Committee fulfills its duties and responsibilities in accordance with the legislation. The Committee, formed for early diagnosis of the causes that threaten the Company's existence, development, and continuity, taking preventive measures and remedies, and managing risks, is responsible for running and developing the system.

The Committee held a total of four (4) meetings in 2025. The Committee also presented regular reports of risk assessments to the Board of Directors every month.

The Compliance Function, which reports to the Early Risk Detection Committee, held three (3) meetings with its working group in 2025. The tasks of the Compliance Function are defined as ensuring compliance with Company policies, requirements of applicable regulations and

relevant legislation, international standards and processes, and identifying and reporting the risks in the relevant processes. As a part of 2025 activities, the Compliance Function aimed to minimize risks within its scope of operation and to promote commitment to ethical principles and values in line with the Compliance Policy.

A new Risk and Opportunity Module was created in 2024 within the scope of the Integrated Management System, taking into account the COSO Risk Management Model. Risks and opportunities are integrated within the scope of Doğu Otomotiv's Quality, Occupational Health and Safety, Energy and Environment certifications.

Remuneration and Nomination Committee

Osman Cem Yurtbay
(Head of Committee - Independent Board Member)
Özlem Denizmen Kocatepe

The Remuneration and Nomination Committee consists of the two (2) members listed above and the Head of Committee is an Independent Board Member. Based on specific topics, managers of relevant departments can be invited to a meeting when their opinions and assessments are needed. At Doğu Otomotiv, the tasks of the Nomination Committee are performed by the Remuneration and Nomination Committee. The Committee has convened four (4) times in 2025. The issues identified, the actions taken, and the results obtained were presented to the Board of Directors during the meeting.

The Remuneration and Nomination Committee is responsible for organizing the "Board of Directors' Appraisal and Improving Its Effectiveness" studies conducted regularly in the Company and ensuring that they

are carried out. The pay raises of the Independent Board Members are also determined during the General Assembly period based on the proposal of the Remuneration and Nomination Committee.

The Nomination Committee plays an active role in ensuring that there are designated successors for independent Board member candidates. Furthermore, Board members also attend briefings regularly every year to gain detailed information on the Company, including the current status of each business unit, and medium- and long-term strategies and outlook.

Succession Plan

At our company, the performance of Executive Board Members is evaluated annually based on their achievement of business targets. Their performance is assessed against detailed targets in financial, customer, process, and learning and development dimensions, using a specific methodology. In annual Round Table Meetings, Executive Board Members' career development, succession plans, strengths, and development areas are evaluated and recorded in the existing system.

Upon the Remuneration and Nomination Committee's recommendation regarding career planning for senior executives and their preparation for Board roles, the Board of Directors made several resolutions in 2020. It was resolved that two General Managers, also serving as Executive Board Members, would alternate in attending Board meetings for six-month periods to prepare for potential Board roles. Furthermore, the General Managers are scheduled to present the operations within their respective departments during a board meeting. These decisions have been implemented.

Additionally, following the Board of Directors' Performance Appraisal conducted in 2022, it was decided to appoint an employee representative to ensure employee representation at both the Board of Directors and Executive Board levels. This representative will attend management meetings periodically to convey employee opinions and suggestions.

In 2025, as in 2024, Employee Representatives were elected democratically by the votes of the Employee Committee representatives. Periodically, the Employee Representative shares employee opinions and suggestions with both the Executive Board and the Board of Directors.

In 2023, with the recommendation of the Remuneration and Nomination Committee, the addition of the following article to the "Remuneration and Nomination Committee Regulation" was put on the agenda of the Board of Directors. The regulation was updated with the decision of the Board of Directors dated September 20, 2023: "The Committee aims to increase the diversity of the Board of Directors across various dimensions including geography, age, race, gender, and ethnicity."

Human Resources and Disciplinary Committee
Emir Ali Bilaloğlu (Head of Committee)
Gür Çağdaş
Koray Arıkan
Özlem Denizmen Kocatepe

The Human Resources and Disciplinary Committee has been formed by the authority of the Board of Directors to provide guidance for human resources practices and disciplinary actions, monitor the activities, and make decisions on these matters. The committee convened three (3) times in 2025.

Financial Benefits Provided to Members of the Board of Directors and Executives with Administrative Responsibilities

The remuneration principles for Members of the Board of Directors and executives with administrative responsibilities have been put into writing, presented to the General Assembly for approval, and disclosed electronically to the general public. In the remuneration of Independent Members of the Board of Directors, payment plans such as stock options, or payment options based on the Company's performance have not been considered. The remuneration of Independent Members of the Board of Directors has been set at a level to maintain their independence.

The Company has not extended loans or credit to any members of the Board of Directors or executives with administrative responsibilities, nor granted anyone any loan through a third party under the guise of personal loans, nor given guarantees on their behalf. Performance appraisals of the members of the Board of Directors have been conducted with the support of a professional organization using objective criteria.

Our company has provided 2 billion TRY of financial rights to the Members of the Board of Directors and persons with administrative responsibilities in 2025 since they have the authority and responsibilities to plan, manage, and control the activities of our company as senior managers.

GENERAL INFORMATION

This Annual Report covers the period from January 1, 2025 to December 31, 2025.

General Information about the Company

Company Title :	Doğuş Otomotiv Servis ve Ticaret Anonim Şirketi
Address :	Maslak Mahallesi, Ahi Evran Cad. No: 4 İç Kapı No: 3 Sarıyer / İSTANBUL
Head Office :	Şekerpinar Mahallesi, Anadolu Caddesi, No: 45D, 41490 Çayırova / KOCAELİ
Phone :	(+90-262) 676 9090
Fax :	(+90-262) 676 7665
Corporate Website :	www.dogusotomotiv.com.tr
Establishment Date :	November 19, 1999
Trade Registry No :	429183 - 376765
Central Registration System No :	0309011471300010

Managing Body, Senior Executives, and Employees

In 2025, the Company had 672 blue-collar (December 31, 2024: 658 employees) and 1,488 white-collar employees (December 31, 2024: 1,420 employees) on average.

Board of Directors

Name Surname	Position	Starting Date	Term (years)
Emir Ali Bilaloğlu	Chairman of the Board of Directors, CEO	27.03.2025	1
Gür Çağdaş	Vice Chairman of the Board of Directors, Corporate Governance and Sustainability Committee Member, Early Risk Detection Committee Member	27.03.2025	1
Koray Arıkan	Board Member, Corporate Governance and Sustainability Committee Member, Early Risk Detection Committee Member	27.03.2025	1
Özlem Denizmen Kocatepe	Board Member, Remuneration and Nomination Committee Member	27.03.2025	1
Adnan Memiş	Independent Board Member, Head of Audit Committee, Head of Early Detection of Risk Committee	27.03.2025	1
Osman Cem Yurtbay	Independent Board Member, Head of Corporate Governance and Sustainability Committee, Audit Committee Member, Head of Remuneration and Nomination Committee	27.03.2025	1

Top Management

Name Surname	Position	Education
Emir Ali Bilaloğlu	Chairman of the Board of Directors, CEO	M.Sc. in Engineering
Kerem Talih	Chief Financial Officer; Vice Chairman of the Board of Directors - Doğuş Şarj Sistemleri Pazarlama ve Ticaret A.Ş.	Economics
Koray Bebekoğlu	Chief Digital Transformation and Corporate Communications Officer	Mining Engineering / MBA
Giovanni Gino Bottaro	Chief Brand Officer - Volkswagen Passenger Cars; Chairman of the Board - Doğuş Şarj Sistemleri Pazarlama ve Ticaret A.Ş.	Mechanical Engineering
Anıl Gürsoy	Chief Brand Officer - SEAT, CUPRA, Porsche, and DOD	Business Administration & Marketing
Kerem Galip Güven	Chief Brand Officer - Audi, Bentley, Lamborghini	Tourism & Hotel Management
Mustafa Karabayır	Chief Spare Parts and Logistics Officer	Geology Engineering / M. Sc. in Civil Engineering
Tolga Senyücel	Chief Brand Officer - VW Commercial Vehicles, Scania, DOD Heavy Vehicles, Thermo King, Meiller, Wielton; Managing Director of Gebze and Tuzla Retail Points	Business Administration / MBA
Mustafa Murat Uluer	Director - Doğuş Marine	Industrial Engineering
Yalçın Cihan Bicioğlu	Director - Human Resources and Process Management	Software Engineering

Financial Benefits Provided to Members of the Governing Body and Senior Executives

Information about the financial rights of the governing body members and senior executives may be found in the Corporate Governance section under the "Financial Benefits Provided to the Board of Directors and Executives with Administrative Responsibilities" heading.

