

Investor Relations Presentation

Q1 2025 Results

Updated: August 2025



Doğuş Otomotiv
Value Chain



Macroeconomic
Outlook



Automotive
Market



Electrification
& Mobility



Stock
Performance



Financial
Performance



Corporate Governance
& Sustainability

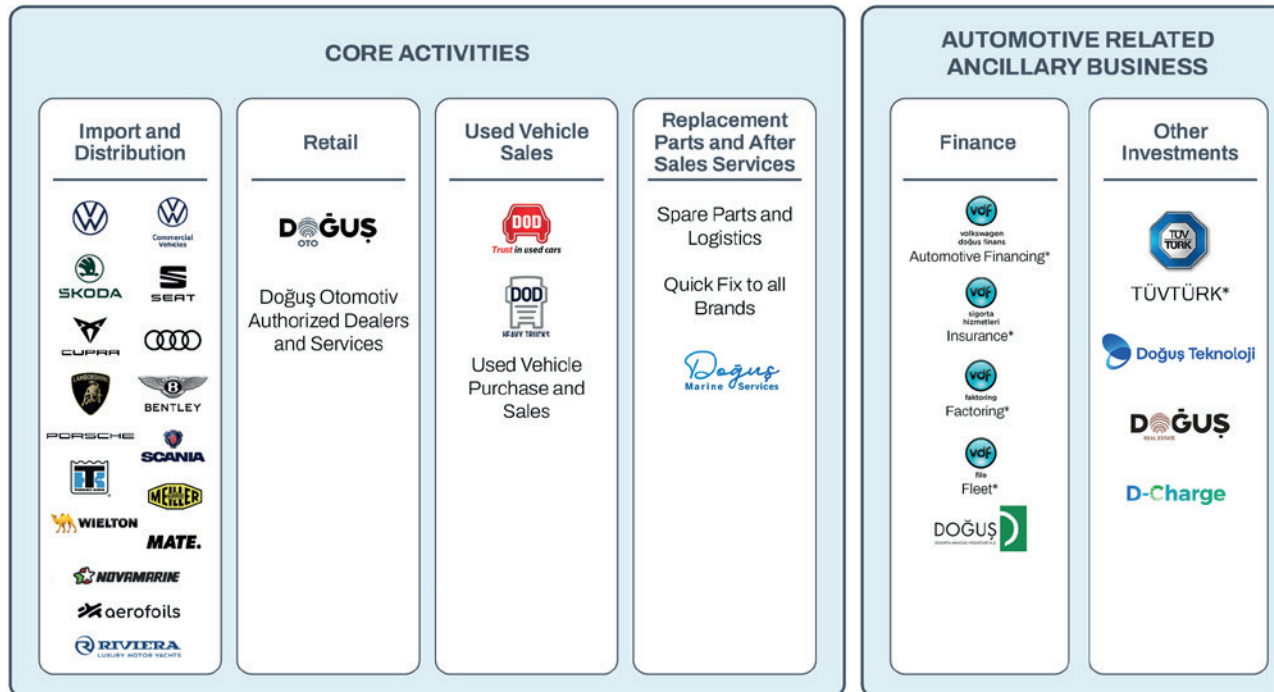


Value Chain 2025



DOĞUŞ OTOMOTİV - VALUE CHAIN 2025

Presence in every stage of the lifecycle of owning a vehicle



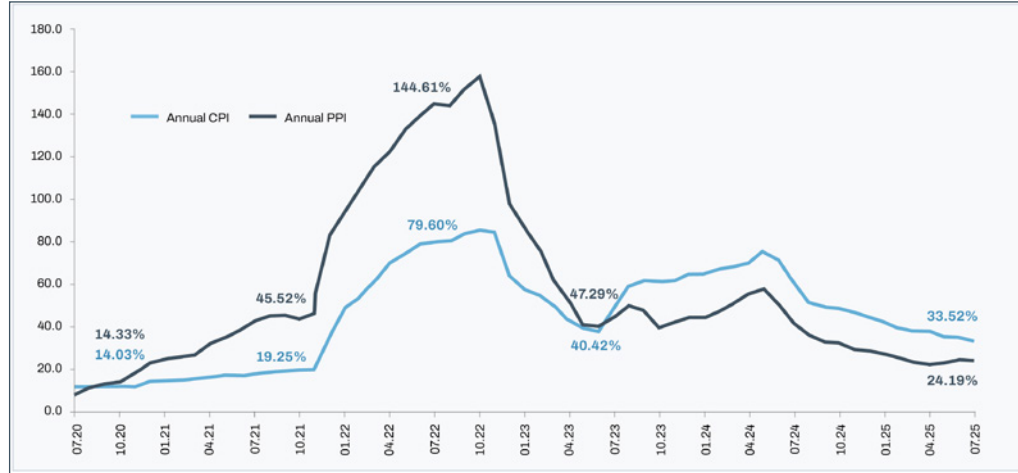
* Subsidiaries

Macroeconomic Outlook



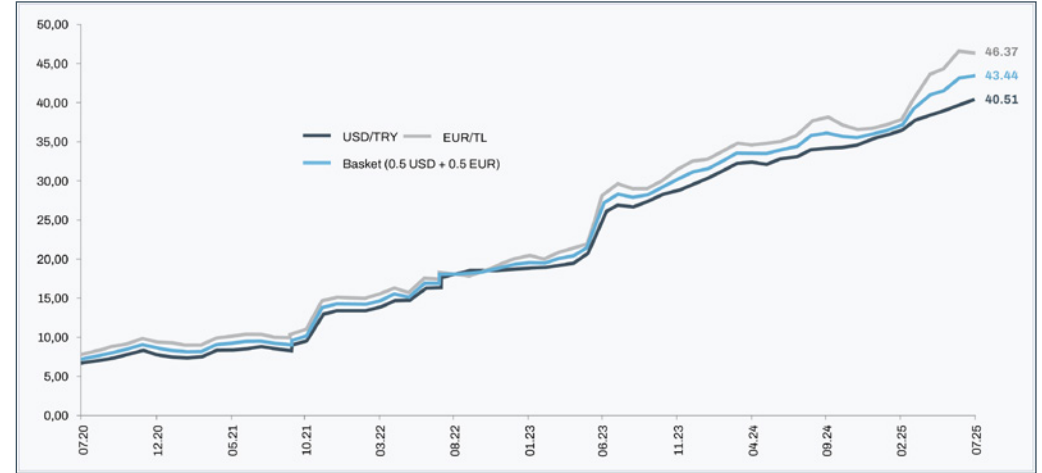
Macroeconomic Indicators

YoY Inflation (%)



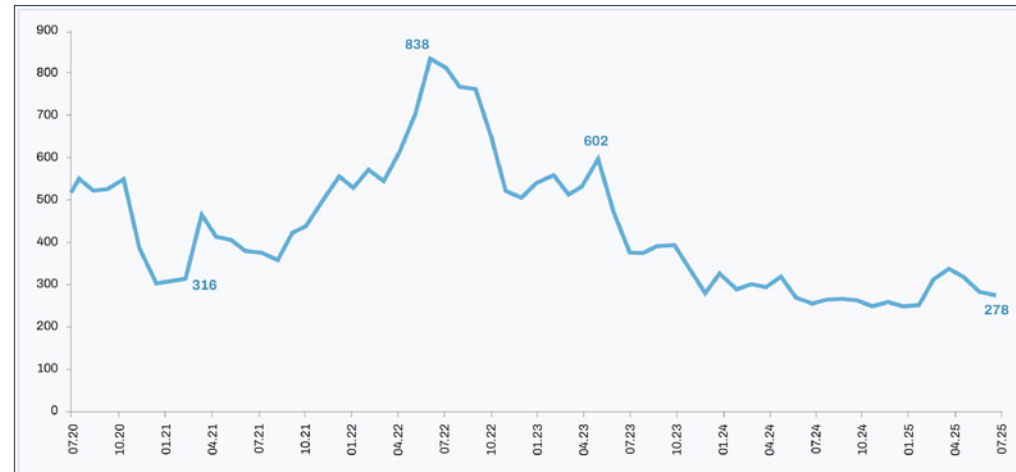
Source: The Central Bank of the Republic of Turkey (CBRT)

Nominal Exchange Rates



Source: The Central Bank of the Republic of Turkey (CBRT)

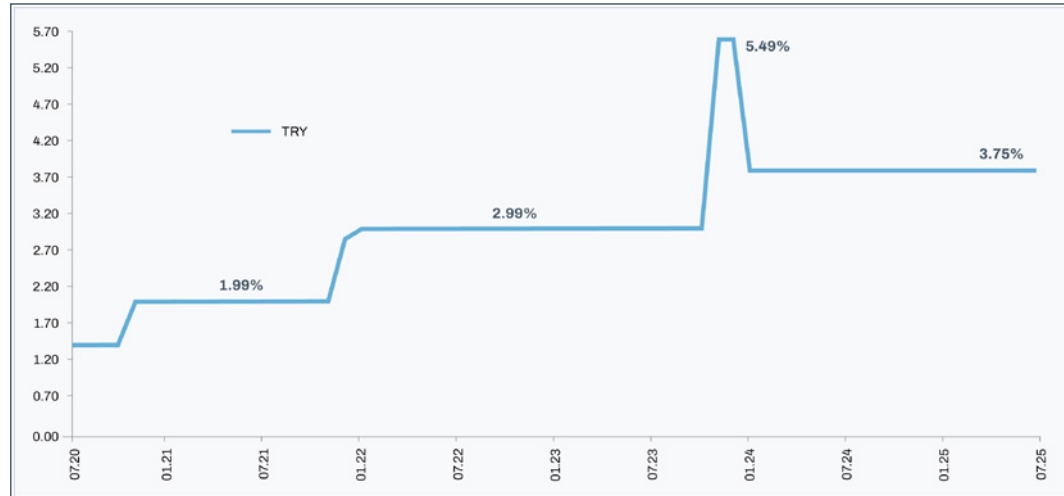
CDS - Credit Default Swap



Source: Investing.com

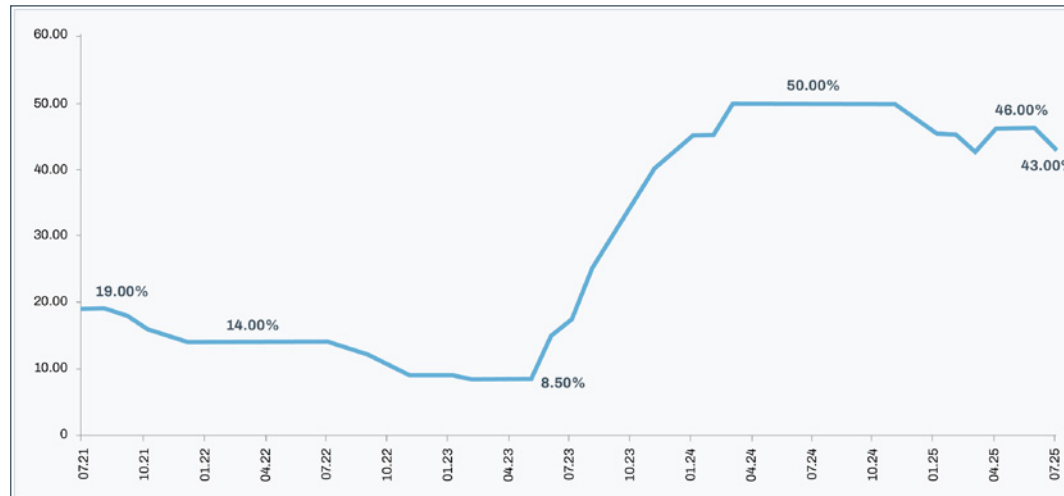
Automotive Sector

Auto Loan Rates (%)



