

# INTERIM REPORT

## 2Q 2025





**CONVENIENCE TRANSLATION INTO ENGLISH OF  
INDEPENDENT AUDITOR'S REVIEW REPORT ON SEMI-ANNUAL REPORT  
ORIGINALLY ISSUED IN TURKISH**

To the General Assembly of Dođuş Otomotiv Servis ve Ticaret A.Ş.

Introduction

- 1- We have been assigned to the review whether the financial information in the review report of Dođuş Otomotiv Servis ve Ticaret A.Ş. (the "Company") and its subsidiaries (collectively referred as the "Group") prepared as at 30 June 2025 is consistent with the reviewed interim condensed consolidated financial information. Management is responsible for the preparation of the semi-annual report. Our responsibility is to express a conclusion on whether the financial information provided in the semi-annual report is consistent with the reviewed interim condensed consolidated financial information on which we have expressed our conclusion dated 19 August 2025.

Scope of review

- 2- We conducted our review in accordance with the Standard on Review Engagements ("SRE") 2410 "Review on Interim Financial Information Performed by the Independent Auditor of the Entity". Our review includes the assessment as to whether the financial information included in the semi-annual report is consistent with the reviewed interim condensed consolidated financial statements and other explanatory notes. A review is substantially less in scope than an audit conducted in accordance with Independent Auditing Standards, the objective of which is to express an opinion on the financial statements. Consequently, a review on the semi-annual financial information does not provide assurance that the audit firm will be aware of all significant matters which would have been identified in an audit. Accordingly, we do not express an audit opinion.

Conclusion

- 3- Based on our review, nothing has come to our attention that causes us to conclude that the accompanying financial information included in the review report is not consistent, in all material respects, with the interim financial information and the information presented in the explanatory notes to interim condensed consolidated financial statements.

PwC Bađımsız Denetim ve  
Serbest Muhasebeci Mali Műşavirlik A.Ş.

Cihan Harman, SMMM  
Independent Auditor

Istanbul, 19 August 2025

# CONTENTS

1. CORPORATE OVERVIEW	3
2. PROFIT DISTRIBUTION POLICY AND DIVIDEND PAYMENT	6
3. SUBSIDIARIES, AFFILIATES, BUSINESS PARTNERSHIPS	7
4. OPERATIONAL AND FINANCIAL INDICATORS	8
5. DONATIONS	9
6. NUMBER OF EMPLOYEES	9
7. RISK MANAGEMENT	9
8. GENERAL ASSEMBLY INFORMATION	10
9. AMENDMENTS TO THE ARTICLES OF ASSOCIATION MADE DURING THE YEAR	10
10. CORPORATE GOVERNANCE AND SUSTAINABILITY PRINCIPLES COMPLIANCE STATEMENT	10
11. EXPECTATIONS FOR 2025	14
12. DOÇUŞ OTOMOTİV'S DIGITAL TRANSFORMATION STRATEGY	14

## 1 - CORPORATE OVERVIEW

### a. Corporate Information

Title	Doğuş Otomotiv Servis ve Ticaret Anonim Şirketi
Address	Maslak Mahallesi, Ahi Evran Caddesi, No: 4, İç Kapı No: 3, 34485 Sarıyer / İSTANBUL
Headquarters	Şekerpinar Mahallesi, Anadolu Caddesi No: 45 D, 41490 Çayırova / KOCAELİ
Phone	(262) 676 90 90
Fax	(262) 676 76 65
Trade Registry No	429183 - 376765
E-mail	investorrelations@dogusotomotiv.com.tr
Website Address	<a href="http://www.dogusotomotiv.com.tr/en/home">www.dogusotomotiv.com.tr/en/home</a>
Central Registration System No	0309011471300010