Research & Development Activities

The Company has not carried out any research & development activities in 2025.

Company Operations and Material Developments Regarding Operations Investments

In 2025, the Company invested TRY 3.7 billion in fixed assets

including vehicle purchases, showroom renovations, service equipment, IT equipment, software development, and fixture purchase costs

Information on Direct and Indirect Subsidiaries and Share Ratios

Detailed information about the transactions performed during the year about the Company's Direct and Indirect Subsidiaries is provided in the footnotes of the consolidated financial statements for the year ending on December 31, under the "Note 29: Balances and Transactions with Related Parties" heading.

Information on the Company's Share Buy-Back Policy and Program

If the Board of Directors of Doğuş Otomotiv resolves to buy back its

shares or accept them as a pledge, all necessary public disclosures and announcements will be made in accordance with "Communiqué No: II-22.1 on Share Buy-Back", published in the Official Gazette No. 28871 on January 3, 2014. As of the latest capital structure, the Company does not hold any repurchased shares.

Information on Private and Public Audits within the Fiscal Period

No special audit or public audit was conducted in 2025.

Information on the Legal Actions Brought Against the Company, Actions that may Affect The Company's Financial Status and Operations, and Their Possible Consequences

No lawsuit has been filed during the 2025 accounting period.

Information on Direct and Indirect Subsidiaries and Share Ratios

Company Title	Scope of Activities of Company	Paid-in / Issued Capital	Capital Share of Company	Monetary Unit	Ratio of Capital Share of Company (%)	Relation with the Company
Doğuş Oto Pazarlama ve Ticaret A.Ş.	Vehicle Trading & AS Services	45,000,000	43,288,272	TRY	96.20	SUBSIDIARY
Doğuş Gayrimenkul Yatırım Ortaklığı A.Ş.	Real Estate Investment Trust *	332,007,786	313,535,544.67	TRY	94.44	SUBSIDIARY
Doğuş Şarj Sistemleri Pazarlama ve Ticaret A.Ş.	Charging Management	100,000,000	100,000,000	TRY	100	SUBSIDIARY
Doğuş Bilgi İşlem ve Teknoloji Hizmetleri A.Ş.	IT Infrastructure & Software	272,523,192	59,290,276	TRY	21.76	AFFILIATE
Doğuş Sigorta Aracılık Hizmetleri A.Ş.	Insurance and Brokerage Services	1,265,000	531,232	TRY	41.99	AFFILIATE
vdf Servis ve Ticaret A.Ş.	Automotive Products & Services	606,465,344	295,887,281	TRY	48.79	AFFILIATE
Yüce Auto Motorlu Araçlar Ticaret A.Ş.	Škoda Türkiye Distribütör	250,000,000	124,999,964.29	TRY	50.00	AFFILIATE
TÜVTÜRK Güney Taşıt Muayene İstasyonları Yapım İşletim A.Ş.	Vehicle Inspection Stations	291,246,000	96,115,000	TRY	33.00	BUSINESS PARTNERSHIP
TÜVTÜRK Kuzey Taşıt Muayene İstasyonları Yapım İşletim A.Ş.	Vehicle Inspection Stations	510,150,000	168,300,000	TRY	33.00	BUSINESS PARTNERSHIP
Doğuş Holding A.Ş.	Holding Company	862,837,305	31,575,087	TRY	3.66	FINANCIAL ASSET

* Operating a portfolio consisting of real estate projects and real estate-based assets and rights

that could affect the Company's financial position and operations.

Information on the Administrative and Judicial Sanctions Imposed on the Company and its Managing Body due to Practices against Legislative Provisions

No administrative or judicial sanctions were imposed on the members of the governing body for violations of legislation during the reporting period.

Although certain administrative sanctions were imposed on the Company under various legislative provisions as part of its regular operations, these do not materially impact the Company's activities.

Information on Materially Significant Asset Acquisitions or Sales

Details on asset acquisitions and sales are provided in the supplementary notes of the consolidated financial statements for the years ending December 31, under: "Note 12 – Tangible Fixed Assets" and "Note 13 – Intangible Fixed Assets".

Information on Possible Conflicts of Interest with Service Providers

During the reporting period, no conflicts of interest occurred between the Company and firms providing investment consultancy, rating, or other services. The Company takes proactive measures to prevent potential conflicts through agreements and internal practices, in alignment with its Code of Ethics.

Information on Some Legislative Changes that may Materially Affect the Company's Operations

The following legislative changes with potential impact on the automotive industry occurred during the reporting period:

» Communiqué Amending the 'General Communiqué on the Implementation of List

(II) Annexed to the Special Consumption Tax Law' (Series No: 14), published in the Official Gazette dated January 15, 2025

» Regulation Amending the 'Regulation on the Manufacture, Modification, and Assembly of Vehicles', published in the Official Gazette dated January 31, 2025

» Communiqué on the Electronic Keeping of Commercial Books Not Related to Enterprise Accounting, published in the Official Gazette dated February 14, 2025

» General Communiqué on the Tax Procedure Law (Serial No: 582), published in the Official Gazette dated February 14, 2025

» Communiqué (No: 2025-32/72) Amending the Communiqué (No: 2008-32/34) Regarding Decree No. 32 on the Protection of the Value of Turkish Currency, published in the Official Gazette dated March 6, 2025

» Regulation on Administrative Conditions Regarding Market Surveillance and Inspection of Vehicles, Systems, Components, and Separate Technical Units (EU/2022/163), published in the Official Gazette dated March 13, 2025

» Communiqué on the Procedures and Principles Regarding Information Systems Management (VII-128.10), published in the Official Gazette dated March 13, 2025

» Law No. 7545 on Cybersecurity, published in the Official Gazette dated March 19, 2025

» Communiqué (Serial No: 4) Amending the 'General Communiqué on the Implementation of the National Vehicle Identification System (Serial No: 1)', published in the Official Gazette dated March 29, 2025

» Official Announcement regarding the National Vehicle Identification System, published on April 17, 2025 (<https://www.gib.gov.tr/ulusal->

tasit-tanima-sistemi-hakkinda-
duyuru)

» Presidential Circular No. 2025/10 on the Accessibility of Websites and Mobile Applications, published in the Official Gazette dated June 21, 2025

» Law No. 7752 on Climate, published in the Official Gazette dated July 9, 2025

» Presidential Decision (Decision No: 10115) on the Reassessment of Special Consumption Tax Rates and Special Consumption Tax Bases Used as the Basis for Such Rates for Certain Goods Included in List (II) Annexed to Law No. 4760 on Special Consumption Tax, published in the Official Gazette dated July 24, 2025

» Law No. 7555 Amending the Law on the Protection of the Value of Turkish Currency and Certain Other Laws and Decree-Law No. 635, published in the Official Gazette dated July 24, 2025

» Regulation Amending the 'Highway Traffic Regulation', published in the Official Gazette dated August 19, 2025

» Regulation Amending the 'School Service Vehicles Regulation', published in the Official Gazette dated August 19, 2025

» Presidential Decision (Decision No: 10363) on the Reassessment of Special Consumption Tax Rates for Certain Goods Included in List (II) Annexed to Law No. 4760 on Special Consumption Tax, published in the Official Gazette dated September 6, 2025

» Communiqué Amending the 'Communiqué on the Electronic Keeping of Commercial Books Not Related to Enterprise Accounting', published in the Official Gazette dated September 20, 2025

» Presidential Decision (Decision No: 10435) on the Repeal of the Decision on the Imposition of Additional Financial Obligations on the Importation of Certain

Products Originating from the United States of America Enacted by Council of Ministers Decision No. 2018/11973 Dated June 11, 2018, published in the Official Gazette dated September 22, 2025

» Presidential Decision (Decision No: 10436) Amending the 'Import Regime Decision' and the 'Decision on the Imposition of Additional Customs Duties on Imports', published in the Official Gazette dated September 22, 2025

» Regulation Amending the 'Price Tag Regulation', published in the Official Gazette dated October 11, 2025

» Law No. 7566 Amending Tax Laws and Certain Other Laws and Decree-Laws, published in the Official Gazette dated December 19, 2025

» Law No. 7571 Amending the Turkish Penal Code and Certain Other Laws and Decree-Law No. 631, published in the Official Gazette dated December 25, 2025.