Source: Garanti BBVA

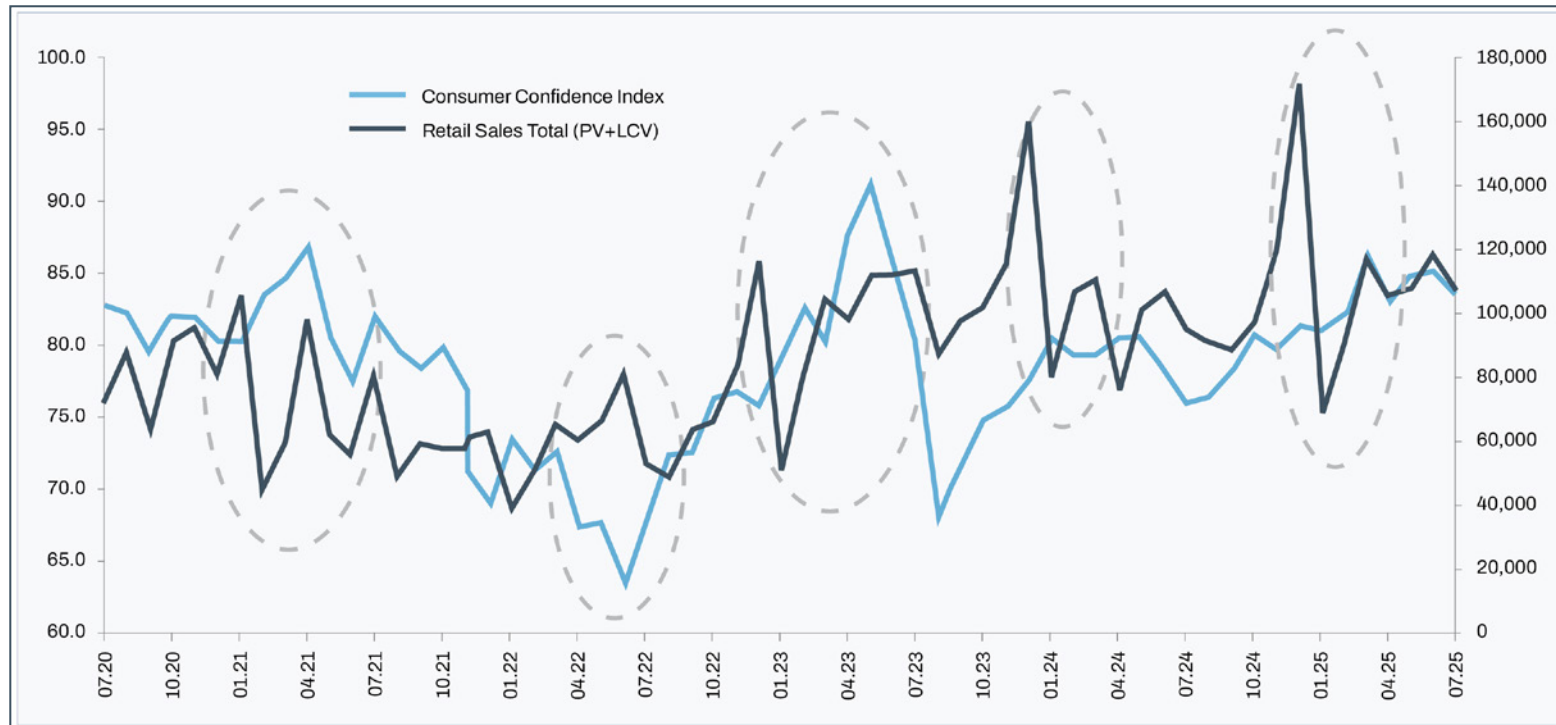
CBRT Interest Rates - One-Week Repo (%)



Source: The Central Bank of the Republic of Turkey (CBRT)

Automotive Sector

Consumer Confidence Index

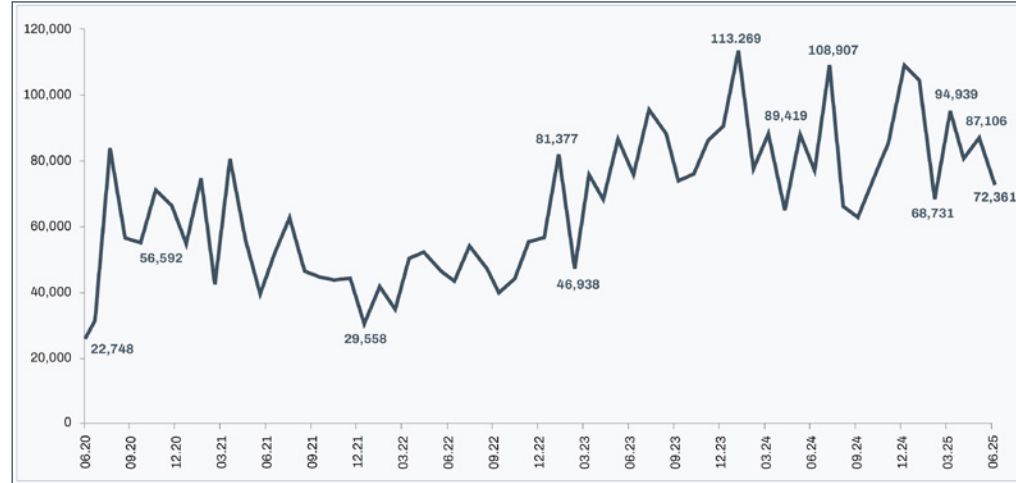


Source: Turkish Statistical Institute (TurkStat) and Automotive Distributors Association

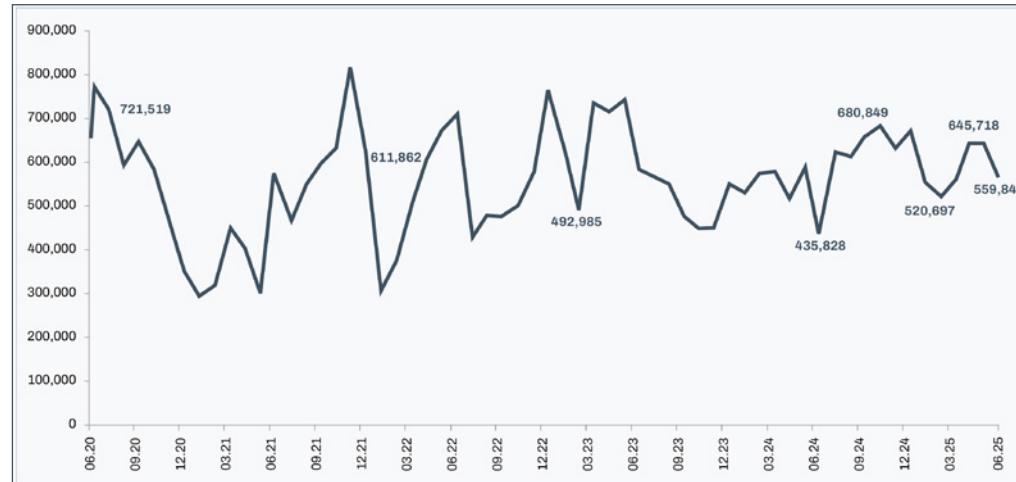
Note: The calculation method of the Consumer Confidence Index was updated on September 22, 2020 in order to ensure the international comparability of the index.

Automotive Sector (Automotive Turnover Rate)

Number of Vehicles Registered to Traffic



Second Hand Sales Activity *



Source: Turkish Statistical Institute (TurkStat)

* It refers to automobiles that have changed hands one or more times through notaries.

Automotive Market

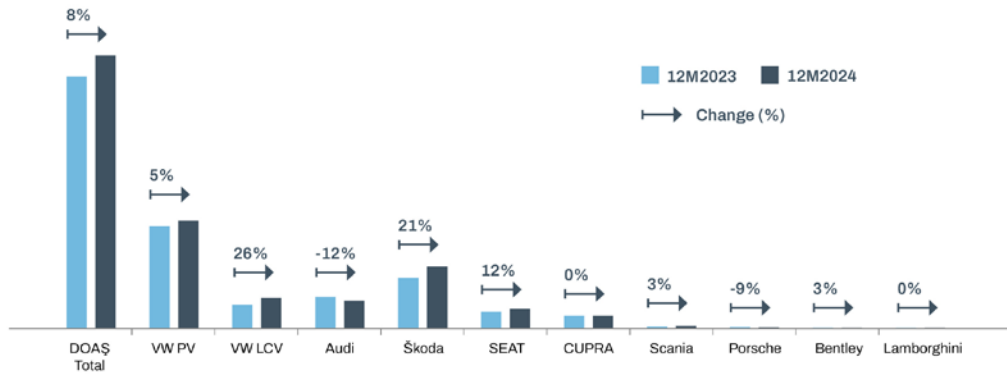


DOAŞ Wholesale Market

DOAŞ Wholesale Performance (2024)

	12M2023	12M2024	Change
DOAŞ Total	174,577	189,094	8%
VW Passenger Vehicles	71,846	75,634	5%
VW Light Commercial Vehicles	17,842	22,500	26%
Audi	23,132	20,433	-12%
Škoda	36,274	43,726	21%
SEAT	11,089	12,369	12%
CUPRA	10,315	10,366	0%
Scania	2,775	2,868	3%
Porsche	1,246	1,139	-9%
Bentley	36	37	3%
Lamborghini	22	22	0%

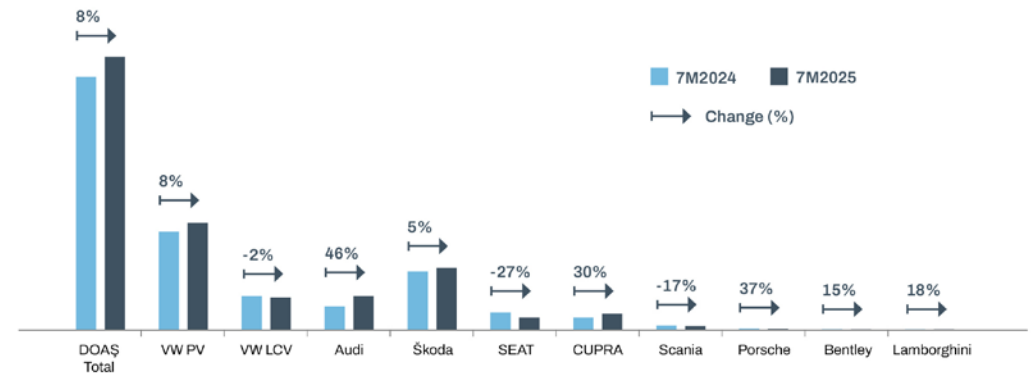
Note: DOD used vehicle retail sales were realized as 19,096 units in January to December 2024 period (2023: 18,229)



DOAŞ Wholesale Performance (Jul)

	7M2024	7M2025	Change
DOAŞ Total	100,649	108,592	8%
VW Passenger Vehicles	39,503	42,707	8%
VW Light Commercial Vehicles	13,575	13,334	-2%
Audi	9,378	13,679	46%
Škoda	23,453	24,622	5%
SEAT	7,100	5,193	-27%
CUPRA	5,070	6,612	30%
Scania	1,971	1,630	-17%
Porsche	568	779	37%
Bentley	20	23	15%
Lamborghini	11	13	18%

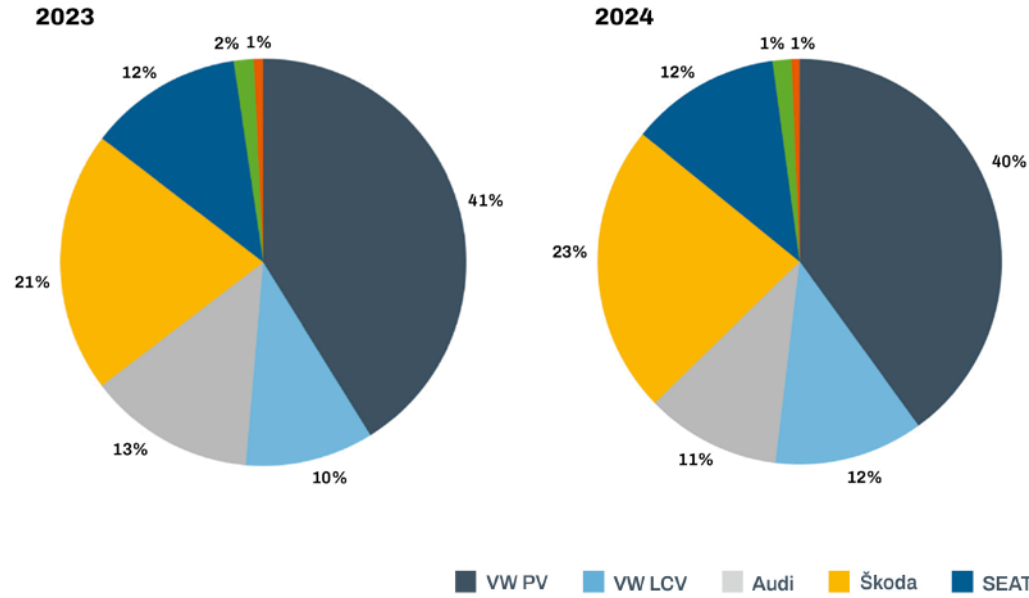
Note: DOD used vehicle retail sales were realized as 11,332 units in January-July 2025 period (2024: 11,068)



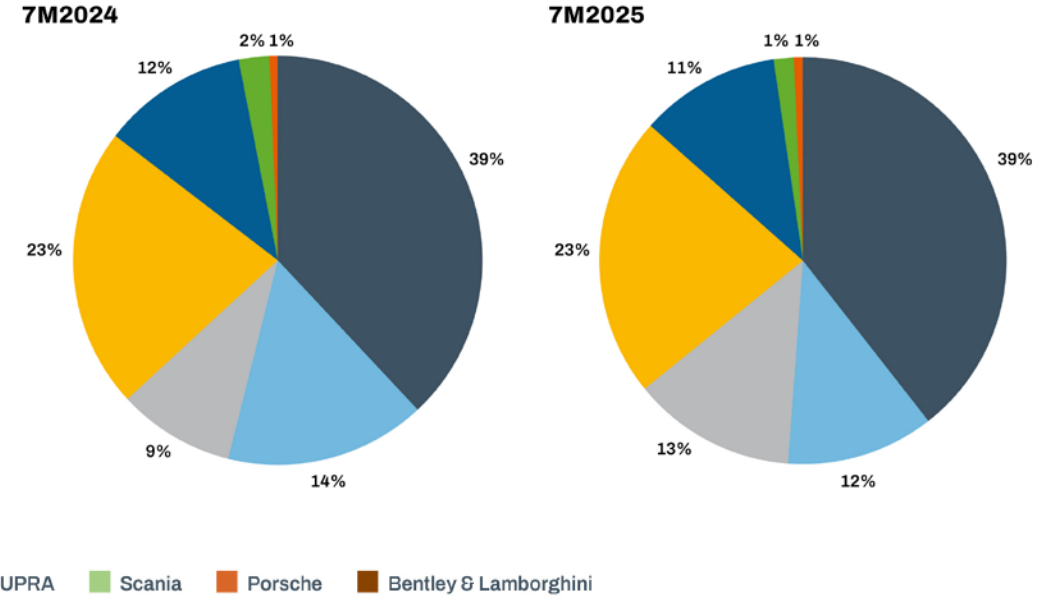
Source: Automotive Distributors' and Mobility Association