### b. Activities

Doğuş Otomotiv, the representative of 17 international brands and 18 affiliated product groups, each of which is the leader in its own sector, including passenger cars, light commercial vehicles, heavy vehicles, industrial and marine engines, and cooling systems sectors, offers its individual and corporate customers a wide product portfolio that includes the Volkswagen Passenger Cars, Audi, SEAT, CUPRA, Škoda, Bentley, Lamborghini, Porsche, Volkswagen Commercial Vehicles, and Scania brands and more than 80 models of these brands. The company also competes with the Scania brand in the industrial and marine engines market, with the Thermo King brand in the cooling systems market, and with the Meiller brand in the semi-trailer tipper products market. The sales and servicing of semi-trailer products in Türkiye are also provided under the Wielton brand. In addition, under the DOD brand, Doğuş Otomotiv offers services to its used vehicles customers. As for after-sales services and spare parts procurement in the maritime sector, the company operates within a corporate structure under the Doğuş Marine Services brand. In addition, the Company provides sales and after-sales services in Türkiye for Novamarine boats and speedboats, Aerofoils e-foil products, and Riviera motor yachts. In 2023, Doğuş Şarj Sistemleri Pazarlama ve Ticaret A.Ş. commenced its operations in the establishment and operation of charging units, charging stations, a charging network, and the provision of charging services. In addition, Doğuş Otomotiv provides sales and after-sales services for MATE.Bike electric bicycles in Türkiye. Upholding unconditional customer satisfaction as its foremost priority, the company maintains the most extensive Authorized Dealer and Service network in the country. More than 740 customer service points throughout Türkiye offer Doğuş Otomotiv's customers extensive and uninterrupted sales, repair, and spare parts services.

In addition to its import and distributorship operations, Doğuş Otomotiv continues to operate in areas such as consumer finance, fleet management, spare parts and accessories sales, logistics and customer services, used vehicle sales, express service, vehicle inspection, and insurance, in line with its strategy of having a presence in all rings of the automotive value chain. With the Value and Care Center established in 2014 as a result of the efforts for achieving customer satisfaction, our company provides 24/7 roadside assistance to its customers.

Doğuş Otomotiv shares, which were offered to the public in 2004, are traded on the Borsa Istanbul (BIST) with the code "DOAS.IS". Our company has published its first Corporate Sustainability Report in 2009 and signed the United Nations Global Compact in 2010. As part of its product and service responsibility, our company has been engaging in social awareness activities for the past 21 years without interruption, starting with the slogan "Traffic is Life!" in 2004, in an attempt to raise awareness about safe driving in traffic. The program aligns with Goal 3.6 of the UN Sustainable Development Goals and continues to contribute to personal and social security through awareness initiatives on traffic safety in education and training settings.

Doğuş Otomotiv continued to be listed in the BIST Sustainability Index as of June 2025. Our company has been also listed in the BIST Sustainability 25 Index, which started to be published on November 21, 2022, and consists of large and liquid companies with a high sustainability performance.

Reflecting its strong financial performance and sustainable growth strategies, our company continues to be listed on the BIST Dividend, BIST Dividend 25, BIST 500 and BIST 50 indices.

Moreover, the company was awarded the title of the second company with the highest Corporate Governance Rating by the Corporate Governance Association of Türkiye in 2025, recognizing its commitment to corporate governance principles and its adherence to good practices.

### c. Information on Capital Structure and Partnership

The paid-in capital of our company, consisting of 220,000,000 shares with a nominal value of 1 TRY each, without different types of shares and privileges granted to certain shareholders, is 220,000,000 TRY and the registered capital ceiling is 1,000,000,000 TRY. No capital increase or issuance of any capital market instruments was made by our Company within the period.

Partner's Business Name	Capital Share	
	TRY	%
Doğuş Holding A.Ş.	133,099,708	60.50
Doğuş Sigorta Aracılık Hizmetleri A.Ş.	292	0.00
Other	86,900,000	39.50
<b>TOTAL</b>	<b>220,000,000</b>	<b>100.00</b>

## d. Information on Senior Executives and Board Members

### Board Members

Name, Surname	Duty	Starting Date	Duration
Emir Ali Bilalođlu	Chairman of the Board of Directors, CEO	March 27, 2025	1 year
Gür Çađdaş	Vice Chairman of the Board of Directors, Corporate Governance and Sustainability Committee Member, Early Risk Detection Committee Member	March 27, 2025	1 year
Koray Arıkan	Board Member, Corporate Governance and Sustainability Committee Member, Early Risk Detection Committee Member	March 27, 2025	1 year
Özlem Denizmen Kocatepe	Board Member, Remuneration and Nomination Committee Member	March 27, 2025	1 year
Adnan Memiş	Independent Board Member, Head of Audit Committee, Head of Early Risk Detection Committee	March 27, 2025	1 year
Osman Cem Yurtbay	Independent Board Member, Head of Corporate Governance and Sustainability Committee, Audit Committee Member, Head of Remuneration and Nomination Committee	March 27, 2025	1 year