» Regulation Amending the 'Regulation on the Trade of Motor Land Vehicles', published in the Official Gazette dated December 27, 2025

» Decision of the Public Oversight, Accounting and Auditing Standards Authority (No. 75935942-050.01.04-[01/38488] Dated December 25, 2025), published in the Official Gazette dated December 27, 2025

» Communiqué Amending the 'Communiqué on the Minimum Fee Tariff for Customs Brokerage and Authorized Customs Brokerage', published in the Official Gazette dated December 30, 2025

» Presidential Decision (Decision No: 10783) on the Reassessment of the Revaluation Rate to be Applied to Motor Vehicle Tax Amounts for 2026, the Revaluation Rate for the Upper Limit of Stamp Duty, and the Reassessment

of Fixed Stamp Duty and Fee Amounts, published in the Official Gazette dated December 31, 2025

» Presidential Decision (Decision No: 10799) on the Reassessment of Special Consumption Tax Amounts for Goods Included in Lists (I) and (III) Annexed to Law No. 4760 on Special Consumption Tax, published in the Official Gazette dated December 31, 2025, No. 33124 (5th repeated issue)

» Communiqué on Import Inspection of Road Transport Vehicles (Product Safety and Inspection: 2026/31), published in the Official Gazette dated December 31, 2025, No. 33124 (4th repeated issue)

» Presidential Decision (Decision No: 10791) Amending the Decision on the Imposition of Additional Customs Duties on Imports, published in the Official Gazette dated December 31, 2025, No. 33124 (3rd Repeated Issue)

» Communiqué on Import Inspection for Conformity with Standards (Product Safety and Inspection: 2026/1), published in the Official Gazette dated December 31, 2025, No. 33124 (4th Repeated Issue)

» Communiqué on Import Inspection of Radio Equipment (Product Safety and Inspection: 2026/8), published in the Official Gazette dated December 31, 2025, No. 33124 (4th Repeated Issue)

» Communiqué on Import Inspection of Certain Products Required to Bear the "CE" Mark (Product Safety and Inspection: 2026/9), published in the Official Gazette dated December 31, 2025, No. 33124 (4th Repeated Issue)

» Communiqué on Import Inspection of Toys (Product Safety and Inspection: 2026/10), published in the Official Gazette dated December 31, 2025, No. 33124 (4th Repeated Issue)

» Communiqué on Import Inspection of Personal Protective Equipment (Product Safety and Inspection: 2026/11), published in the Official Gazette dated December 31, 2025, No. 33124 (4th Repeated Issue)

» Communiqué on Import Inspection of Consumer Products (Product Safety and Inspection: 2026/12), published in the Official Gazette dated December 31, 2025, No. 33124 (4th Repeated Issue)

» Communiqué on Import Inspection of Construction Materials (Product Safety and Inspection: 2026/14), published in the Official Gazette dated December 31, 2025, No. 33124 (4th Repeated Issue)

» Communiqué on Import Inspection of Batteries and Accumulators (Product Safety and Inspection: 2026/15), published in the Official Gazette dated December 31, 2025, No. 33124 (4th Repeated Issue)

» Communiqué on Import Inspection of Mother and Baby Products (Product Safety and Inspection: 2026/17), published in the Official Gazette dated December 31, 2025, No. 33124 (4th Repeated Issue)

» Communiqué on Import Inspection of Textile and Leather Products (Product Safety and Inspection: 2026/18), published in the Official Gazette dated December 31, 2025, No. 33124 (4th Repeated Issue)

» Communiqué on Import Inspection of Vehicle Parts (Product Safety and Inspection: 2026/25), published in the Official Gazette dated December 31, 2025, No. 33124 (4th Repeated Issue)

» Communiqué on Import Inspection of Machinery (Product Safety and Inspection: 2026/32), published in the Official Gazette dated December 31, 2025, No. 33124 (4th Repeated Issue)

Information on Attaining Targets Set in the Previous Terms and Fulfilling General Assembly Resolutions

There are no targets that the Company failed to achieve or General Assembly decisions that remain unfulfilled during the reporting period. Detailed information regarding the Company's assessment for 2025 can be found under the section titled "Management Report", specifically in the subsection "2025 Performance Review and 2026 Outlook".

Information on the Extraordinary General Assembly

No Extraordinary General Assembly Meeting was held in 2025.

Donations and Aids

Within the scope of the agenda of the Ordinary General Assembly Meeting for the 2024 financial year, held on March 27, 2025, the donations and aids made during the 2024 financial year were submitted to the approval of

the General Assembly. Detailed information and donations and aid provided during the period can be found in the 2024 Annual General Meeting Minutes on our Company's website and at the link <https://www.dogusotomotiv.com.tr/en/investor-relations/investor-relations/general-assembly/related-documents-of-general-assembly>.

Group of Companies - Report on Relations with Controlling and Subsidiary Companies – Conclusion Section

The transactions carried out by Doğuş Otomotiv Servis ve Ticaret A.Ş. with the controlling and subsidiary companies within the group of companies in 2025 are ordinary commercial activities. Contrary to its precedents, the Company did not carry out any transactions in favor of the controlling company or subsidiary companies in 2025. Therefore, the Company has not taken any precautions or offset losses for the transactions it has conducted with the controlling company and its

subsidiary companies within the scope of Article 199 of the Turkish Commercial Code.

Financial Status Operational and Financial Indicators

Our company has equity in the amount of TRY 68 billion, its capital is not unrequited and it is not in debt.

Our company has a solid financial structure, and no additional measures need to be taken to improve it.

Compared to the previous year, our company's revenue increased by 4%, and its net profit decreased by 69%. Wholesale sales units, including Škoda, increased by 10%.

Our company's Operating Expenses/Revenue ratio was 8% in 2025.

A summary of consolidated financial information is available on Page 28 and financial indicators are on Page 30.

DOĞUŞ OTOMOTİV SERVİS VE TİCARET A.Ş. and SUBSIDIARIES Donations and Aids in 2025		
EXPLANATION	TOTAL	
Disaster and Emergency Management Presidency - Hatay TOKİ Social Housing	2,562,637,141	Earthquake 2,770,768,743
Governorship of Hatay - Renovation of Historical Monuments	208,131,602	
Darüşşafaka Society	12,364,955	
Samandira Vocational and Technical Anatolian High School	216,762	
Turkish Education Foundation	131,800	Education 13,030,517
İzzet Baysal Vocational and Technical Anatolian High School	94,750	
Other Associations and Institutions	222,250	
The Foundation for Children with Leukemia	134,009	
Ayhan Şahenk Foundation	86,000	Other 368,549
Other Associations and Institutions	148,540	
Total (TRY)	2,784,167,809	

Note: The data on donations has been presented in nominal terms.

Profit Distribution Proposal

The proposal of the Board of Directors, dated February 27, 2026, and published on the Public Disclosure Platform, recommends the distribution of the profit generated in the operating year of 2025 as outlined in the profit distribution table. In accordance with our profit distribution policy and relevant legislation, the amount of profit to be distributed in cash should be TRY 6.6 billion, and the date of profit distribution will be determined by the Board of Directors. This proposal will be submitted for approval by the General Assembly.

Other Considerations

After the end of the financial year, events that may be of special significance and could affect the

rights of shareholders, creditors, and other relevant individuals and organizations (Subsequent Events) have been disclosed to the public in Note 32 of the financial report.

This report has been prepared in accordance with the provisions of the Turkish Commercial Code, the Capital Markets Law and the relevant legislation, and has been signed and approved by the Members of the Board of Directors of the Company with the Board of Directors' decision dated 27.02.2026 and numbered 2026/11.

The responsibility statement of the Members of the Board of Directors and the manager responsible for financial reporting for the operating period of 2025 is given in Appendix 1.

Pursuant to the decision of the Board of Directors, dated 27.02.2026 and numbered 2026/11, the Consolidated Financial Statements and Footnotes of our Company for the accounting period ending on December 31, 2025 were approved and it has been decided to publish the Independent Audit Report, prepared by PwC Independent Auditing and Certified Public Accountant Inc. and submitted to our Company, the Financial Statements, and the Footnotes on the Public Disclosure Platform.