DOAŞ Wholesale Market

DOAŞ Wholesale Performance (2024)



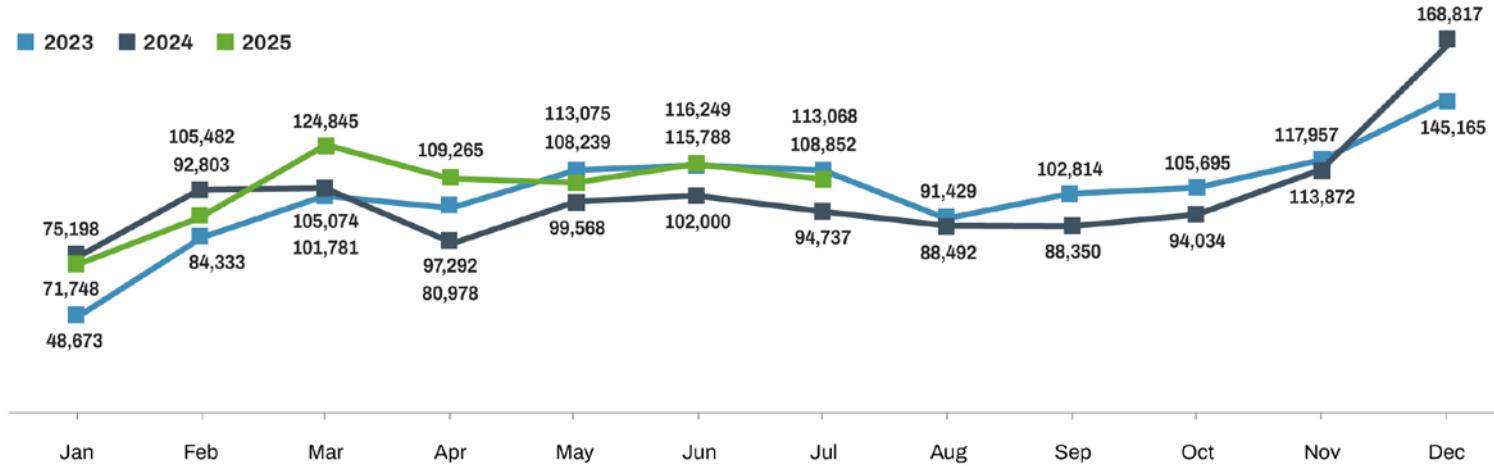
DOAŞ Wholesale Performance (Jul)



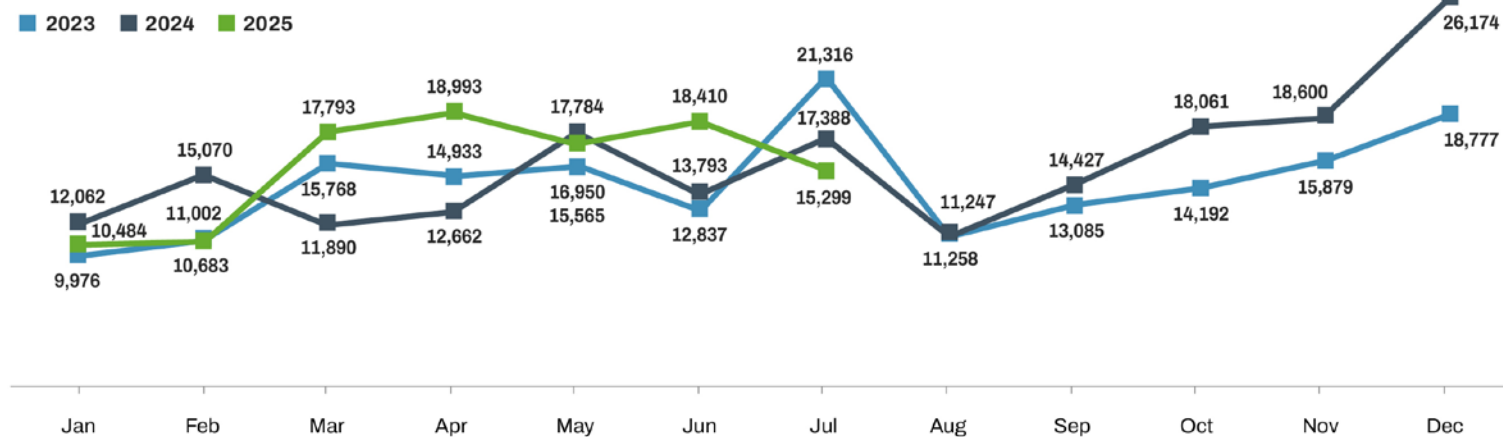
Source: Automotive Distributors' and Mobility Association

Monthly Sales

Wholesale Market Monthly Sales



DOAŞ Monthly Sales

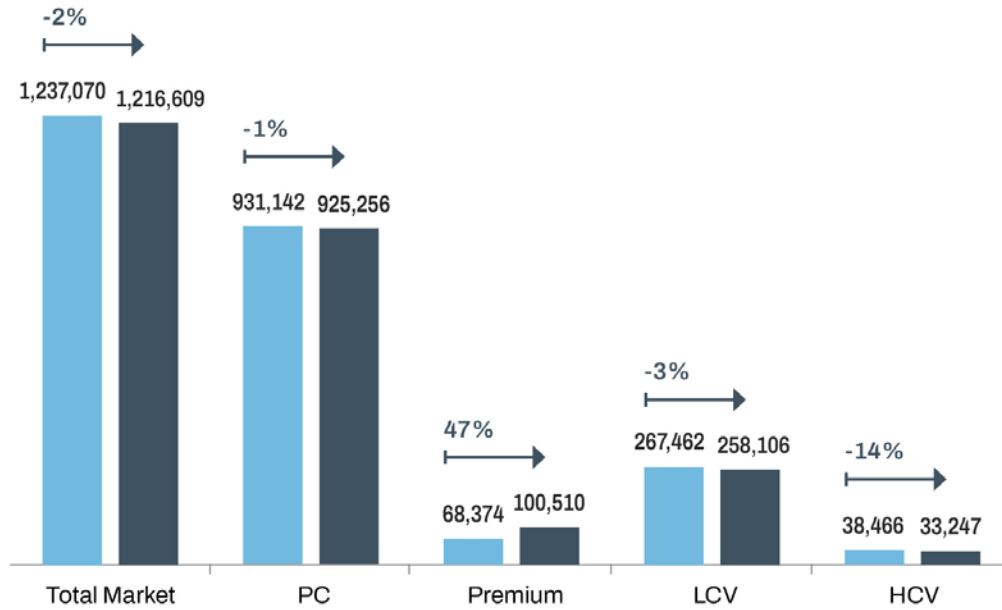


Source: Automotive Distributors' and Mobility Association. DOAS performance includes Škoda sales.

Market Review - Wholesale (2024)

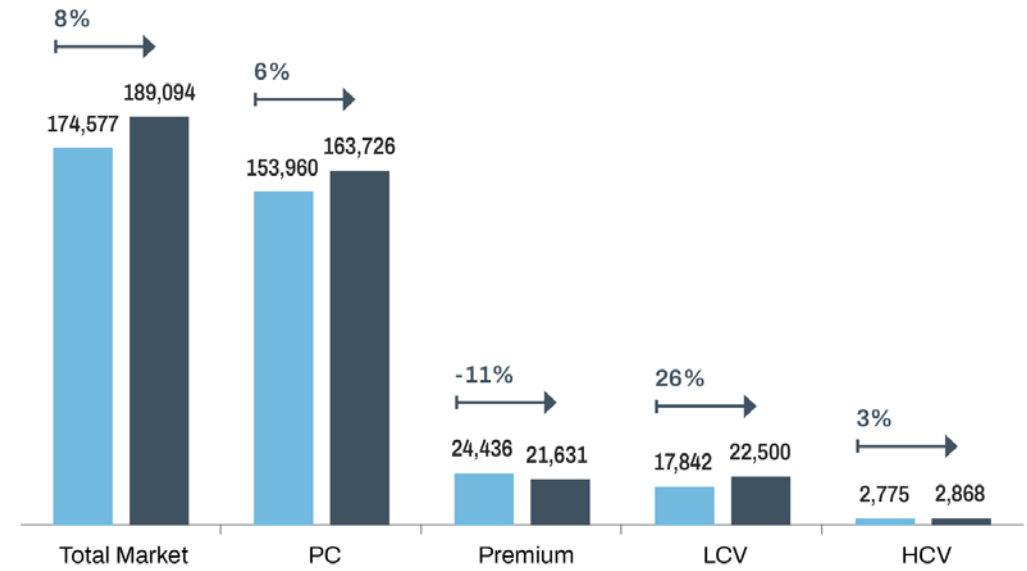
Wholesale

■ Dec2023
 ■ Dec2024
 ↔ Change (%)



DOAŞ

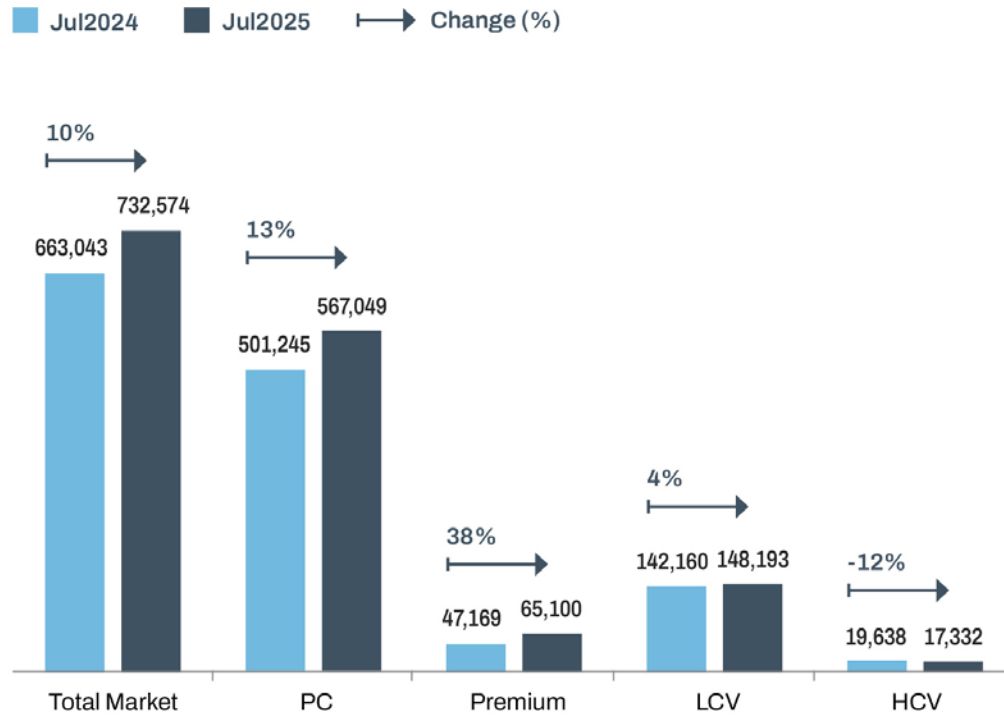
■ Dec2023
 ■ Dec2024
 ↔ Change (%)



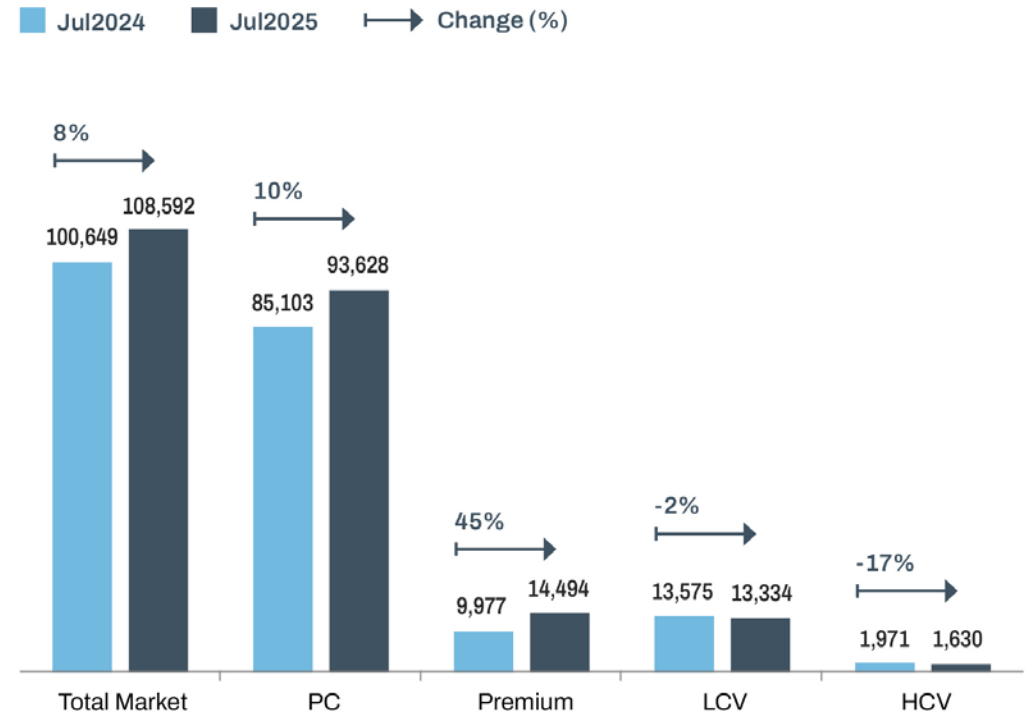
Source: Automotive Distributors' and Mobility Association. DOAS performance includes Škoda sales.