### Top Management

Name, Surname	Duty
Emir Ali Bilalođlu	Chairman of the Board of Directors, CEO
Kerem Talih	Chief Financial Officer, Vice Chairman of the Dođuş Şarj Sistemleri Pazarlama ve Ticaret A.Ş.
Koray Bebekođlu	Chief Digital Transformation and Corporate Communications Officer
Giovanni Gino Bottaro	Chief Brand Officer - Volkswagen Passenger Cars, Chairman of the Dođuş Şarj Sistemleri Pazarlama ve Ticaret A.Ş.
Anıl Gürsoy	Chief Brand Officer - SEAT, CUPRA, Porsche and DOD
Kerem Galip Güven	Chief Brand Officer - Audi, Bentley, Lamborghini and Dođuş Marine Services
Mustafa Karabayır	Chief Spare Parts and Logistics Officer
Tolga Senyücel	Chief Brand Officer - VW Commercial Vehicles, Scania, DOD Heavy Vehicles, Thermo King, Meiller, Wielton; Managing Director of Gebze and Tuzla Service Points
Mustafa Murat Uluer	Director of Dođuş Marine Services
Yalçın Cihan Biciođlu	Director of Human Resources and Process Management

## e. Financial Rights

The sum of the financial rights, including the salaries and similar payments provided to the members of our company's management body and persons with administrative responsibility, and the health insurance and the employer's share in SSI amount to 940,155 thousand TRY (June 30, 2024: 963,731 thousand TRY).

## 2 - PROFIT DISTRIBUTION POLICY AND DIVIDEND PAYMENT

Dividend payments are made in accordance with the legislation and the "Dividend Distribution Policy" approved by the General Assembly and available on the website: [www.dogusotomotiv.com.tr/en/home](http://www.dogusotomotiv.com.tr/en/home). As a result of our company's activities in 2024, the company earned;

- a net profit after tax of 12,141,340,470 TRY, based on its financial statements prepared in accordance with the Tax Procedure Law legislation, and
- a net profit after tax of 7,592,264,000 TRY, based on its consolidated financial statements prepared and independently audited in accordance with the Capital Markets Board legislation.

The resolution to distribute the annual profit for the fiscal year, supplemented by retained earnings from previous years as stated in the balance sheet, for a total cash dividend distribution of TRY 8,200,000,000, and after deducting the TRY 2,200,000,000 already paid as an interim dividend in 2024, the remaining TRY 6,000,000,000 will be distributed in cash, while the Board of Directors is authorized to determine the payment date for this upfront dividend, was approved at the General Assembly Meeting held on March 27, 2025.

Regarding the aforementioned profit distribution, a cash dividend payment totaling TRY 6,000,000,000 was executed on May 22, 2025.

Dividend Distribution Table - Summary (TRY)	According to CMB	According to Legal Records
<b>Net Profit for the Period (after tax)</b>	<b>7,592,264,000</b>	<b>12,141,340,470</b>
Previous Years' Losses (-)	-	-
Dividend Advance Paid on 04.09.2024	2,200,000,000	
Total Dividends Paid in Cash	6,000,000,000	
General Legal Reserves	818,900,000	
<b>Transferred to Extraordinary Reserves</b>	<b>-</b>	<b>3,122,440,470</b>

### 3 –SUBSIDIARIES, AFFILIATES, BUSINESS PARTNERSHIPS

Shares in affiliates and business partnerships show the total amount of owned shares together with subsidiaries.