APPENDICES

APPENDIX 1. STATEMENT OF RESPONSIBILITY ON FINANCIAL REPORTS



RESOLUTION OF THE BOARD OF DIRECTORS CONCERNING THE APPROVAL OF FINANCIAL STATEMENTS AND ANNUAL REPORTS
RESOLUTION DATE: 27 February 2026
RESOLUTION NUMBER: 2026/11

STATEMENT OF RESPONSIBILITY PURSUANT TO THE ARTICLE 9 OF THE CAPITAL MARKETS BOARD'S COMMUNIQUE ON THE "PRINCIPLES OF FINANCIAL REPORTING IN CAPITAL MARKETS"

We have examined the audited Consolidated Financial Statements, the Annual Report of the Board of Directors, the Corporate Governance Compliance Report (URF) and the Corporate Governance Information Form (KYBF) prepared for the fiscal year ending on 31 December 2025, which have been approved by the Audit Committee and the Board of Directors, pursuant to the Capital Markets Board Communiqué on the "Principles of Financial Reporting in Capital Markets."

Within the scope of our duties and responsibilities in the Company, to the best of our knowledge, we hereby declare that:

- The aforementioned reports do not contain any misrepresentation of facts on any major issues and do not include any omissions that may lead to a misleading conclusion as of the date of disclosure;
- The consolidated financial statements prepared in accordance with the applicable financial reporting standards fairly reflect the Group's assets, liabilities, financial position, profit and loss. Furthermore, the annual report fairly presents the development of the business, its performance, and the significant risks and uncertainties it faces.

Respectfully yours,

Doğuş Otomotiv Servis ve Ticaret A.Ş.

Adnan MEMİŞ
Board Member and
Head of Audit Committee

Osman Cem YURTBAY
Board Member and
Member of Audit Committee

Kerem TALİH
Chief Financial Officer



APPENDIX 2. INDEPENDENT AUDITORS' REPORT RELATED TO ANNUAL REPORT



CONVENIENCE TRANSLATION INTO ENGLISH OF INDEPENDENT AUDITOR'S REPORT ON THE BOARD OF DIRECTORS' ANNUAL REPORT ORIGINALLY ISSUED IN TURKISH

To the General Assembly of Doğuş Otomotiv Servis ve Ticaret A.Ş.

1. Opinion

We have audited the annual report of Doğuş Otomotiv Servis ve Ticaret A.Ş. (the "Company") and its subsidiaries (collectively referred to as the "Group") for the period 1 January - 31 December 2025.

In our opinion, the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements regarding the Group's position in the Board of Directors' Annual Report are consistent and presented fairly, in all material respects, with the audited full set consolidated financial statements and with the information obtained in the course of independent audit.

2. Basis for Opinion

Our independent audit was conducted in accordance with the Independent Standards on Auditing that are part of Turkish Standards on Auditing (the TSA) adopted within the framework of the regulations of the Capital Markets Board and issued by the Public Oversight Accounting and Auditing Standards Authority (POA). Our responsibilities under those standards are further described in the Auditor's Responsibilities in the Audit of the Board of Directors' Annual Report section of our report. We hereby declare that we are independent of the Group in accordance with the Ethical Rules for Independent Auditors (including Independence Standards) (the Ethical Rules) and the ethical requirements regarding independent audit in regulations issued by POA and the regulations of the Capital Markets Board and other relevant legislation that are relevant to our audit of the financial statements. We have also fulfilled our other ethical responsibilities in accordance with the Ethical Rules and regulations. We believe that the audit evidence we have obtained during the independent audit provides a sufficient and appropriate basis for our opinion.

3. Our Audit Opinion on the Full Set Consolidated Financial Statements

We expressed an unqualified opinion in the auditor's report dated 27 February 2026 on the full set consolidated financial statements for the period 1 January - 31 December 2025.

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4. Board of Director's Responsibility for the Annual Report

Group management's responsibilities related to the annual report according to Articles 514 and 516 of Turkish Commercial Code (TCC) No. 6102 and Capital Markets Board's ("CMB") Communiqué Serial II, No:14.1, "Principles of Financial Reporting in Capital Markets" (the "Communiqué") are as follows:

- a) to prepare the annual report within the first three months following the balance sheet date and present it to the General Assembly;
- b) to prepare the annual report to reflect the Group operations in that year and the financial position in a true, complete, straightforward, fair and proper manner in all respects. In this report financial position is assessed in accordance with the financial statements. Also in the report, developments and possible risks which the Group may encounter are clearly indicated. The assessments of the Board of Directors in regards to these matters are also included in the report.
- c) to include the matters below in the annual report:
 - events of particular importance that occurred in the Group after the operating year,
 - the Group's research and development activities,
 - financial benefits such as salaries, bonuses, premiums and allowances, travel, accommodation and representation expenses, benefits in cash and in kind, insurance and similar guarantees paid to members of the Board of Directors and senior management.

When preparing the annual report, the Board of Directors considers secondary legislation arrangements enacted by the Ministry of Trade and other relevant institutions.

5. Independent Auditor's Responsibility in the Audit of the Annual Report

Our aim is to express an opinion and issue a report comprising our opinion within the framework of TCC and Communiqué provisions regarding whether or not the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements in the annual report are consistent and presented fairly with the audited consolidated financial statements of the Group and with the information we obtained in the course of independent audit.



5. Independent Auditor's Responsibility in the Audit of the Annual Report (Continued)

Our audit was conducted in accordance with the TSAs. These standards require that ethical requirements are complied with and that the independent audit is planned and performed in a way to obtain reasonable assurance of whether or not the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements in the annual report are consistent and presented fairly with the audited consolidated financial statements and with the information obtained in the course of audit.

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

Cihan Harman, SMMM
Independent Auditor

Istanbul, 27 February 2026

APPENDIX 3. INDEPENDENT AUDITORS' REPORT ON THE EARLY RISK IDENTIFICATION SYSTEM AND COMMITTEE



**CONVENIENCE TRANSLATION INTO ENGLISH OF
INDEPENDENT AUDITOR'S REPORT
ON THE EARLY RISK IDENTIFICATION SYSTEM AND COMMITTEE
ORIGINALLY ISSUED IN TURKISH**

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

1. We have audited the early risk identification system and committee established by Doğuş Otomotiv Servis ve Ticaret A.Ş. (the "Company").

Board of Directors' Responsibility

2. Pursuant to subparagraph 1 of Article 378 of Turkish Commercial Code ("TCC") No. 6102; Board of Directors is required to form an expert committee, and to run and to develop the necessary system for the purposes of early identification of causes that jeopardize the existence, development and continuity of the company; applying the necessary measures and remedies in this regard; and managing the related risks.

Auditor's responsibility

3. Our responsibility is to reach a conclusion on the early risk identification system and committee based on our audit. Our audit was conducted in accordance with TCC and "Principles on Independent Auditor's Report on the Early Risk Identification System and Committee" issued by the Public Oversight Accounting and Auditing Standards Authority. Those principles require us to identify whether the Company established the early risk identification system and committee or not and, if established requires us to assess whether the system and committee is operating or not within the framework of Article 378 of TCC. Our audit does not include evaluating the adequacy of the operations carried out by the management of the Company in order to manage these risks.

Information on the Early Risk Identification System and Committee

4. The Company established the early risk identification system and committee and it is comprised of 4 members. The Committee has submitted the relevant reports for the period 1 January - 31 December 2025 to the Board of Directors that had been prepared for the purpose of early identification of risks that jeopardize the existence of the Company and its development, applying necessary measures and remedies in this regard, and managing the risks.



Conclusion

5. Based on our audit, it has been concluded that Doğuş Otomotiv Servis ve Ticaret A.Ş.'s early risk identification system and committee is sufficient, in all material respects, in accordance with Article 378 of TCC.