Market Review - Wholesale (Jul)

Wholesale



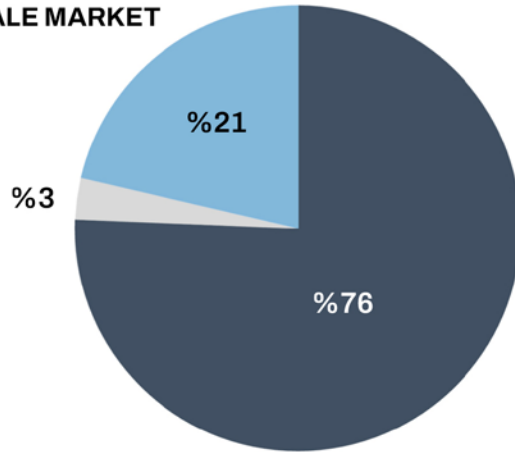
DOAŞ



Source: Automotive Distributors' and Mobility Association. DOAS performance includes Škoda sales.

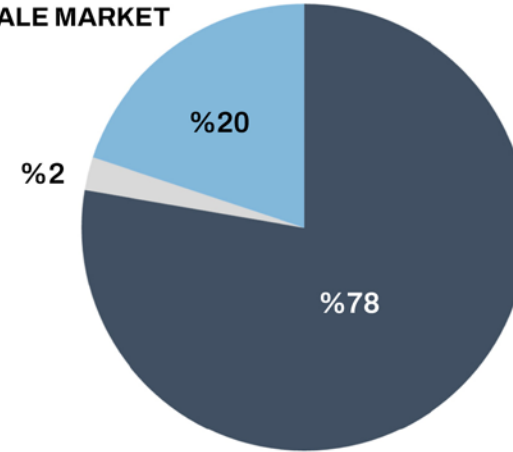
Market Review - Segment Based Distribution (Jul)

**WHOLESALE MARKET
JUL 2024**



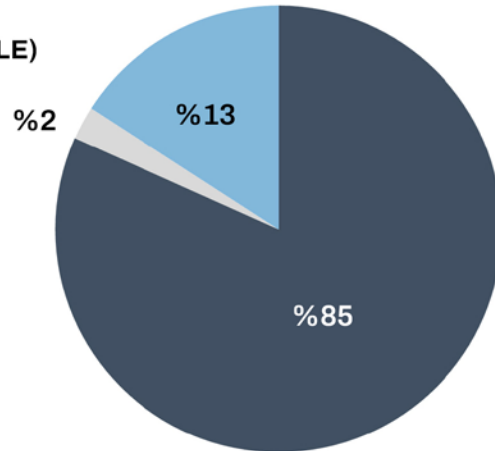
* 9% of passenger vehicles are in the Premium Segment.

**WHOLESALE MARKET
JUL 2025**



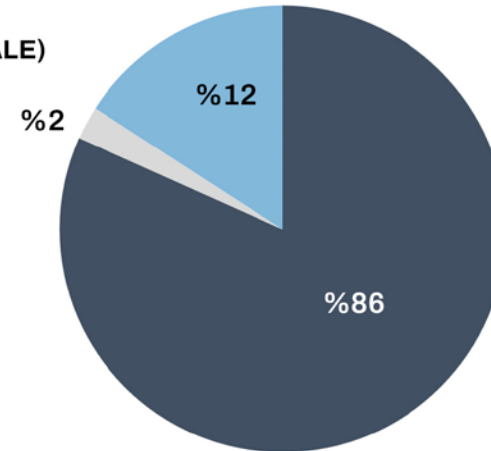
* 11% of passenger vehicles are in the Premium Segment.

**DOAŞ
(WHOLESALE)
JUL 2024**



* 12% of passenger vehicles are in the Premium Segment.

**DOAŞ
(WHOLESALE)
JUL 2025**



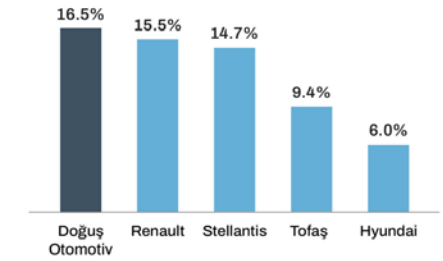
* 15% of passenger vehicles are in the Premium Segment.

■ PC ■ LCV ■ HCV

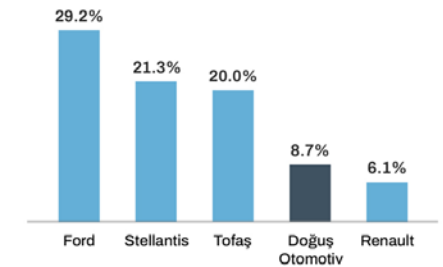
Market Share - Retail (2024)

RETAIL MARKET	2022 Year End	2023 Year End	2024 Year End	Dec2023/ Dec2024 Change
PASSENGER CAR (%)				
Doğuş Otomotiv	15.8	15.6	16.5	0.8
Renault	21.0	16.4	15.5	-1.0
Stellantis	13.1	17.4	14.7	-2.7
Tofaş	17.0	13.6	9.4	-4.2
Hyundai	7.1	5.5	6.0	0.5
Chery	0.0	4.2	5.8	1.6
Toyota	6.5	4.8	5.4	0.6
Togg	0.0	2.0	3.1	1.1
Other	19.5	20.5	23.7	3.2
LIGHT COMMERCIAL VEHICLE (%)				
Ford	34.7	26.9	29.2	2.2
Stellantis	11.9	19.1	21.3	2.2
Tofaş	25.8	25.7	20.0	-5.7
Doğuş Otomotiv	5.6	6.7	8.7	2.0
Renault	6.2	6.8	6.1	-0.8
Mercedes-Benz	3.3	3.5	4.0	0.5
Toyota	6.1	5.2	3.5	-1.6
Hyundai	1.5	2.2	1.7	-0.5
Other	4.9	3.9	5.6	1.8
LIGHT VEHICLE (%)				
Stellantis	12.8	17.8	16.1	-1.7
Doğuş Otomotiv	13.3	13.7	14.9	1.2
Renault	17.3	14.4	13.5	-0.8
Tofaş	19.2	16.2	11.6	-4.6
Ford	9.9	8.3	8.5	0.2
Hyundai	5.8	4.8	5.1	0.3
Toyota	6.4	4.8	5.0	0.2
Chery	0.0	3.3	4.6	1.3
Other	15.4	16.8	20.8	4.0

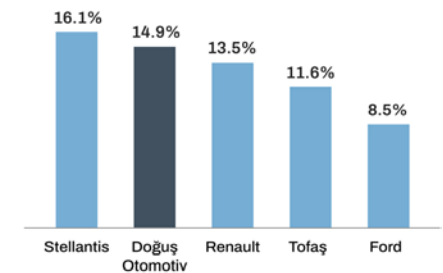
PV TOP 5 (Dec2024)



LCV TOP 5 (Dec2024)



LV TOP 5 (Dec2024)

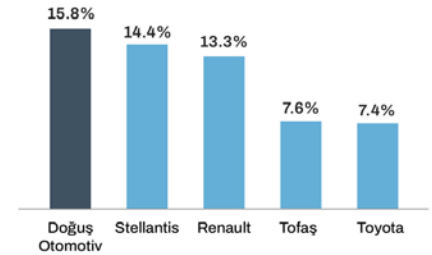


Source: Automotive Distributors' and Mobility Association. DOAS performance includes Škoda sales. (06.01.2025)

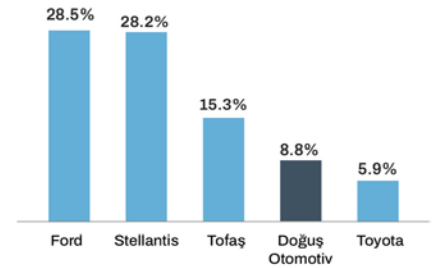
Market Share - Retail (Jul)

RETAIL MARKET	2023 Year End	2024 Year End	Jul 2024	Jul 2025	2024 Year End/ Jul 2025 Change	Jul 2024/ Jul 2025 Change
PASSENGER CAR (%)						
Doğuş Otomotiv	15.6	16.5	15.5	15.8	-0.7	0.4
Stellantis	17.4	14.7	15.3	14.4	-0.3	-0.9
Renault	16.4	15.5	15.9	13.3	-2.1	-2.6
Tofaş	13.6	9.4	9.9	7.6	-1.8	-2.3
Toyota	4.8	5.4	5.4	7.4	2.1	2.1
Hyundai	5.5	6.0	5.6	6.2	0.3	0.6
BYD	0.1	0.9	0.3	5.1	4.3	4.8
Borusan Otomotiv	3.0	3.4	2.6	4.6	1.1	2.0
Other	23.6	28.3	29.6	25.5	-2.8	-4.0
LIGHT COMMERCIAL VEHICLE (%)						
Ford	26.9	29.2	26.3	28.5	-0.7	2.2
Stellantis	19.5	21.5	16.8	28.2	6.8	11.4
Tofaş	26.4	20.5	23.5	15.3	-5.2	-8.2
Doğuş Otomotiv	6.8	8.8	9.5	8.8	0.0	-0.6
Toyota	5.2	3.6	3.2	5.9	2.3	2.8
Renault	6.8	6.1	6.9	3.8	-2.1	-2.6
Mercedes-Benz	3.5	4.0	3.6	3.5	-0.5	-0.1
KG Mobility - SsangYong	0.2	1.0	1.2	1.8	0.8	0.6
Other	4.7	5.5	9.0	4.2	-1.3	-4.8
LIGHT VEHICLE (%)						
Stellantis	17.8	16.1	15.6	17.2	1.1	1.6
Doğuş Otomotiv	13.7	14.9	14.2	14.4	-0.4	0.2
Renault	14.4	13.5	14.1	11.4	-2.1	-2.7
Tofaş	16.2	11.6	12.6	9.1	-2.5	-3.5
Ford	8.3	8.5	7.9	7.9	-0.6	0.0
Toyota	4.8	5.0	4.9	7.1	2.1	2.2
Hyundai	4.8	5.1	5.1	5.1	0.0	0.0
BYD	0.1	0.7	0.3	4.1	3.4	3.8
Other	20.0	24.7	25.3	23.7	-1.0	-1.6

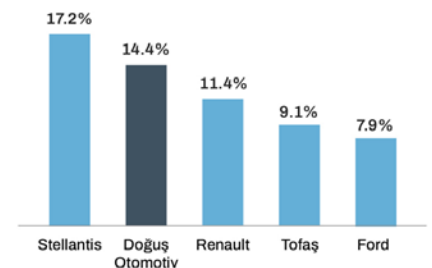
PV TOP 5 (Jul 2025)



LCV TOP 5 (Jul 2025)



LV TOP 5 (Jul 2025)



Source: Automotive Distributors' and Mobility Association. DOAS performance includes Škoda sales. (04.08.2025)

Electrification & Mobility





D-Çarge at a Glance

- As of year-end 2024, D-Çarge continued to provide services with a total of 350 sockets (130 AC and 220 DC) in 34 cities across Türkiye.
- Among 175 charging station operators in Türkiye, D-Çarge ranked 10th in terms of the number of sockets (AC/DC).
- The D-Çarge mobile application, developed by Doğuş Teknoloji, was launched on iOS and Android platforms in October 2024. As of the end of December 2024, the application had been downloaded 9,700 times, and the number of registered users had reached 7,000.
- By the end of 2025, D-Çarge aims to provide service with a total of 620 sockets (444 DC and 176 AC) in 48 cities in 7 regions across Türkiye.

Vision, Mission and Corporate Identity



Mission

To be the leader in the charging ecosystem in Türkiye with the best customer experience, high service quality, accessible and reliable widespread service network.