#### a. Subsidiaries

	June 30, 2025	December 31, 2024
Doğuş Oto Pazarlama ve Ticaret A.Ş.	96.20	96.20
Doğuş Şarj Sistemleri Pazarlama ve Ticaret A.Ş.	100.00	100.00
Doğuş Gayrimenkul Yatırım Ortaklığı A.Ş.	94.44	94.44

#### b. Affiliates

	June 30, 2025	December 31, 2024
Doğuş Holding A.Ş. (*)	3.66 (0.03)	3.66 (0.03)
Doğuş Sigorta Aracılık Hizmetleri A.Ş.	41.99	41.99
Doğuş Bilgi İşlem ve Teknoloji Hizmetleri A.Ş.	21.76	21.76
VDF Servis ve Ticaret A.Ş.	48.79	48.79
Yüce Auto Motorlu Araçlar Ticaret A.Ş. (**)	50.00	50.00

(\*) Participation rates of our subsidiary Doğuş Oto Pazarlama ve Ticaret A.Ş are shown in parentheses.

(\*\*) Although Doğuş Otomotiv owns 50% of the shares of Yüce Auto (distributor of Skoda brand vehicles), it does not have control over the company's activities.

#### c. Business partnerships

	June 30, 2025	December 31, 2024
TÜVTURK Kuzey Taşıt Muayene İstasyonları Yapım ve İşletim A.Ş. (*)	33.00 (0.33)	33.00 (0.33)
TÜVTURK Güney Taşıt Muayene İstasyonları Yapım ve İşletim A.Ş. (*)	33.00 (0.33)	33.00 (0.33)

(\*) Participation rates of our subsidiary Doğuş Oto Pazarlama ve Ticaret A.Ş are shown in parentheses.

## 4 - OPERATIONAL AND FINANCIAL INDICATORS

Operational and financial indicators are presented in terms purchasing power as of June 30, 2025, in line with the consolidated financial statements.

### a. Condensed Balance Sheet

<i>Thousand TRY, CMB</i>	June 30, 2025	December 31, 2024	Change %
Current Assets	64,737,955	49,706,584	30
Non-Current Assets	57,453,915	57,877,621	(1)
Total Assets	122,191,870	107,584,205	14
Short Term Liabilities	50,558,572	31,473,189	61
Long Term Liabilities	10,245,808	11,078,701	(8)
Total Equity	61,387,490	65,032,315	(6)
Total Equity and Liabilities	122,191,870	107,584,205	14

### b. Changes in Financial Situation

<i>Thousand TRY, CMB</i>	June 30, 2025	December 31, 2024	Change %
Cash and Cash Equivalent Assets	2,733,364	10,983,182	(75)
Financial Debts	22,432,553	14,122,660	59
Net Debt Position (*)	19,699,189	3,139,478	527

(\*) Net Debt Position: Financial Debts - Cash and Cash Equivalents

### c. Automotive Market and Sales Quantities

The wholesale vehicle market figures (passenger cars, light commercial vehicles, and heavy commercial vehicles) and our company's wholesale vehicle sales as of the reporting period are as follows:

Wholesale Units	June 30, 2025	June 30, 2024	Change %
Total Sales Unit in the Market	623,149	568,306	10
DOAŞ Sales Figures (*)	72,224	63,640	13

(\*) Excluding Skoda

#### d. Condensed Income Statement

<i>Thousand TRY, CMB</i>	June 30, 2025	June 30, 2024	Change %
Revenue	104,705,291	102,534,506	2
Gross Profit	13,840,381	19,007,982	(27)
Gross Profit Margin	13.22%	18.54%	(29)
Operating Profit	6,584,839	12,894,396	(49)
Operating Profit Margin	6.29%	12.58%	(50)
Net Profit	2,721,871	7,104,693	(62)
Net Profit Margin	2.60%	6.93%	(62)

#### e. Investments

Tangible and intangible asset investments amounted to 1,634,335 thousand TRY in the current period. (June 30, 2024: 1,778,283 thousand TRY).

### 5 - DONATIONS

Donations made in accordance with the legislation and the "Donation and Charity Policy" available in our website [www.dogusotomotiv.com.tr/en/home](http://www.dogusotomotiv.com.tr/en/home), and approved by the General Assembly, amounted to 2,368,010 thousand TRY in the current period. (June 30, 2024: 1,561,306 thousand TRY) Donations and Charities are presented in terms of purchasing power as of June 30, 2025, in line with the consolidated financial statements.