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

Cihan Harman, SMMM
Independent Auditor

Istanbul, 27 February 2026

APPENDIX 4. STATEMENT OF COMPLIANCE TO SUSTAINABILITY PRINCIPLES FRAMEWORK

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON-APPLICABLE		
A. General Principles							
A1. Strategy, Policy, and Goals							
A1.1	Priority environmental, social, and corporate governance (ESG) issues, risks and opportunities have been determined by the board of directors of the partnership.	•				It has been shared with the public as part of the 2024 Sustainability Report.	2024 Integrated Sustainability Report Corporate Governance Structure and Areas of Authority, 18 Role of the Board of Directors, 18 Sustainability Management, 20 Sustainability Council, 20 Corporate Policies and Principles, 20-21 Business Ethics and Code of Ethics, 22 Compliance, Ethics and Transparency, 22-23 Transparency Culture at Doğuş Otomotiv, 23 Stakeholder Engagement and Feedback Mechanisms, 24-25 Sustainability Strategy, 28-29 Focus Areas and Management Approach, 29-32 Double Materiality Matrix and Effect on Sustainability Performance of Assessment Results, 32-41
	ESG policies (e.g. Environmental Policy, Energy Policy, Human Rights and Employee Policy, etc.) have been created and disclosed to the public by the board of directors of the partnership.	•				Doğuş Otomotiv's ESG Policies are published on its website.	https://www.dogusotomotiv.com.tr/en/sustainability/strategy-and-management/sustainability-policies
A1.2	Short and long-term targets set within the scope of ESG policies have been disclosed to the public.	•				It has been shared with the public as part of the 2024 Sustainability Report	2024 Integrated Sustainability Report Some of Our Outstanding Targets, 40
A2. Implementation /Monitoring							
A2.1	The committees and/or units responsible for the implementation of ESG policies and the highest level officials in the partnership related to ESG issues and their duties have been identified and disclosed to the public.	•				It is published on the website under the heading Sustainability Strategy and Management.	2024 Integrated Sustainability Report Corporate Governance Structure and Areas of Authority, 18 Role of the Board of Directors, 18 Sustainability Management, 20 Sustainability Council, 20 Corporate Policies and Principles, 20-21 Business Ethics and Code of Ethics, 22 Compliance, Ethics, and Transparency, 22-23 Corporate Governance, 160-163
	Activities carried out within the scope of policies by the responsible committee and/or unit are reported to the board of directors at least once a year.	•				The Corporate Governance and Sustainability Committee met four times in 2024 and reported the results of the meetings to the Board of Directors.	2024 Integrated Sustainability Report Corporate Governance Structure and Areas of Authority, 18 Role of the Board of Directors, 18 Sustainability Management, 20 Sustainability Council, 20 Corporate Policies and Principles, 20-21 Business Ethics and Code of Ethics, 22 Compliance, Ethics, and Transparency, 22-23 Corporate Governance, 160-163

A2.2	In line with the ESG targets, implementation and action plans have been created and disclosed to the public.	•				It has been shared with the public as part of the 2024 Sustainability Report	2024 Integrated Sustainability Report Corporate Governance Structure and Areas of Authority, 18 Role of the Board of Directors, 18 Sustainability Management, 20 Sustainability Council, 20 Corporate Policies and Principles, 20-21 Business Ethics and Code of Ethics, 22 Compliance, Ethics and Transparency, 22-23 Transparency Culture at Doğuş Otomotiv, 23 Stakeholder Engagement and Feedback Mechanisms, 24-25 Sustainability Strategy, 28-29 Focus Areas and Management Approach, 29-32 Double Materiality Matrix and Effect on Sustainability Performance of Assessment Results, 32-41 Some of Our Outstanding Targets, 40
A2.3	The Key ESG Performance Indicators (KPI) and the level of reaching these indicators have been disclosed to the public on yearly basis.	•				It has been shared with the public as part of the 2024 Sustainability Report	2024 Integrated Sustainability Report Metrics, 80-196
A2.4	The activities for improving the sustainability performance of the business processes or products and services have been disclosed to the public.	•				It has been shared with the public as part of the 2024 Sustainability Report. Since 2009, Doğuş Otomotiv has been detailing its sustainability performance in accordance with international standards in its sustainability reports, covering all its processes and subsidiaries.	2024 Integrated Sustainability Report Sustainability Performance, 41-79 Metrics, 80-196
A3. Reporting							
A3.1	Information regarding the sustainability performance, targets, and actions of the partnership is given in a comprehensible, accurate, and sufficient fashion in the annual reports.				•	Doğuş Otomotiv discloses its detailed sustainability performance in the sustainability reports in the third quarter of the following year. However, it has included summary performance information in its annual report.	2025 Annual Report
A3.2	Information on which of company activities are related to the United Nations (UN) 2030 Sustainable Development Goals has been disclosed to the public by the partnership.	•				It has been shared with the public as part of the 2024 Sustainability Report.	2024 Integrated Sustainability Report Index, 199-272
A3.3	Lawsuits filed and/or concluded against ESG issues, which are important in terms of ESG policies and/or will significantly affect activities, have been disclosed to the public.	•				It has been shared with the public as part of the 2024 Sustainability Report	2024 Integrated Sustainability Report Law, 172-173 Index, 199-272
A4. Verification							
A4.1	The partnership's ESG Key Performance metrics have been verified and publicly disclosed by an independent third party.	•				The data included in Doğuş Otomotiv Sustainability Reports are partially verified by an independent audit firm. Detailed verification documents are attached to the sustainability reports.	2024 Integrated Sustainability Report PwC Assurance, 284
B. Environmental Principles							
B1	The partnership has disclosed its policies and practices, action plans, environmental management systems (known by the ISO 14001 standard) and programs in the field of environmental management to the public.	•				Doğuş Otomotiv holds ISO 14001 certification. It regularly discloses its environmental performance in line with its focus areas each year within the scope of Sustainability Reports.	2024 Integrated Sustainability Report Environmental Sustainability, 43-51 Environmental and Climate Change Performance, 80-107 Reports.

B2	The scope of the report, the reporting period, the reporting date, and the limitations regarding the reporting conditions have been disclosed to the public regarding the environmental reports prepared to provide information on environmental management.	•			Doğuş Otomotiv complies with all environmental laws and regulations and monitors the process through the ISO 14001 compliance obligations document. Our company has a designated environmental manager. There is also an Environmental Committee that reports directly to the Corporate Governance and Sustainability Committee.	2024 Integrated Sustainability Report Environmental Sustainability, 43-51 About the Report, 197-198 Environmental and Climate Change Performance, 80-107
B4	Environmental targets included in the rewarding criteria within the scope of performance incentive systems for stakeholders (such as members of the Board of Directors, managers, and employees) have been disclosed to the public.		•		It has not yet been announced.	
B5	The company has disclosed to the public its methods of integrating priority environmental issues into business objectives and strategies.	•			Doğuş Otomotiv discloses its environmental data annually in line with its focus areas and shares its targets with the public where possible. It encourages its subsidiaries, authorized dealers, service providers, and suppliers throughout the entire value chain to disclose their environmental data. It has incorporated sustainability principles into the categorization and auditing processes in its purchasing processes with suppliers and has been including these stakeholders in its sustainability report since 2015.	2024 Integrated Sustainability Report Sustainability Strategy, 28-29 Focus Areas and Management Approach, 29-32 Impact on Sustainability Performance Using the Dual Priority Matrix and Assessment Results, 32-41 Some of Our Outstanding Targets, 40 Environmental Sustainability, 43-51 Environmental and Climate Change Performance, 80-107
B7	The company has publicly disclosed how environmental issues in the operational process are managed and integrated into business objectives and strategies along the partnership value chain, including suppliers and customers.	•			Doğuş Otomotiv has been disclosing its environmental data in line with the priorities it has set in accordance with the AA1000SES Standard since 2009. The focus areas were renewed in 2023 in line with changing conditions and stakeholder expectations, and reporting has been carried out in line with the new focus areas since then. All details regarding integration into business strategies are published in the Sustainability Report.	2024 Integrated Sustainability Report Customers and Product and Service Responsibility, 62-67 Supply Chain Management, 70-72 Authorized Dealers and Service Centers, 72-74
B8	Whether relevant organizations and non-governmental organizations on the environment were involved in the policy-making processes and the collaborations with these institutions and organizations have been disclosed to the public.		•		Where deemed necessary and in line with Company priorities, efforts are being made to collaborate with environmental associations and organizations, and collaboration alternatives are being evaluated for future periods. All collaborations are disclosed to the public within the scope of sustainability reports	https://www.dogusotomotiv.com.tr/en/sustainability/strategy-and-management/stakeholder-engagement/memberships-and-collaborations
B9	Information about environmental effects in the light of environmental indicators (greenhouse gas emissions [Scope-1: direct, Scope-2: energy indirect, Scope-3: other indirect], air quality, energy management, water and wastewater management, waste management, and biodiversity) has been disclosed to the public on a comparable basis periodically.	•			Doğuş Otomotiv has been publishing its environmental data comparatively in sustainability reports since 2009, in line with its priorities. The ISO 14001: 2015 Environmental Management System certification was completed in 2021. Although emissions were disclosed in previous years, the 2021 Sustainability Report is the first to disclose Scope 1-2-3 and total emissions for Doğuş Otomotiv. The 2024 Sustainability Report provides comparative data for the last three years: 2022, 2023, and 2024.	2024 Integrated Sustainability Report Environmental Sustainability, 43-51 Environmental and Climate Change Performance, 80-107