Vision

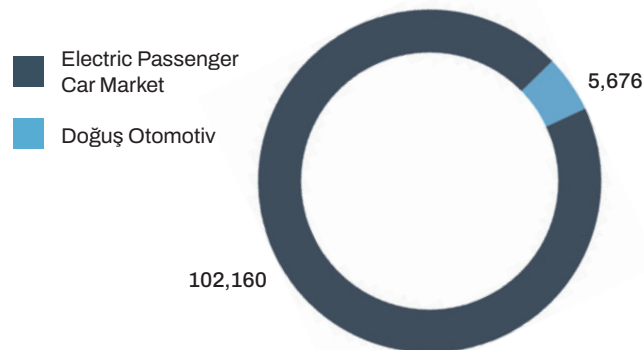
We aim to lead the industry by offering next-generation solutions that instantly meet the needs of electric vehicle users. Our goal is to provide a charging experience that is accessible to everyone, everywhere, through sustainable and innovative charging products and an extensive station network. By promoting the use of electric vehicles and advancing our efforts within the framework of sustainability, we prioritize creating value for both our customers and the planet.

Electric Vehicle Market Share - Retail (Jul)

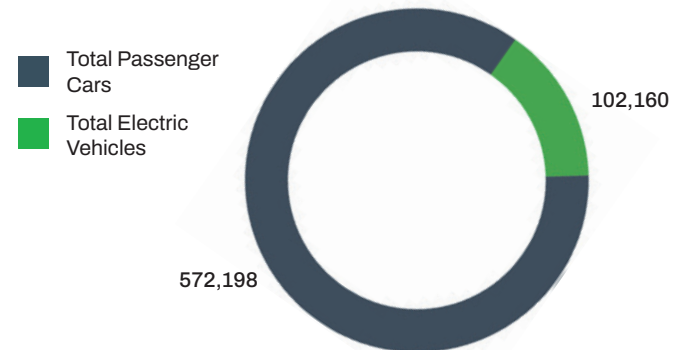
2025 Ranking	2024 Ranking	Brand	Jul 2024 Units	Jul 2025 Units	Jul 2024 Market Share	Jul 2025 Market Share	Jul 2024/Jul 2025 Change
1	1	Togg	14,248	19,821	34.44%	19.40%	-15.04%
2	3	Tesla	3,502	17,026	8.46%	16.67%	8.20%
3	9	BYD	1,205	11,752	2.91%	11.50%	8.59%
4	16	Kia	624	6,231	1.51%	6.10%	4.59%
5	14	Mini	1,033	5,983	2.50%	5.86%	3.36%
13	0	Volkswagen	0	2,454	0.00%	2.40%	2.40%
15	17	Audi	334	1,404	0.81%	1.37%	0.57%
16	0	Škoda	0	1,193	0.00%	1.17%	1.17%
19	22	Porsche	105	496	0.25%	0.49%	0.23%
24	0	CUPRA	0	129	0.00%	0.13%	0.13%
		Other	20,320	35,671			
Total Market			41,371	102,160			

Note: In the January-July 2025 period, Volkswagen light commercial electric vehicle sales amounted to 142 units. (2024: 0)

Doğuş Otomotiv Market Share: 5.6%

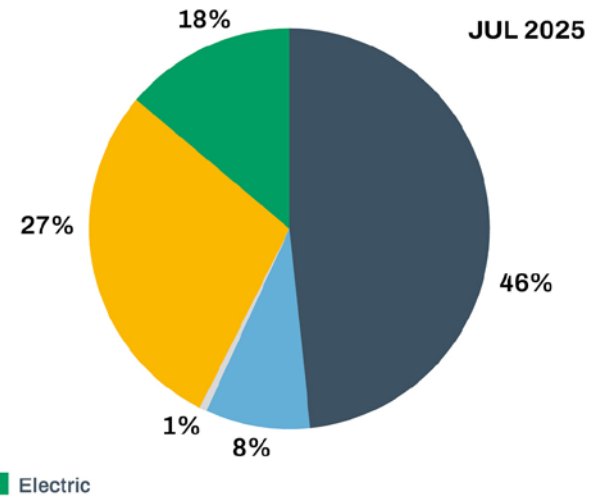
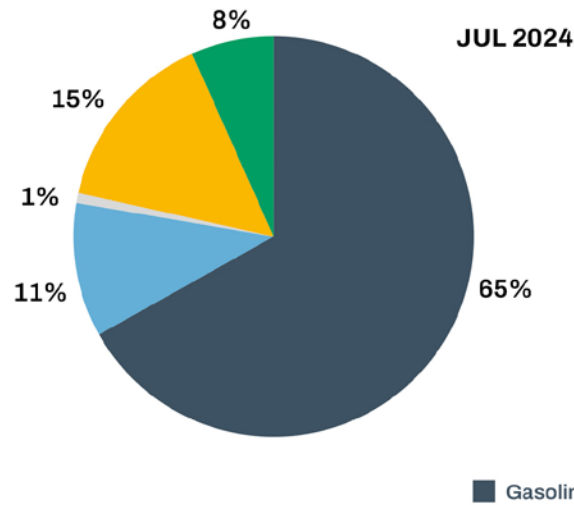
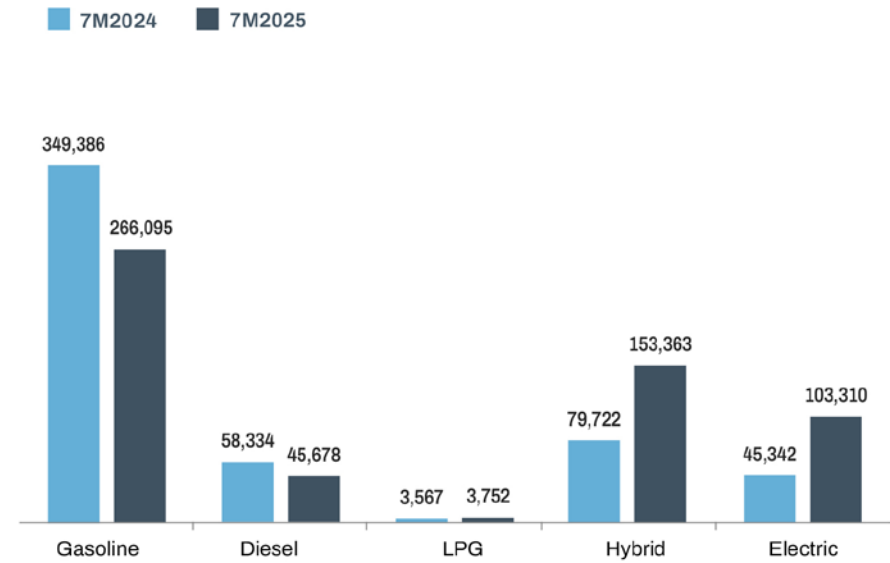
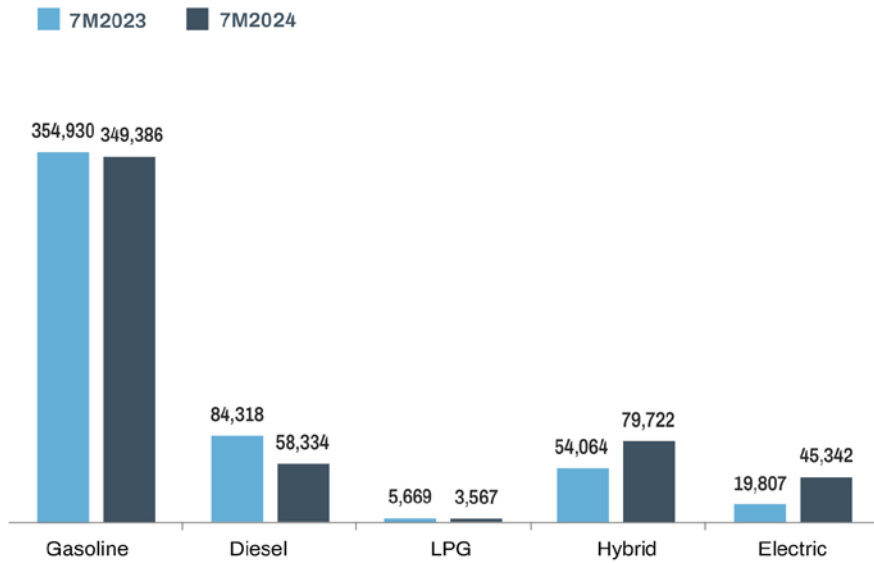


Electric Vehicle Total Market Share: 17.9%



Note: Hybrid vehicles are not included.

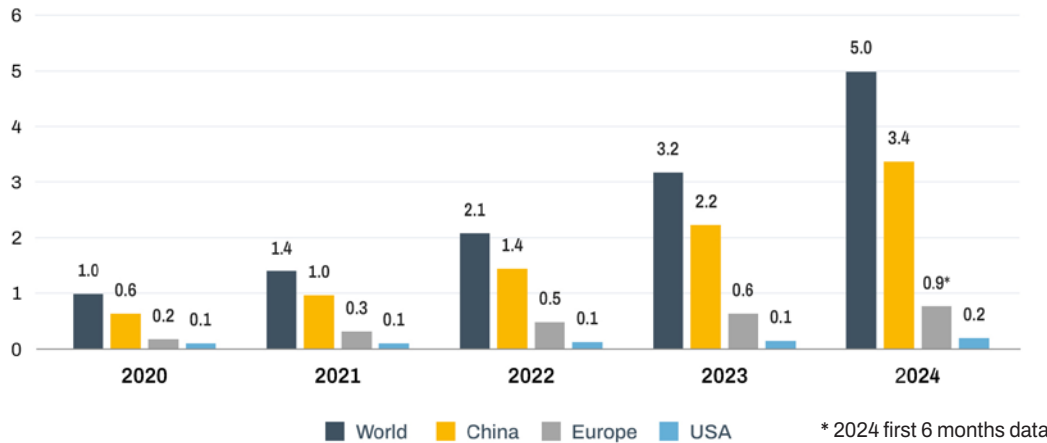
Automobile Market - Distribution by Engine Type (Jul)



Source: Automotive Distributors' and Mobility Association

Status of EV Charging Sockets in the Global and European Market (2024)

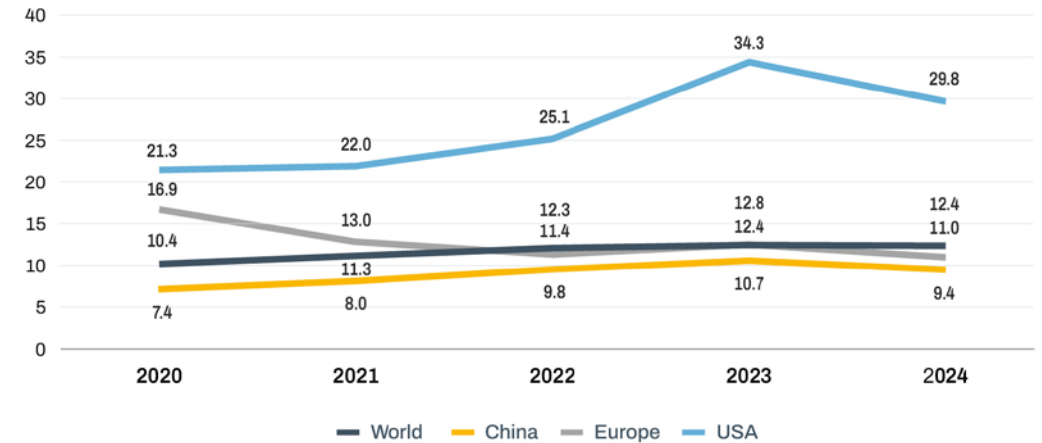
Number of Sockets (million)



Number of Sockets (2024)

- **World:** 5 million sockets in total (43% DC, 57% AC).
- **China:** 3.4 million devices are in public use. The socket distribution is 54% AC and 46% DC.
- **Europe:** The total number of sockets, which was 767,924 in 2023, reached 906,535 in the first half of 2024
- **USA:** By the end of 2024, there are a total of 195,179 sockets (40% AC, 60% DC).
- **Türkiye:** The total number of sockets increased from 3,450 in 2022 and 12,230 in 2023 to 27,357 in 2024. The current breakdown for 2025 is 16,591 AC and 11,568 DC, totaling 28,159 sockets. The total number of licensed companies is 210. While 179 of these are active, the licenses of 31 have been terminated.