### 6 - NUMBER OF EMPLOYEES

The average number of employees throughout the period was 2,145. (June 30, 2024: 2,078)

### 7 - RISK MANAGEMENT

Our company's risk management approach signifies minimizing threats to the organization, personnel, and assets within rational and clearly documented methods, and increasing the effectiveness of the oversight duty. Early recognition of the causes that may endanger the existence, development, and continuation of the company, implementation of the necessary measures, evaluation of the opportunity areas, and effective management of risk are commanded and coordinated by the Early Risk Detection Committee. Risks that may arise in this context are monitored under the headings of "Financial Risks (summarized in note 24 of the financial statements) and Operational Risks, Strategic Risks, Compliance Risks, Reputation Risks and External Risks".

## **8 - GENERAL ASSEMBLY INFORMATION**

Our Company's Ordinary General Assembly for the year 2024 fiscal year was held on March 27, 2025 and the following summary decisions were taken. All of the decisions are available on the website: [www.dogusotomotiv.com.tr/en/home](http://www.dogusotomotiv.com.tr/en/home).

- ✓ The annual report of the Board of Directors and financial statements were accepted.
- ✓ Members of the Board of Directors have been acquitted of any liabilities.
- ✓ It has been decided to distribute a cash dividend of TRY 6,000,000,000, and the Board of Directors has been authorized to determine the distribution date.
- ✓ It has been decided to set the number of members of the Board of Directors at six (6) and to appoint the following members to serve a one-year term: Mr. Emir Ali Bilalođlu, Mr. Gür Çađdaş, Mr. Koray Arıkan, and Mrs. Özlem Denizmen Kocatepe as Board members, and Mr. Adnan Memiş and Mr. Osman Cem Yurtbay as independent Board members, who meet all the independence criteria and whose candidacy has not received any negative opinion from the Capital Markets Board (CMB).
- ✓ PwC Bađımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. (PwC Independent Auditing and Certified Public Accountants, Inc.) has been appointed to conduct the independent audit and assurance engagement for sustainability reports for the 2025 fiscal period.
- ✓ The Company's donation limit has been maintained, and additionally, it has been resolved to assume the construction costs of the 'Hatay TOKİ Social Housing Project', coordinated by the Disaster and Emergency Management Authority (AFAD).

## **9 - AMENDMENTS TO THE ARTICLES OF ASSOCIATION MADE DURING THE YEAR**

No changes were made to our Company's articles of association during the period.

## **10 - CORPORATE GOVERNANCE AND SUSTAINABILITY PRINCIPLES COMPLIANCE STATEMENT**

### **Corporate Governance Principles**

The Corporate Governance Principles Compliance Statement is included in our annual report. In addition, the "Corporate Governance Compliance Report" (CRF), "Corporate Governance Information Form" (CGIF), and "Sustainability Principles Compliance Statement" were disclosed on the public disclosure platform. The information required to be included in the Annual Report as required by the Corporate Governance Reporting Framework has been also included. The report is accessible via our corporate website at [www.dogusotomotiv.com.tr/en/home](http://www.dogusotomotiv.com.tr/en/home).

As part of its public disclosure obligations, the Company publishes not only the information required by legislation but also trade registry details; current shareholding and governance structure; Board of Directors composition; confirmation of the absence of privileged shares; dates and issue numbers of the Trade Registry Gazettes announcing any changes; the most up-to-date version of the Articles of Association; material event disclosures; investor briefings; financial and annual reports; prospectuses; agendas, attendance lists, and minutes of General Assembly Meetings; proxy voting forms; internal directives; Dividend Distribution Policy; Disclosure Policy; Remuneration and Compensation Policy; Share Buyback Policy; Donation and Aid Policy; Sustainability Reports and Policies; TSRS-aligned Reports mandated by the Public Oversight (Accounting and Auditing Standards) Authority starting from the 2024 reporting year for disclosure in 2025; Human Resources Policy; the Company's Code of Ethics; and responses to inquiries, questions, and notifications received by the Company under the Frequently Asked Questions section—available at [www.dogusotomotiv.com.tr/en/home](http://www.dogusotomotiv.com.tr/en/home)

In addition, in the field of corporate governance—an area which the Company has internalized and in which it has achieved substantial compliance through the adoption of good practices—Doğuş Otomotiv increased its score from 7.75 out of ten in 2010 to 9.79 out of ten in 2024, following the evaluation of 456 criteria defined in the methodology developed by Kobirate International Credit Rating and Corporate Governance Services Inc. (Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş.)