B10	Details of the standards, protocols, methodology, and base year used to collect and calculate data have been disclosed to the public.	•			Doğuş Otomotiv uses the methodology recommended by the GRI Standards along with local laws and regulations for reporting its environmental data. The data is collected and consolidated by members of the Sustainability Council, which is formed within the Company and includes employees from each unit. As of 2021, environmental data has been calculated and disclosed in accordance with ISO 14064. It will continue to be disclosed in this manner in subsequent years.	2024 Integrated Sustainability Report Environmental Sustainability, 43-51 Environmental and Climate Change Performance, 80-107 About the Report, 197-198
B11	Compared to previous years, the increase or decrease in the environmental indicators for the reporting year has been disclosed to the public.	•			Comparable data has changed due to shifts in priority focus areas between 2009-2017 and 2018-2020. However, since 2018, regular reports have been published using the same reporting factors, enabling necessary comparisons to be made. As of 2021, environmental data has begun to be reported in accordance with ISO 14064. As of the 2023 Sustainability Report, reduction amounts and percentages are reported relative to the base year under the ESRS. The 2024 Sustainability Report also shares data for 2022-2023 and 2024 with the public.	2024 Integrated Sustainability Report Environmental Sustainability, 43-51 Environmental and Climate Change Performance, 80-107
B12	Short and long-term targets have been determined to reduce environmental impacts, and the progress of these targets in years has been disclosed to the public.	•			Doğuş Otomotiv also publishes its environmental performance in accordance with international standards within the scope of Sustainability Reports. At the same time, as a signatory to the UN Global Compact since 2010, it includes the UN Global Compact index in its reports and declares its commitments.	2024 Integrated Sustainability Report Some of Our Outstanding Targets, 40
B13	A strategy to combat the climate crisis has been created and the planned actions have been disclosed to the public.	•			Doğuş Otomotiv has publicly declared that it considers climate change a financial risk, along with its economic development policy. Furthermore, all strategies are declared within the scope of its environmental and energy management policy and its sub-impact area policy.	2024 Integrated Sustainability Report Sustainability Strategy, 28-29 Focus Areas and Management Approach, 29-32 Impact on Sustainability Performance Using the Dual Priority Matrix and Assessment Results, 32-41 Some of Our Outstanding Targets, 40 Environmental Sustainability, 43-51 Environmental and Climate Change Performance, 80-107
B14	To prevent or minimize the potential negative impacts of products and/or services on the environment, programs or procedures have been established and disclosed to the public.	•			All actions are disclosed within the scope of priority focus areas in line with the environmental impact management policy and impact area performance of products and services.	Sustainability Policies: https://www.dogusotomotiv.com.tr/en/sustainability/strategy-and-management/sustainability-policies ; Customer and Product and Service Responsibility, 62-67 Environmental Sustainability, 43-51
	Actions have been taken to reduce greenhouse gas emissions of third parties (e.g. suppliers, subcontractors, dealers, etc.) and these actions have been disclosed to the public.		•		Doğuş Otomotiv disclosed its greenhouse gas emissions in accordance with ISO 14064 for the first time in 2021 as part of its sustainability report. It collects Scope 3 data on a limited basis. Work has begun to expand the Scope 3 data areas in the 2024 sustainability report, and data has been collected for publication in the 2024 sustainability report. The data has been updated and published in the 2024 Sustainability Report.	2024 Integrated Sustainability Report Environmental and Climate Change Performance, 80-107 Environmental Sustainability, 43-51 Supply Chain Management, 70-72 Sustainable Supply Chain Management, 169-171

B15	The environmental benefits/gains and cost savings of the initiatives and projects aimed at reducing environmental impacts have been disclosed to the public.	●				It has been shared with the public as part of the 2024 Sustainability Report.	2024 Integrated Sustainability Report Environmental Sustainability, 43-51 Environmental and Climate Change Performance, 80-107
B16	Scope-1 and Scope-2 data on energy consumption (natural gas, diesel, gasoline, LPG, coal, electricity, heating, cooling, etc.), have been disclosed to the public.	●				It has been shared with the public as part of the 2024 Sustainability Report.	2024 Integrated Sustainability Report Environmental Sustainability, 43-51 Environmental and Climate Change Performance, 80-107
B17	Information about the electricity, heat, steam and cooling production in the reporting year has been disclosed to the public.	●				Doğuş Otomotiv began installing solar panels on the roof of its Logistics Center in Şekerpınar in 2021 with an investment of \$2.4 million. With the investment completed in 2022, it continues to generate the electricity used at the Şekerpınar facility directly from renewable energy sources. With this investment, the coverage rate for electricity consumption in 2024 is 77.05%. The targets, production and consumption quantities are disclosed in the 2024 Sustainability Report.	2024 Integrated Sustainability Report Environmental Sustainability, 43-51 Environmental and Climate Change Performance, 80-107
B18	Efforts on increasing the use of renewable energy and the transition to zero or low carbon electricity have been made and publicly announced.	●				Doğuş Otomotiv began installing solar panels on the roof of its Logistics Center in Şekerpınar in 2021 with an investment of \$2.4 million. With the investment completed in 2022, it continues to generate the electricity used at the Şekerpınar facility directly from renewable energy sources. With this investment, the coverage rate for electricity consumption in 2024 is 77.05%. The targets, production and consumption quantities are disclosed in the 2024 Sustainability Report.	2024 Integrated Sustainability Report Environmental Sustainability, 43-51 Environmental and Climate Change Performance, 80-107
B19	Data on renewable energy production and usage has been disclosed to the public.	●				Doğuş Otomotiv began installing solar panels on the roof of its Logistics Center in Şekerpınar in 2021 with an investment of \$2.4 million. With the investment completed in 2022, it continues to generate the electricity used at the Şekerpınar facility directly from renewable energy sources. With this investment, the coverage rate for electricity consumption in 2024 is 77.05%. The targets, production and consumption quantities are disclosed in the 2024 Sustainability Report.	2024 Integrated Sustainability Report Environmental Sustainability, 43-51 Environmental and Climate Change Performance, 80-107
B20	Energy efficiency projects have been carried out and the amount of energy consumption and emission reduction achieved through energy efficiency projects has been disclosed to the public.	●				Doğuş Otomotiv began installing solar panels on the roof of its Logistics Center in Şekerpınar in 2021 with an investment of \$2.4 million. With the investment completed in 2022, it continues to generate the electricity used at the Şekerpınar facility directly from renewable energy sources. With this investment, the coverage rate for electricity consumption in 2024 is 77.05%. The targets, production and consumption quantities are disclosed in the 2024 Sustainability Report.	2024 Integrated Sustainability Report Environmental Sustainability, 43-51 Environmental and Climate Change Performance, 80-107 Authorized Dealers and Service Centers, 72-74 Authorized Dealers and Service Centers, 174-180