Number of Vehicles per Socket



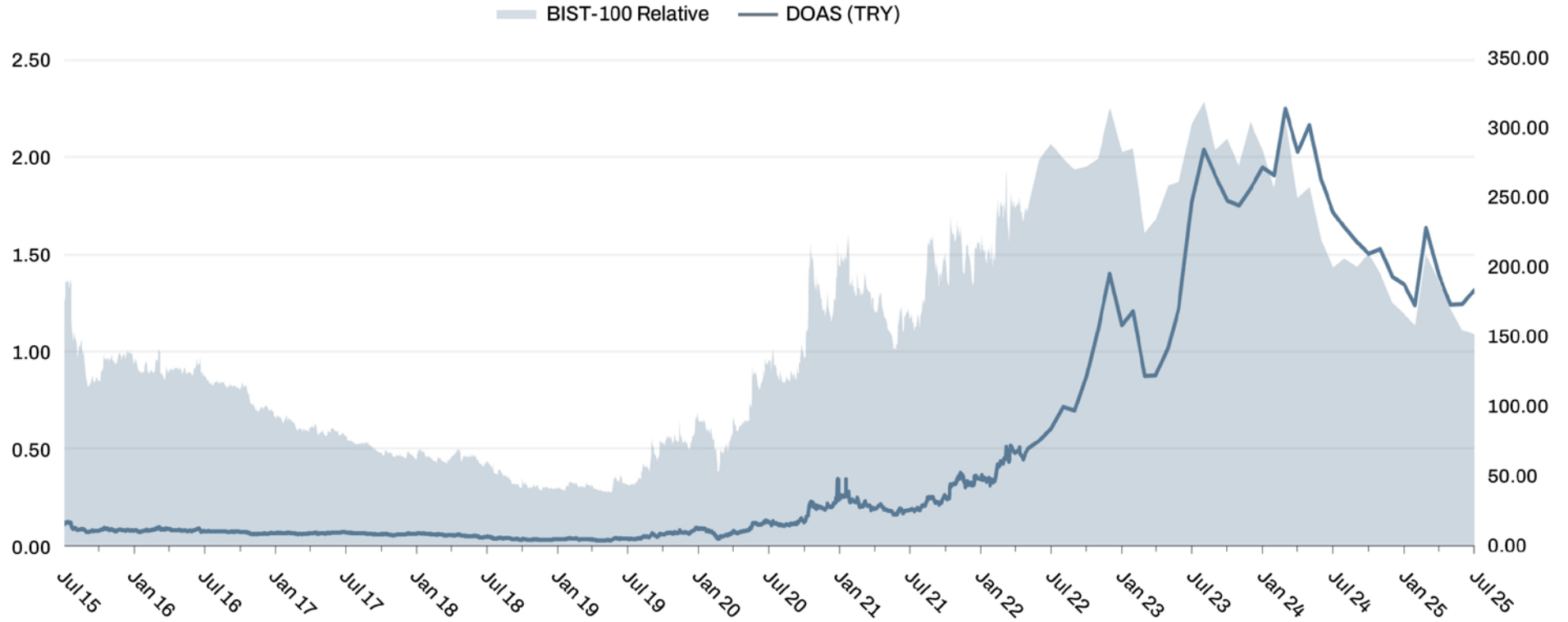
Number of Vehicles per Socket

- **World:** The number of vehicles per socket is in line with Europe.
- **China:** With the increasing number of electric vehicles and sockets, the number of vehicles per socket in the Chinese market is 9.4.
- **Europe:** The number of vehicles per charging socket, which was 16.9 in 2020, decreased to 11 by the end of 2024 as the number of charging stations increased. Europe's target is to reduce the number of vehicles per socket to 10.
- **USA:** In parallel with the increase in the number of EVs and the accelerated growth of charging infrastructure investments, the number of vehicles per socket has decreased to 29.8.
- **Türkiye:** The number of vehicles per socket is 3.6 in 2022, 6.3 in 2023 and 6.7 in 2024. According to 2025 end-February data, this number is 7.4.

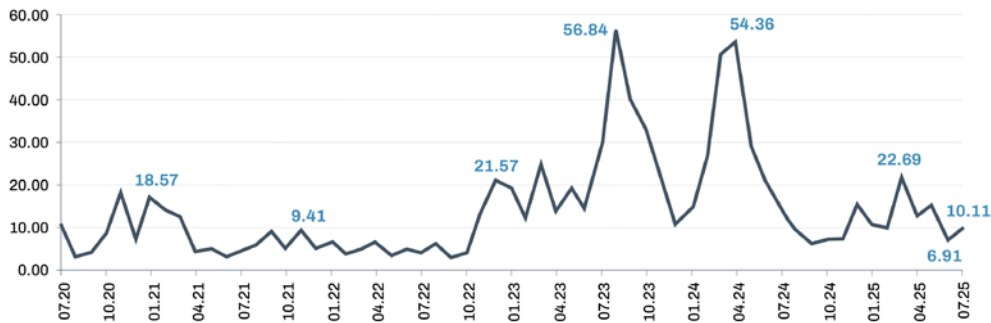
Stock Performance



Stock Performance



DOAS Trading Volume

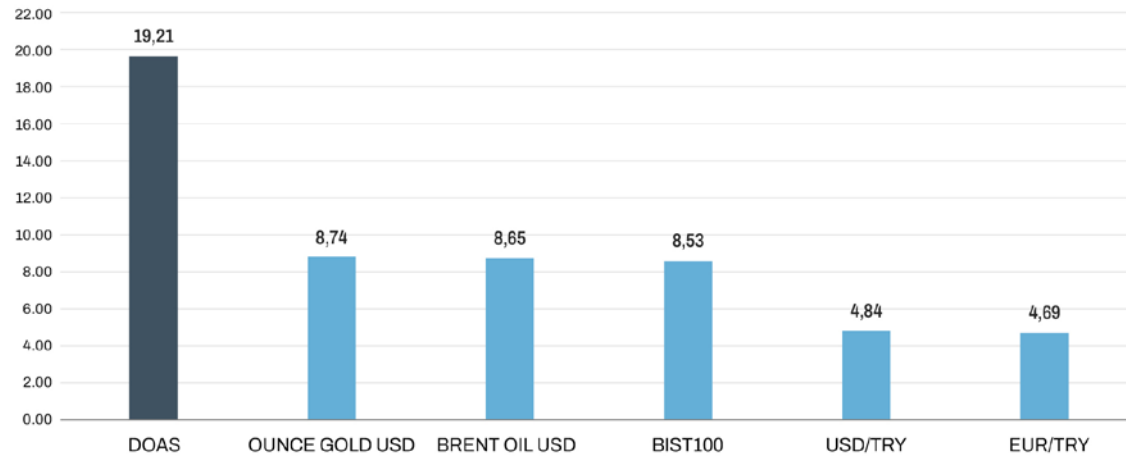


Beta



Stock Performance

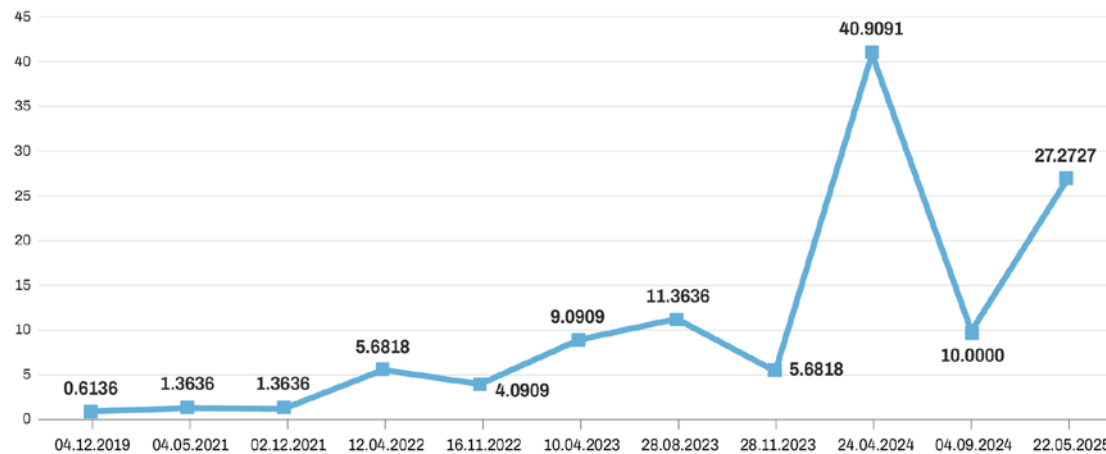
2020-2025 Return on Investment (mio TRY)



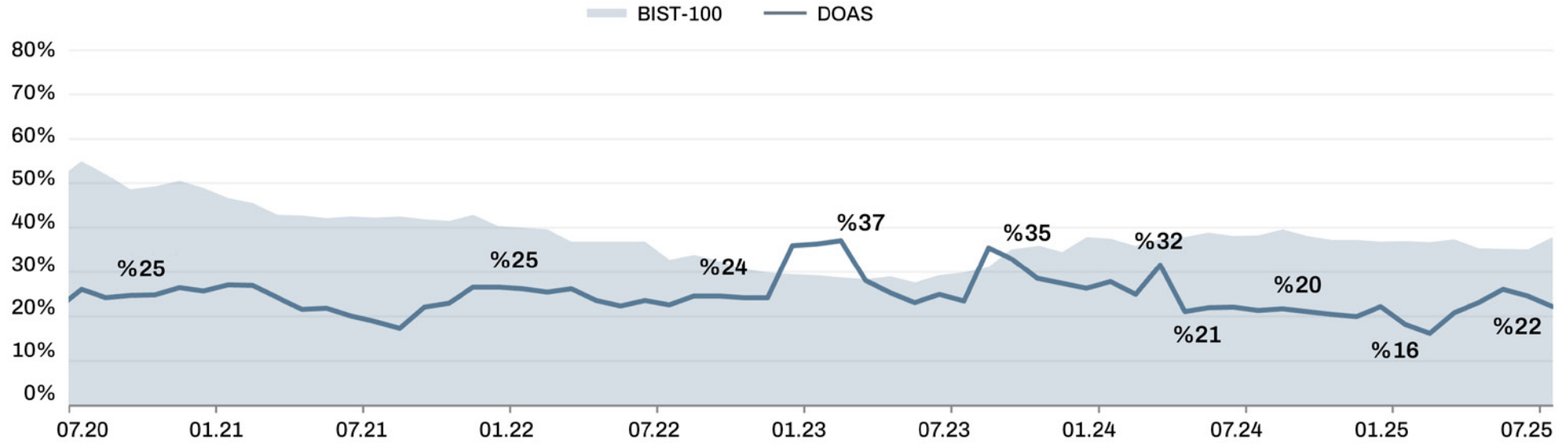
* It represents the return of the investment of TRY 1,000,000 made in 31 July 2020 as of 31 July 2025.

Source: Investing.com

Gross Dividend Per Share (TRY)



Foreign Ownership Ratio (%)



Trade Name of the Partner	Share in Capital (TRY)	Share in Capital (%)
Doğuş Holding A.Ş.	133,099,708	60.5
Doğuş Sigorta Aracılık Hizmetleri A.Ş.	292	-
Other	86,900,000	39.5
Total	220,000,000	100.00

Financial Performance



Consolidated Income Statement - 1

(mn TRY, CMB)	31 Mar 25	31 Mar 24	Change (%)
Revenue	42,040	47,121	-11%
Gross Profit	6,798	8,394	-19%
Operational Expenses	-4,033	-2,440	65%
Selling and Marketing Expenses	-843	-739	14%
General Administrative Expenses	-3,502	-1,906	84%
Warranty Expenses, net	-255	-209	22%
Other Operating Expenses, net	566	414	37%
EBITDA	3,445	6,519	-47%
EBIT	2,764	5,954	-54%
Net Profit	571	4,136	-86%

Margins	31 Mar 25	31 Mar 24	Change (%)
Gross Margin	16.2%	17.8%	-2% P
Opex/Sales	9.6%	5.2%	4% P
EBITDA Margin	8.2%	13.8%	-6% P
EBIT Margin	6.6%	12.6%	-6% P
Net Profit Margin	1.4%	8.8%	-7% P

Consolidated Income Statement - 2

(TRY '000)	31 Mar 25	Vertical Analysis	31 Mar 24	Vertical Analysis	Change (%)
Revenue	42,039,615		47,121,170		-11%
Direct Cost of Revenue	-35,241,929	84%	-38,726,964	82%	-9%
Gross Profit	6,797,686	16%	8,394,206	18%	-19%
Selling, Marketing and Distribution Expenses	-842,582	2%	-739,007	2%	14%
General Administrative Expenses	-3,501,749	8%	-1,906,470	4%	84%
Warranty Expenses	-255,195	1%	-208,969	0%	22%
Other Operating Incomes/Losses, net	566,187	-1%	414,109	-1%	37%
EBIT	2,764,347	7%	5,953,869	13%	-54%
Income/Loss from Investing Activities, net	51,791		270,182		-81%
Income/Loss from Associates	174,348	0%	477,703	1%	-64%
Net Monetary Position Gains (Losses)	-603,397		-922,830		-35%
Financial Incomes/Costs, net	-984,542		-558,141		76%
Profit Before Income Tax	1,402,547	3%	5,220,783	11%	-73%
Tax Expense	-831,600		-1,084,868		-23%
Profit for the Year	570,947	1%	4,135,915	9%	-86%

Gross Profit	Automotive Segment	Real Estate Segment	Elimination Between Segments	Total
Revenue from External Customers	41,850,327	221,191	-31,903	42,039,615
Cost of Sales	-35,201,917	-40,012	0	-35,241,929
Gross Profit	6,648,410	181,179	-31,903	6,797,686
Gross Profit Margin	15.9%	81.9%	100.0%	16.2%

Income Loss from Associates	31 Mar 25 Cumulative	31 Mar 24 Cumulative
TÜVTÜRK N&S (Consolidated)	266,413	236,512
vdf Servis	94,823	-60,057
Doğuş Teknoloji	-6,945	25,146
Doğuş Sigorta	-8,583	8,277
Yüce Auto (Škoda)	-171,360	267,825
Grand Total	174,348	477,703

Financing Costs

(TRY '000)	31 Mar 25	31 Mar 24	Change (%)
Financing Cost, net	984,542	558,141	76%
Financial Expenses	1,620,924	1,488,272	9%
Foreign Exchange Losses on Borrowings	797,275	733,359	9%
Interest Expense on Borrowings	678,277	587,265	15%
Commission Expenses on Letters of Guarantee	56,671	88,302	-36%
Interest Expense on Lease Liabilities	35,244	24,302	45%
Other*	53,457	55,044	-3%
Financial Incomes	636,382	930,131	-32%
Interest Revenue	636,382	930,131	-32%

* Other financial expenses, mainly consist of pos machine commission expenses.