## Sustainability Principles

Within the scope of the “Communiqué (II-17.1. a) on the Amendment of the Corporate Governance Communiqué (II-17.1)”, published in the Official Gazette No. 31262 on October 2, 2020, explanations within the scope of sustainability principles harmonization framework have been added in the reports regarding compliance with corporate governance principles. Although the implementation of these principles is voluntary, the “Comply or Explain” principle renders it obligatory to report whether they have been implemented or not. It has started to be implemented as of the 2021 annual reports, including 2020 data, for the partnerships specified in the 5th paragraph of the 1st article of the Corporate Governance Communiqué numbered II-17.1. After the Doğuş Otomotiv Sustainability Principles Compliance Statement was first published in the 2020 Annual Report, it was included in the annexes of the 2021, 2022, 2023 and 2024 Annual Reports. In addition, our Company published the Integrated Sustainability Report for the first time in 2021, updated the Sustainability Principles Compliance Statement, and published in the annex of the 2023 Integrated Sustainability Report. The Doğuş Otomotiv 2023 Integrated Sustainability Report was published for the third time as the 15. sustainability report in August 2024, comprehensively presenting 2023 sustainability performance in a comprehensive manner to our stakeholders.

The 2023 Integrated Sustainability Report was prepared in accordance with the European Sustainability Reporting Standards (ESRS), the reporting standard under the Corporate Sustainability Reporting Directive (CSRD), which came into effect in 2024. Given that our most significant stakeholders, the OEMs, are subject to this legislation, we are among the first companies to report according to this directive.

In the Index section of the report, all indicators of the European Sustainability Reporting Standards (ESRS) are presented alongside the indicators and principles of GRI (Global Reporting Initiative), TCFD (Task Force on Climate-Related Financial Disclosures), IFRS S1-S2 (International Financial Reporting Standards, S1 General Requirements / S2 Climate-Related Disclosures), TSRS (Türkiye Sustainability Reporting Standards) S1-S2, SASB (Sustainability Accounting Standards Board), United Nations Global Compact, United Nations Sustainable Development Goals, and Women's Empowerment Principles. Pursuant to Article 88 of the Turkish Commercial Code No. 6102, the Turkish Sustainability Reporting Standards (TSRS) came into effect following Board Resolutions No. 21632 and 21634, published by the Public Oversight (Accounting and Auditing Standards) Authority in the Official Gazette dated December 29, 2023 (Issue No. 32414, 1st Repetition). In this context, TSRS-compliant sustainability reporting has become mandatory for reporting periods beginning on or after January 1, 2024. In line with this obligation, our Company published its first TSRS-compliant sustainability report for the year 2024 in 2025. An independent assurance statement for the report will be provided by PwC Türkiye, in accordance with the relevant legal requirements.

Our Company, which published its first Corporate Sustainability Report in 2009 and signed the United Nations Global Compact in 2010, became a signatory to the United Nations Women's Empowerment Principles (UN WEPs) in 2022. For this reason, the UN WEPs indicators are also included in the Index section of the 2023 Integrated Sustainability Report.

Doğuş Otomotiv has included the United Nations Sustainable Development Goals index within the Sustainability Reports it has published since 2017 and disclosed the harmony of its areas of focus and its performances related to the principles that match its sphere of influence regarding 14 of these 17 objectives. In addition, Doğuş Otomotiv follows the methodology suggested by AccountAbility AA1000SES (Stakeholder Engagement Standard) as a guide when determining its priority areas of focus, key stakeholders, and the strategy of dialog platforms it maintains with all stakeholders. The company acts by taking into account the framework and principles of this standard in all its stakeholder engagement-oriented performances.

Additionally, in line with the United Nations Global Compact Reporting Principles and the global sustainability reporting standard requiring independent verification of reported data, the Company has obtained limited assurance from PwC for the past five years. Indicators subject to limited assurance are marked with an asterisk (\*) in a single column of the report's Index section and alongside the verified data within the relevant sections of the report. After 2021, sector-specific indicators published by SASB (Sustainability Accounting Standards Board) are also included in the Index section for the third time. Doğuş Otomotiv will continue to publish reports in line with the SASB Index and will continue to be among the leading companies in complying with the standards developed by IFRS.