B21	Water consumption, and if any, amounts of water drawn, recycled and discharged from underground or above ground, its sources, and procedures have been disclosed to the public.	●				Water consumption is one of Doğuş Otomotiv's priority focus areas. Since 2009, it has been reporting water consumption per vehicle sold and conducting studies on reducing consumption. Comprehensive data is presented comparatively in the Sustainability Report. Doğuş Otomotiv has also been reporting its Water Footprint since 2023. It was shared with the public in the 2024 Sustainability Report.	2024 Integrated Sustainability Report Environmental Sustainability, 43-51 Environmental and Climate Change Performance, 80-107
B22	Information on whether the operations or activities are included in any carbon pricing system (Emissions Trading System, Cap & Trade or Carbon Tax) has been disclosed to the public.				●	It is not among the company's primary focus areas. It has not been evaluated within stakeholder expectations.	
B23	Information on carbon credits accumulated or purchased during the reporting period has been disclosed to the public.				●	It is not among the company's primary focus areas. It has not been evaluated within stakeholder expectations.	
B24	In case carbon pricing is put into practice within the partnership, the details are disclosed to the public.				●	It is not among the company's primary focus areas. It has not been evaluated within stakeholder expectations.	
B25	The platforms where the partnership discloses its environmental information have been disclosed to the public.	●				Doğuş Otomotiv publicly shares all its sustainability data on its website in accordance with standard key indicators. In addition to the disclosures made to public authorities as required by law, it is evaluated in the BIST Sustainability Index based on the environmental data it publishes.	2024 Integrated Sustainability Report Index, 199-272
C. Social Principles							
C1. Human Rights and Employee Rights							
C1.1	The Corporate Human Rights and Employee Rights Policies have been drawn in a way to cover the Universal Declaration of Human Rights, ILO Conventions ratified by Türkiye, and other relevant legislation, those responsible for the implementation of the policy have been determined, and the policy and those responsible have been disclosed to the public.	●				Doğuş Otomotiv's human rights policy meets the requirements within the scope of the principle of the Doğuş Otomotiv Code of Ethics, including its primary focus areas under the heading of human rights, its employee and workplace policy, and related sub-policies. All necessary details and performance metrics are disclosed on the website and in sustainability reports.	Sustainability Policies: https://www.dogusotomotiv.com.tr/en/sustainability/strategy-and-management/sustainability-policies ; Code of Ethics: https://www.dogusotomotiv.com.tr/en/sustainability/our-people-and-community-engagement/business-ethics/dogus-otomotiv-code-of-ethics
C1.2	Considering the effects of supply and value chain, fair workforce, improvement of labor standards, women's employment, and inclusion issues (avoiding discrimination in issues related to gender, race, religion, language, marital status, ethnic identity, sexual orientation, gender identity, family responsibilities, union activities, political opinion, disability, social and cultural differences, etc.) have been included in the Employee Rights Policy.	●				Employee and Workplace Policy, Equal Opportunity Policy, Doğuş Otomotiv Code of Ethics, Sustainable Procurement Policy	Sustainability Policies: https://www.dogusotomotiv.com.tr/en/sustainability/strategy-and-management/sustainability-policies ; Code of Ethics: https://www.dogusotomotiv.com.tr/en/sustainability/our-people-and-community-engagement/business-ethics/dogus-otomotiv-code-of-ethics

C1.3	Measures taken along the value chain regarding the observance of certain groups sensitive to economic, environmental, and social factors (low-income groups, women, etc.) or issues regarding minority rights/equality of opportunity have been disclosed to the public.	•			Employee and Workplace Policy, Equal Opportunity Policy, Doğuş Otomotiv Code of Ethics, Sustainable Procurement Policy	Sustainability Policies: https://www.dogusotomotiv.com.tr/en/sustainability/strategy-and-management/sustainability-policies ; Code of Ethics: https://www.dogusotomotiv.com.tr/en/sustainability/our-people-and-community-engagement/business-ethics/dogus-otomotiv-code-of-ethics
C1.4	Developments regarding preventive and corrective practices against discrimination, inequality, violation of human rights, forced labor, and child labor have been disclosed to the public.	•			Diversity and Equal Opportunity Policy, Human Rights Policy, Doğuş Otomotiv Code of Ethics, Anti-Discrimination Policy, Child Labor Management Approach, UNGC Commitment	Sustainability Policies: https://www.dogusotomotiv.com.tr/en/sustainability/strategy-and-management/sustainability-policies ; Code of Ethics: https://www.dogusotomotiv.com.tr/en/sustainability/our-people-and-community-engagement/business-ethics/dogus-otomotiv-code-of-ethics
C1.5	Issues regarding investment in employees (education, development policies), compensation, fringe benefits, right to unionize, work/life balance solutions, and talent management have been included in the Employee Rights Policy.	•			All relevant details are published annually in sustainability reports. Information regarding the Code of Ethics, Ethics Hotline, and related processes is also included in the Code of Ethics.	2024 Integrated Sustainability Report Employees and Work Environment, 52-62 Employees and Work Environment Performance, 108-129 Sustainability Policies: https://www.dogusotomotiv.com.tr/en/sustainability/strategy-and-management/sustainability-policies 2025 Annual Report, Human Resources
	Mechanisms for employee complaints and resolution of disputes were created and dispute resolution processes have been determined.	•			All relevant details are published annually in sustainability reports. Information regarding the Code of Ethics, Ethics Hotline, and related processes is also included in the Code of Ethics.	2024 Integrated Sustainability Report Employees and Work Environment, 52-62 Employees and Work Environment Performance, 108-129 Ethics Hotline and Complaint Mechanisms, 174 Code of Ethics: https://www.dogusotomotiv.com.tr/en/sustainability/our-people-and-community-engagement/business-ethics/dogus-otomotiv-code-of-ethics ; 2025 Annual Report, Doğuş Otomotiv Code of Ethics
	Activities carried out within the reported period to ensure employee satisfaction have been disclosed to the public.	•			All relevant details are published annually in sustainability reports. Information regarding the Code of Ethics, Ethics Hotline, and related processes is also included in the Code of Ethics.	2024 Integrated Sustainability Report Employees and Work Environment, 52-62 Employees and Work Environment Performance, 108-129
C1.6	Occupational health and safety policies have been established and disclosed to the public.	•			Occupational Health and Safety is among Doğuş Otomotiv's priority areas for sustainability. Policies are available on the website. Relevant data is published comparatively in the Sustainability Report. The ISO 45001 Occupational Health and Safety Certificate was obtained in 2022.	Sustainability Policies: https://www.dogusotomotiv.com.tr/en/sustainability/strategy-and-management/sustainability-policies ; 2024 Integrated Sustainability Report Employees and Work Environment, 52-62
	Measures taken to prevent occupational accidents and protect health, along with accident statistics, have been disclosed to the public.	•			Occupational Health and Safety is among Doğuş Otomotiv's priority areas for sustainability. Policies are available on the website. Relevant data is published comparatively in the 2021 Sustainability Report. The ISO 45001 Occupational Health and Safety Certificate was obtained in 2022.	2024 Integrated Sustainability Report Occupational Health and Safety, 153-157, 157-160 Employees and Work Environment Performance, 108-129

C1.7	Personal data protection and data security policies have been established and disclosed to the public.	•			All developments have been made in compliance with all legal regulations regarding the Protection of Personal Data, and the process is managed at the highest level. At the same time, work began on establishing an ISO 27001 Information Security Management System in 2021, and certification was obtained in 2022.	2024 Integrated Sustainability Report Digital Transformation and Data Security, 184; Sustainability Policies: https://www.dogusotomotiv.com.tr/en/sustainability/strategy-and-management/sustainability-policies ; 2025 Annual Report; Information Security Certificates	
C1.8	Ethics policy has been established and disclosed to the public.	•			The Doğuş Otomotiv Code of Ethics has been published on our website, accessible to all stakeholders, as a public commitment since 2012	https://www.dogusotomotiv.com.tr/en/sustainability/our-people-and-community-engagement/business-ethics/dogus-otomotiv-code-of-ethics	
C1.9	The studies related to social investment, social responsibility, financial inclusivity and access to finance have been explained.	•			Doğuş Otomotiv understands the importance of safety on the roads and the value of human life. It commits to providing the necessary services to ensure that its products and services meet high standards and maintain these characteristics throughout their usage period. Its employees set an example and act responsibly regarding the importance of road safety. It guarantees that the products it sells meet high standards in terms of customer health and safety. It is obligated to provide high-quality maintenance and repair services, within the limits of legal regulations, to ensure that the products it sells maintain these standards throughout their lifetime, as long as the distribution agreement remains in effect. It conducts and manages ongoing information and awareness activities on traffic safety in dialogue and cooperation with relevant institutions and organizations. Its ethical principles are understandable and accessible. They are supported by multiple stakeholders. They are approved by senior management and are one of the main elements of corporate governance principles. It continues its efforts to develop a comprehensive framework that encompasses all aspects of its ethical principles. It avoids unethical situations such as fraud and abuse, and provides the necessary information to ensure that its employees are aware of and take responsibility for this issue. It initiates efforts and sets goals to establish mechanisms to prevent fraud and abuse.	2024 Integrated Sustainability Report Community Engagement and Economic Development, 60-62 Employees and Workplace Performance, 108-129	
C1.10	Briefing meetings and training programs on ESG policies and practices were organized for employees.	•			All training and practices related to sustainability, policy briefings, and sustainability reports are updated and published annually.	2024 Integrated Sustainability Report Employees and Work Environment, 52-62	
C2. Stakeholders, International Standards, and Initiatives							
C2.1	The Customer Satisfaction Policy regarding the management and resolution of customer complaints has been prepared and disclosed to the public.	•			Customer Management and related strategies and practices are disclosed in detail within the scope of sustainability reports.	2024 Integrated Sustainability Report Customers and Product and Service Responsibility, 62-68 Customer Relations, 182-183; 2025 Annual Report, Unconditional Customer Satisfaction	
C2.2	Information about the communication with stakeholders (which stakeholder, subject, and contact frequency) has been disclosed to the public.	•			Doğuş Otomotiv identified its key stakeholders using the AA1000SES methodology at a workshop held in 2009 and focused its sustainability strategy on stakeholder engagement. All relevant strategies and practices are disclosed on the stakeholder engagement platforms via the website. Current performance is included in sustainability reports.	Stakeholder Engagement: https://www.dogusotomotiv.com.tr/en/sustainability/strategy-and-management/stakeholder-engagement/stakeholder-engagement ; 2024 Integrated Sustainability Report Stakeholder Engagement and Feedback Mechanisms, 24-25	