Consolidated Balance Sheet - 1

(TRY '000)	31 Mar 25	31 Dec 24
ASSETS	105,978,665	101,488,099
Cash and Cash Equivalents	3,800,613	10,360,836
Trade Receivables	15,395,600	17,448,706
Inventories	26,582,679	16,960,930
Tangible and Intangible Non-current Assets	22,834,655	22,991,069
Financial Investments	3,644,412	3,644,412
Investments in Equity Accounted Investees	9,979,621	10,354,475
Right of Use Asset	263,866	197,063
Other	23,477,219	19,530,608
LIABILITIES	50,031,220	40,140,748
Financial Liabilities	15,102,079	13,322,420
Trade Payables	19,242,115	15,777,100
Provisions	2,778,481	4,280,509
Other	12,908,545	6,760,719
EQUITY	55,947,445	61,347,351

INVENTORIES

Number of vehicles increased from 14,173 units on 31.12.2024 to 21,324 units on 31.03.2025.

Investments in Equity Accounted Investees	31 Mar 25	31 Dec 24
Associates		
vdf Servis	6,452,621	6,306,033
Yüce Auto (Škoda)	736,071	1,508,470
Doğuş Sigorta	277,589	286,172
Doğuş Teknoloji	402,710	402,987
Business Partnerships		
TÜVTÜRKNGS (Consolidated)	2,110,630	1,850,813
Total	9,979,621	10,354,475

FINANCIAL LIABILITIES

Use of financing was realized as expected at TRY 15.1 billion.

Provisions	31 Mar 25	31 Dec 24
Warranty provisions	332,355	363,547
Legal provisions	172,730	158,208
Hatay Region Sociocultural Donation Provisions	1,812,816	222,987
Non-current provisions for employee benefits	460,580	418,189
Other provisions	0	3,117,578
Total	2,778,481	4,280,509

Consolidated Balance Sheet - 2

(Balance Sheet, mn TRY)	31 Mar 25	31 Dec 24	Change (%)
Total Assets	105,979	101,488	4%
Total Equity	55,947	61,347	-9%
Net Working Capital	11,172	17,200	-35%
Net Cash Position	-10,906	-2,177	401%
Receivable Turnover (day)	33	31	0%
Inventory Turnover (day)	69	36	94%
Payable Turnover (day)	50	33	51%
Net Debt/EBITDA	82.0%	45.4%	37% P

(Balance Sheet, mn TRY)	31 Mar 25	31 Dec 24	Change (%)
CAPEX*	787	630	25%
ROA	0.5%	4.1%	-4% P
ROE	1.0%	6.7%	-6% P

* Cash outflow by acquisition of property, plant and equipment and intangible assets.

2025 Expectations



OEM Strategy: Maintain represented brands' competitive position.



TOTAL AUTOMOTIVE MARKET
(PC + LCV + HCV)

Forecast

1,000,000+ units



DOĞUŞ OTOMOTİV SALES VOLUME
(excluding Škoda)

Forecast

115,000+ units



INVESTMENT EXPENDITURE

Forecast

TRY 5.3 billion

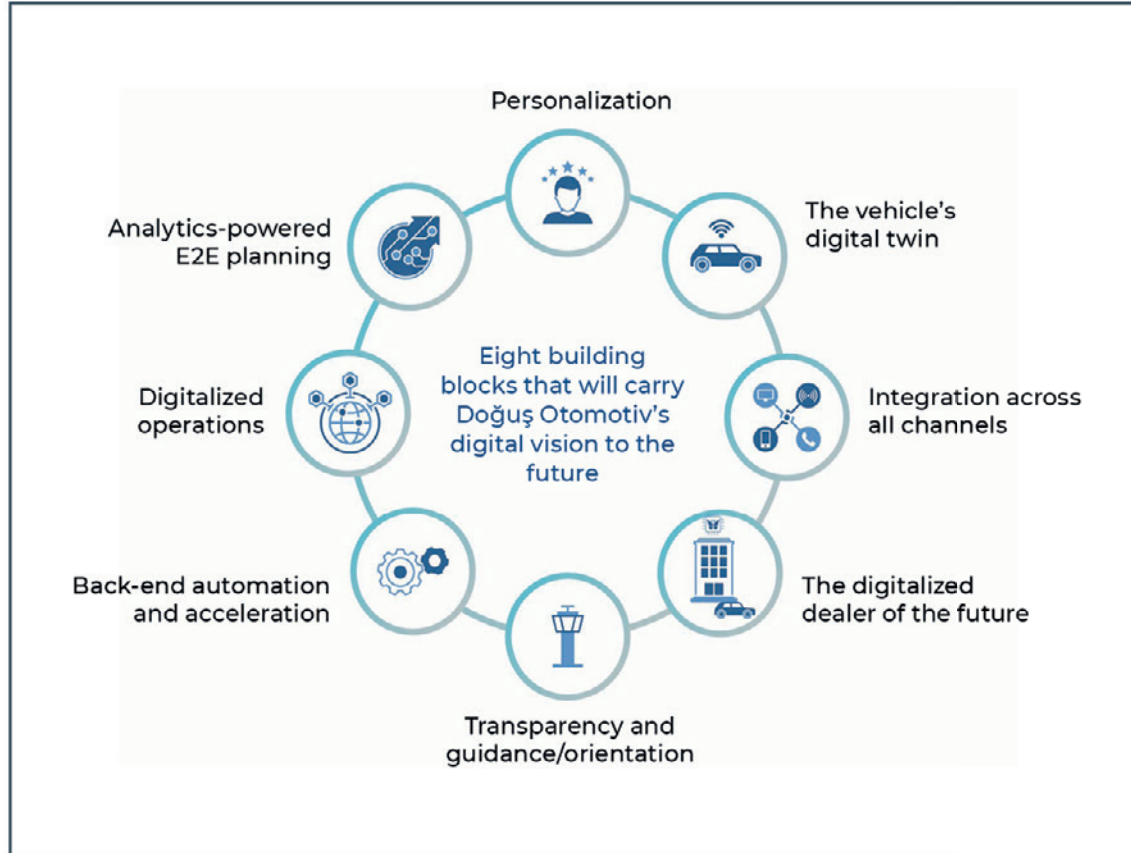
- » Expenditures for head office, logistics, spare parts, training areas and subsidiaries
- » **Renewable energy** investments
- » **Machinery and equipment** investments
- » **Test vehicles**
- » Investments in **information technologies** and **digitalization** projects, **digital literacy** trainings
- » Investments presenting **potential to create value**
- » **Electric vehicle charging stations** investments

Corporate Governance and Sustainability



Digital Transformation Strategy

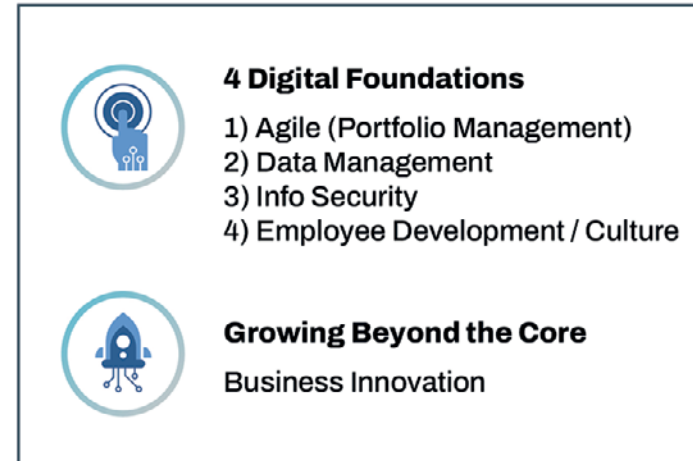
Doğuş Otomotiv Road Map for Digital Vision



Project Categorization



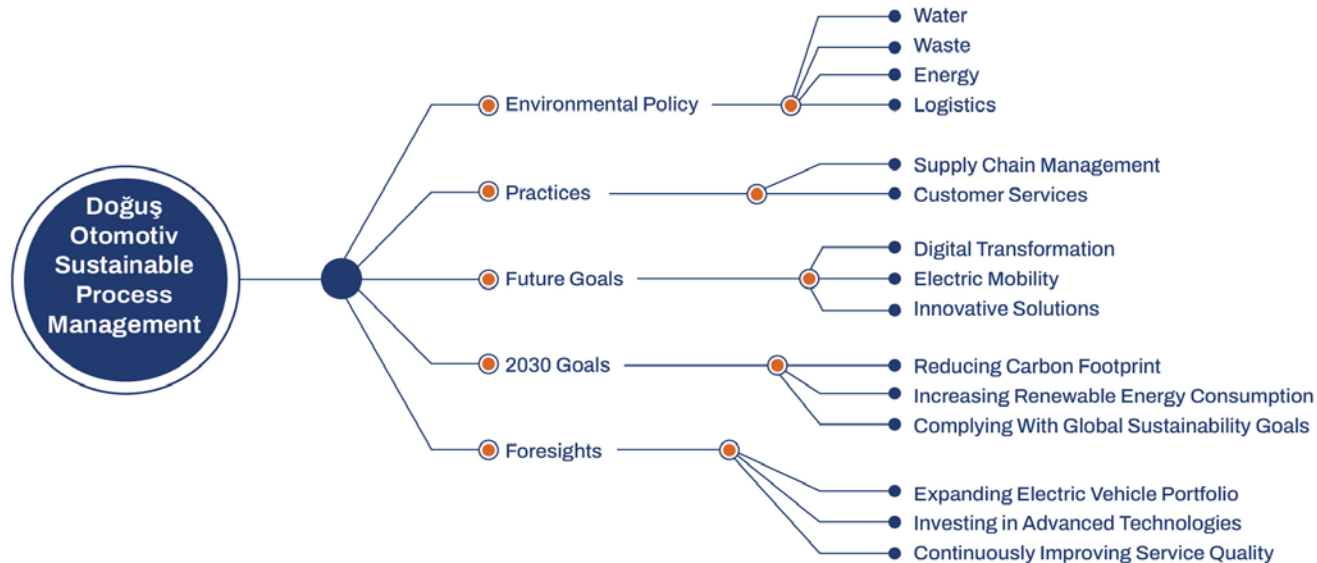
Supporting and Enabling Factors



Sustainability Strategy

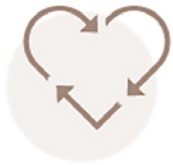


Sustainable Process Management



Sustainability Strategy

Highlights



PERFORMANCE INDICATORS

We reduced our Scope-2 emissions by **28.5%** compared to 2021. Our waste recycling rate is **91.1%** reflecting our increased focus on circular economy principles.



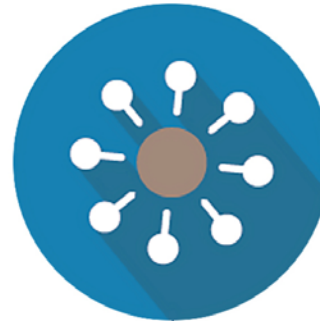
ECONOMIC IMPACT

Despite challenging market conditions, our sustainable business practices led to a **68.66%** increase in revenue, with sustainability-focused products accounting for **6.70%** of total sales.



SUPPLY CHAIN SUSTAINABILITY

Thanks to our investment in eco-friendly transportation and optimized route planning, we achieved a **12.5%** reduction in carbon emissions from our logistics operations.



ELECTRIC VEHICLE (EV) MARKET SHARE

Through targeted marketing campaigns and enhanced customer information on the benefits of electric vehicles, the market share of electric vehicles in our portfolio was increased to **1.46%**.



SALES AND SERVICE NETWORK

With the transition to smart energy management systems, we increased our energy efficiency by **29.84%**. The **ISO 50001** Energy Management System, which we have been implementing for two years, also played a significant role in our efficiency efforts.

Sustainability Strategy

ESRS Reporting



ENVIRONMENTAL

- VW AG @Retail Pilot Country Program
- Creation of the D-Charge brand for the establishment and operation of charging units, charging stations, and charging networks, and provision of charging services
- Electric vehicle sales of 3,628 units for the year 2024 (2023: 1,053)
- With the solar energy power plant we started using in May 2022, we met 60% of our electricity needs. This coverage increased to 67% in 2023.
- Climate Change Strategy and reporting in accordance with IFRS S1 and S2 & TSRS S1 and S2



SOCIAL

- Being the first company in Türkiye to declare its human rights priorities
- Implementation of Corporate Governance and Sustainability Assessment Program in Authorized Dealers and Services (20% of the dealer network)
- Development and implementation of Biodiversity Awareness Programs
- Volunteer hours increased by 59.26% (2022: 788; 2023: 1,255)
- Training hours per employee increased by 22.77% (2022: 37.49; 2023: 46.03)

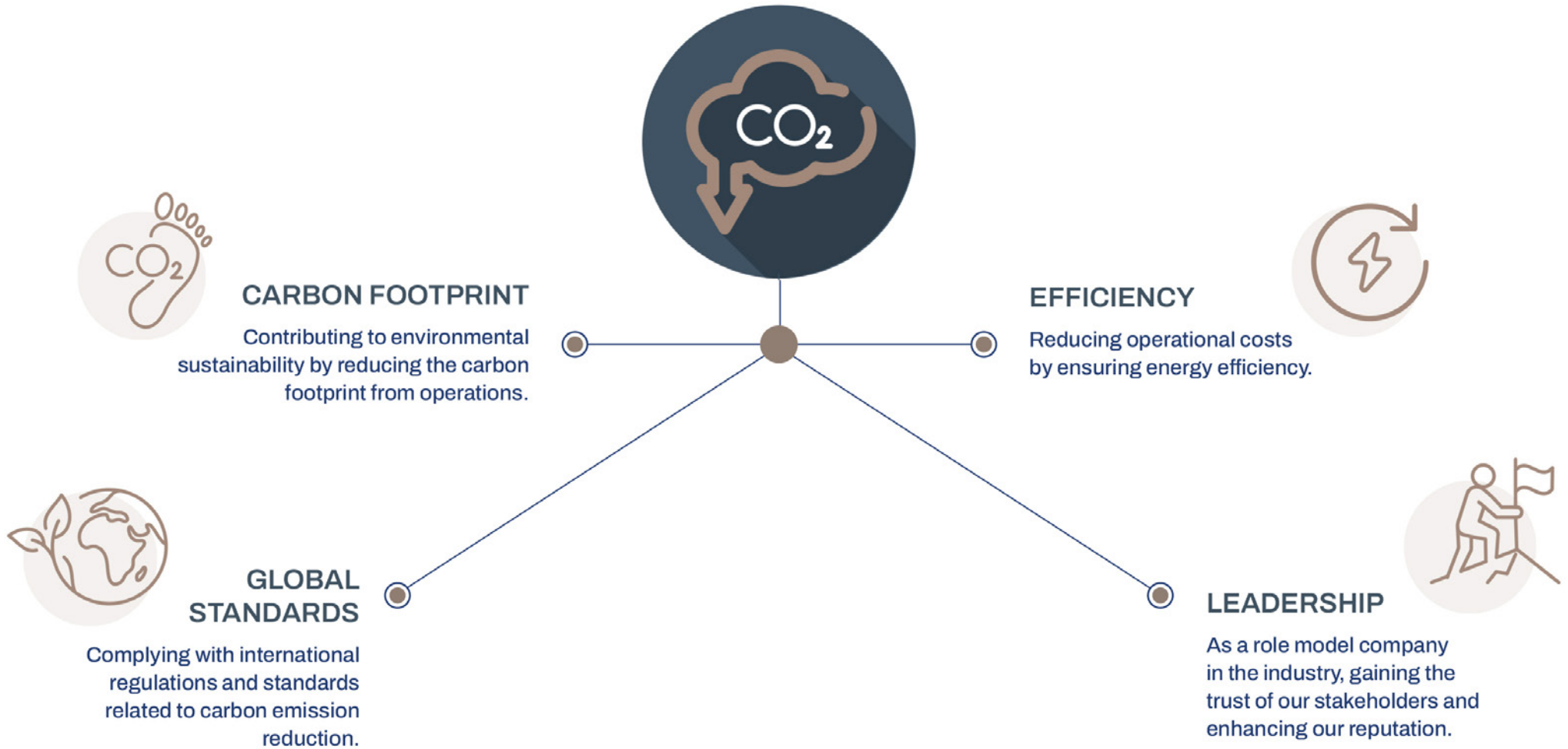


GOVERNANCE

- Inclusion in the BIST Sustainability 25 Index
- In Q1 2025, ranked 3rd among 219 companies worldwide in the retail sector (based on LSEG evaluations)
- In Q1 2025, top-ranked company in Türkiye in the automotive sector (based on LSEG evaluations)
- Implementation of Sustainable Supply Chain Management

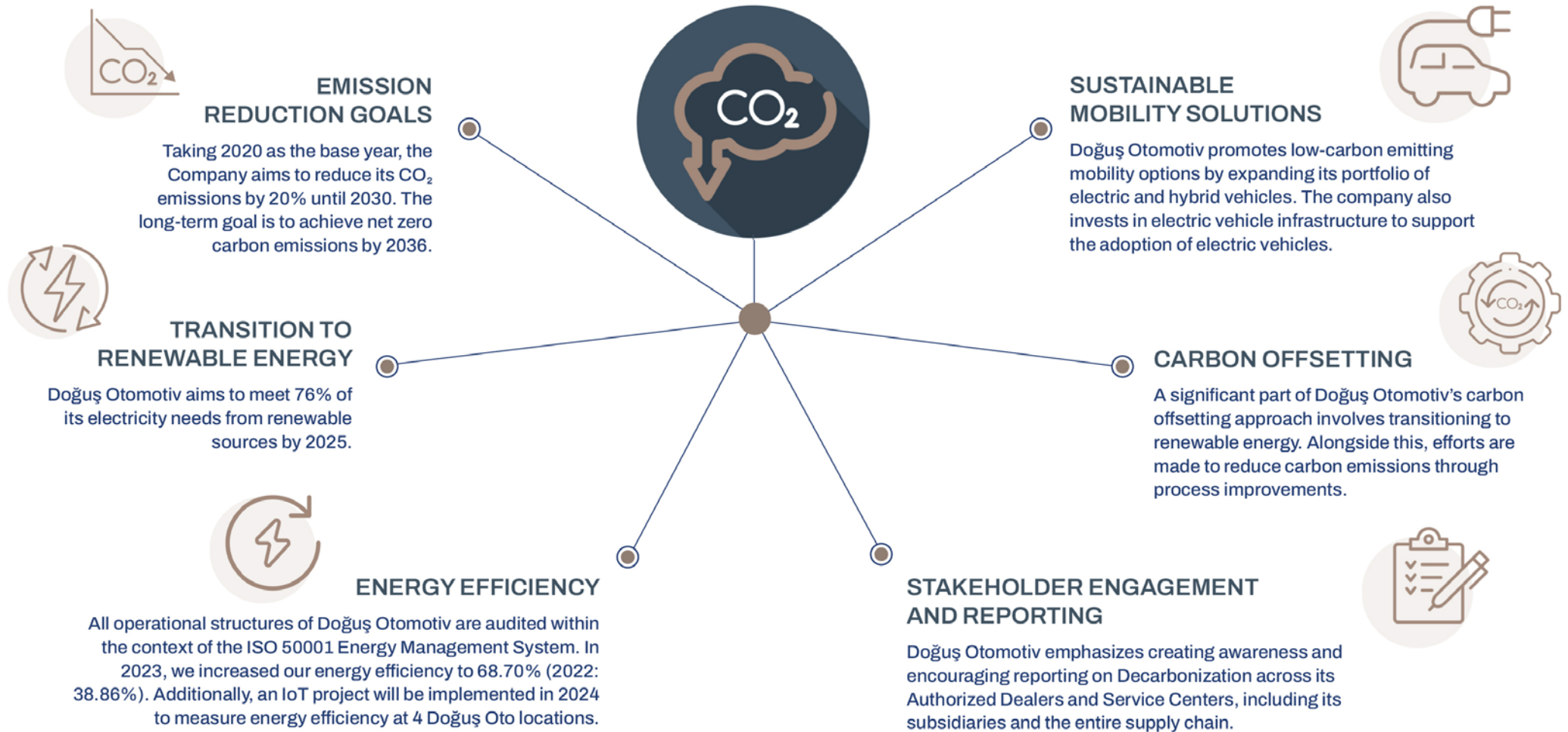
Decarbonization

Doğuş Otomotiv's Decarbonization Strategy



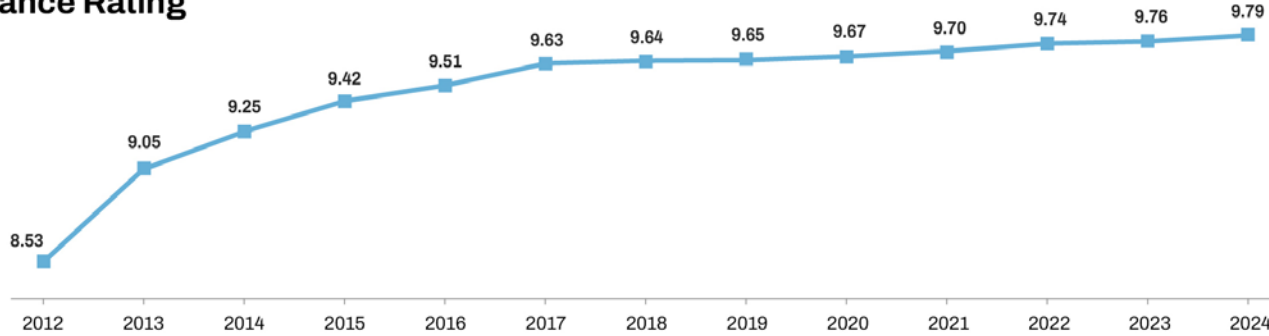
Decarbonization

Key Components of the Decarbonization Strategy

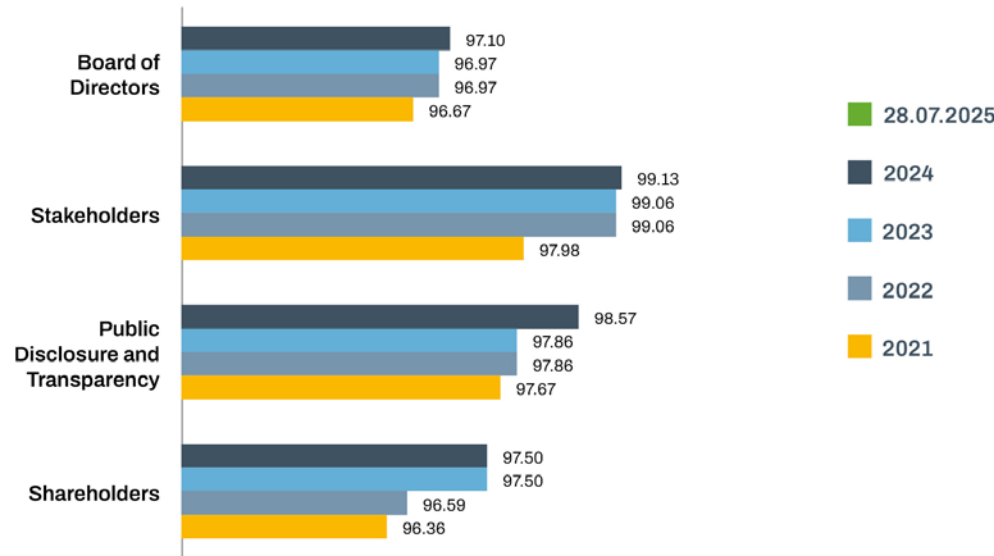


Corporate Governance and Corporate Sustainability Performance Development

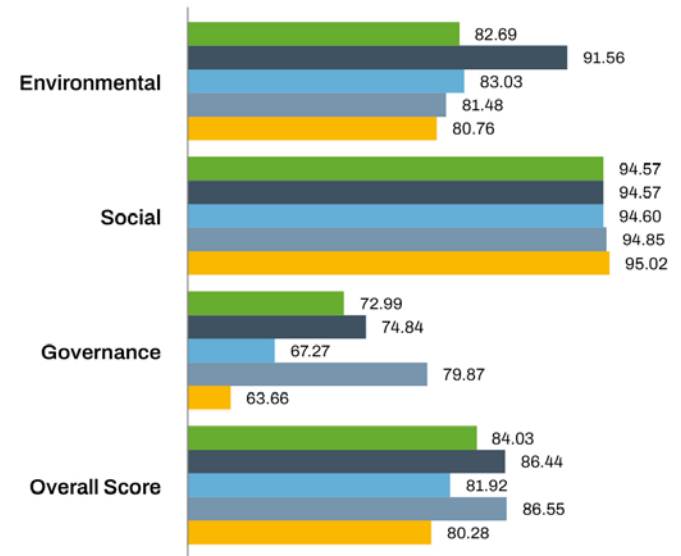
Corporate Governance Principles Compliance Rating



Breakdown of Corporate Governance Compliance Rating Score



Corporate Sustainability Rating Score *



* As per the rating studies conducted by LSEG, the scores for the years 2021, 2022 and 2023 reflect the performance of the annual activity period. The performance of the 2024 activity period has not been yet announced, therefore the score as of December 31, 2024 is included.

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