C2.3	International reporting standards adopted in reporting were explained.	●		Doğuş Otomotiv has been publishing a sustainability report annually since 2009 in accordance with the GRI Global Reporting Initiative framework. It publishes reports at the comprehensive reporting level according to the GRI Standards, the initiative's latest reporting framework. Unless otherwise stated, Doğuş Otomotiv's 2024 Integrated Sustainability Report covers the financial and non-financial performance of Doğuş Otomotiv Servis ve Tic. A.Ş. The content and scope of the report were determined by the Prioritization Study, which was updated in 2023 in line with the Dual Priority principle. The 2024 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) 2021 Standards and is verified by self-declaration. It also takes into account compliance with the United Nations Global Compact (UNGC), the United Nations Sustainable Development Goals (UN SDGs), the United Nations Women's Empowerment Principles (UNWEP), and the United Nations Guiding Principles on Business and Human Rights. It also incorporates the Automotive Industry Action Group (AIAG) Global Automotive Sustainability Implementation Guide Index and sector-specific metrics published by the Sustainability Accounting Standards Board (SASB). This year, Doğuş Otomotiv prepared its Sustainability Report in compliance with TSRS (Turkey Sustainability Reporting Standards) for the first time. You can find detailed information on compliance with the report standards in the index section at the end of the report.	2024 Integrated Sustainability Report About the Report, 197-198
C2.4	Principles adopted regarding sustainability, and international organizations, committees, and principles that were signed up or joined have been disclosed to the public.	●		Doğuş Otomotiv has been a signatory to the UN Global Compact since 2010, and the relevant indices are published on its website and in its sustainability reports. In 2022, it also became a signatory to the UN WEPs, and the relevant reporting has been included in the 2022, 2023, and 2024 Sustainability Reports. Since 2017, Doğuş Otomotiv has also been regularly included in the UN Sustainable Development Goals Index as part of its sustainability report. The 2020 Report also includes the AIAG Principles Index. The 2024 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) 2021 Standards and is verified by self-declaration. It also complies with the United Nations Global Compact (UNGC), the United Nations Sustainable Development Goals (UN SDGs), the United Nations Women's Empowerment Principles (UNWEP), and the United Nations Guiding Principles on Business and Human Rights. It also incorporates the Automotive Industry Action Group (AIAG) Global Automotive Sustainability Implementation Guide Index and sector-specific metrics published by the Sustainability Accounting Standards Board (SASB). This year, Doğuş Otomotiv prepared its Sustainability Report in compliance with TSRS (Turkey Sustainability Reporting Standards) for the first time. You can find detailed information on compliance with the report standards in the index section at the end of the report.	2024 Integrated Sustainability Report About the Report, 197-198 Index, 199-272

C2.5	Improvements were made and efforts were undertaken to be included in the sustainability indices of Borsa Istanbul and/or international index providers.	●			Doğuş Otomotiv has been included in the BIST Sustainability Index since the 2014-2015 period. In 2022, it was also included in the BIST Sustainability 25 Index, which was announced for the first time. Monitoring and planning activities related to international indices are ongoing.	2025 Annual Report, BIST Sustainability Index
D. Corporate Governance Principles						
D1	Opinions of the stakeholders were sought in the determination of measures and strategies in the field of sustainability.		●		No study has been conducted to seek the views of stakeholders. However, the views of key stakeholders were taken into account when determining the strategy and priority focus areas during stakeholder engagement processes.	2024 Integrated Sustainability Report Stakeholder Engagement and Feedback Mechanisms, 24-25; Doğuş Otomotiv Dialogue Platforms: https://www.dogusotomotiv.com.tr/en/sustainability/strategy-and-management/stakeholder-engagement/stakeholder-engagement
D2	Social responsibility projects, awareness activities, and pieces of training have been carried out to raise awareness of the issue of sustainability and its importance.	●			Sustainability is strategically addressed throughout our value chain, which includes all our stakeholders, and awareness-raising activities are carried out through face-to-face training sessions and meetings, including third parties. Social responsibility is encouraged at Doğuş Otomotiv through a volunteer platform. In addition, the Traffic is Life Program is run as a social participation program. Relevant details are disclosed to the public in the Corporate Governance Compliance Report and the Sustainability Report.	2024 Integrated Sustainability Report Community Participation and Economic Development, 60-62

APPENDIX 5. DIVIDEND DISTRIBUTION TABLE FOR THE YEAR 2025

DOĞUŞ OTOMOTİV SERVİS VE TİCARET A.Ş.					
DIVIDEND DISTRIBUTION TABLE FOR THE YEAR 2025 (TRY)					
1-	Paid -in /Issued Capital (1)				220.000.000,00
2-	Legal Reserves (According to Legal Records) (1)				2.202.800.000,00
Information on the profit distribution privilege, if any, as required by the articles of association				None	
		According to the CMB	According to legal records		
3-	Profit for the period	6.490.593.000,00			10.276.779.386,00
4-	Taxes(-)	(3.412.168.000,00)			(2.076.251.901,00)
5-	Net profit for the period (2)	3.141.080.000,00			8.200.527.485,00
6-	Accumulated losses (-)	-			-
7-	Legal Reserves(-)	-			-
8-	NET DISTRIBUTABLE PROFIT FOR THE PERIOD	3.141.080.000,00			8.200.527.485,00
	Dividend advances made through the year (-)	-			-
	Distributable Net Income/Loss for the Period excluding dividend advances	3.141.080.000,00			8.200.527.485,00
9-	Donations made through the year (+)	2.784.167.810,00			
10-	Distributable Net Income for the Period including Donations	5.925.247.810,00			
11-	First Dividend to the Shareholders	2.303.723.905,00			
	- Cash	2.303.723.905,00			
	- Non-paid	-			
12-	Dividend Distributed to Privileged Shareholders	-			
13-	Dividend Distributed to	-			
	- Board members	-			
	- Employees	-			
	- Other than shareholders	-			
14-	Dividend Distributed to Redeemed Shareholders	-			
15-	Second Dividend to Shareholders	178.456.095,00			
16-	Legal Reserves	658.900.000,00			
17-	Statutory Reserves	-			-
18-	Special Reserves	-			-
19-	EXTRAORDINARY RESERVES	-			941.627.485,00
20-	Other Reserves Distributable	4.117.820.000,00			-
DIVIDEND RATIO TABLE					
DIVIDEND INFORMATION (3)	TOTAL DIVIDEND PAYOUT AMOUNT		TOTAL DIVIDEND DISTRIBUTED /NET DISTRIBUTABLE PROFIT FOR THE PERIOD	DIVIDEND PER SHARE OF 1 TRY NOMINAL VALUE	
	CASH (TL)	FREE OF CHARGE (TL)	RATIO (%)	AMOUNT (TL)	RATIO (%)
- GROSS	6.600.000.000,00	-	210,1	30,0000000	3,000,00000
- NET	5.610.000.000,00	-	178,6	25,5000000	2,550,00000
(1) The amounts are stated in nominal terms and do not include inflation adjustments.					
(2) Net profit for the period for the Parent, except Non- controlling interest.					
(3) Represents the amounts in case of gross distribution or net distribution after 15% withholding tax.					