Doğuş Otomotiv continues to be a role model in its sector in terms of managing the medium and long-term risks that may arise from climate change and ensuring that necessary process improvements are made. In this direction, in addition to ISO 14001 Environmental Management System, ISO 50001 Energy Management System, ISO 9001 Quality Management System, ISO 45001 Occupational Health and Safety Management System and ISO 27001 Information Security Management Systems were successfully established in 2021, their certificates were received in the second quarter of 2022, and the transition to the Integrated Management System has been realized. In 2024, within the scope of the Integrated Management Systems, the annual reviews of ISO 9001, 45001, 50001, 27001, and 14001 were conducted, and the certification audits were completed. With the addition of Doğuş Marine investments, the scope of our management systems now covers 14 locations, and efforts are underway to expand this coverage further.

For the past three years, Doğu Otomotiv has continued to serve as a stakeholder in the @Retail Program, an initiative launched by Volkswagen AG to reduce emissions and foster sustainability awareness across its global partner and dealer network, focusing on enhancing sustainability in retail operations.

Another program initiated by Volkswagen AG in 2023, to raise sustainability awareness and to transform sustainability into a competitive advantage across its global dealer network by monitoring developments, is the sustainability certification program.

Risk categorization and initial audits were completed in the Sustainable Supply Chain Program. %78,16 of our suppliers categorized as high-risk underwent an audit, which included an assessment of their compliance with sustainability criteria. In response to evolving regulatory frameworks concerning ethical practices within supply chains, particularly with the introduction of new legislation in Europe and the corresponding updates to standards, Doğu Otomotiv has initiated the development of a Supplier Code of Ethics, with the goal of publication in 2026.

Doğu Otomotiv discloses its Scope 1, 2, and 3 emissions, annual reduction figures, and related targets regularly as part of its Integrated Sustainability Reports. With the newly introduced requirements, the TSRS-compliant Sustainability Report covering 2024 data will, for the first time, also include Scope 1 and 2 emissions from subsidiaries and affiliates. Additionally, the Company has submitted its application for the Zero Waste Certificate, administered by the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye. Doğu Otomotiv launched its efforts to obtain this certification in 2023 and aimed to complete the process in 2024. Additionally, with the 2023 Integrated Sustainability Report, Doğu Otomotiv has published, for the first time, a study conducted using the ISO 14046 Water Footprint Standard. The water footprint for 2023 is 290,594.83 m<sup>3</sup>/year.

The workshop component of the program, which was initiated in 2022 to identify Doğu Otomotiv's risks and opportunities related to human rights, began in 2023 and our company's priorities pertaining to human rights were determined by following a methodology consistent with the United Nations Guiding Principles on Business and Human Rights. The focus areas and targets related to Human Rights have been disclosed to the public in the relevant sections of the 2023 Integrated Sustainability Report.

In addition, Doğu Otomotiv once again has held the areas of priority focus workshop in May 2023. As part of Doğu Otomotiv's Double Materiality Assessment, a wide range of topics were evaluated, including sectoral reporting requirements, expectations from laws and regulations, stakeholder feedback, global sustainability standards, and the priorities of peers. By analyzing internal and external resources through consultants, potentially significant social, environmental, and economic issues were identified. The company has shared its new goals with stakeholders in the 2023 Integrated Sustainability Report.

## **11 – EXPECTATIONS FOR 2025**

We predict that the total domestic automotive market sales will be around 1,1 million units in 2025. Accordingly, we expect our Company to sell more than 130 thousand units during the calendar year (excluding Skoda). We also aim to continue our profitability and market share oriented approach for long-term success. While we try to strengthen operational efficiency and continue to monitor the prudent expense management structure in the light of all re-evaluated project and marketing plans, we plan to give more importance to digitalization, mobility, electrification and sustainability projects for our investment plans and expect our spending amount to reach approximately 5.7 billion TRY. In the light of the effects of geopolitical risks and macroeconomic dynamics, we plan to reevaluate our predictions according to the exchange rate levels and the course of the economic conditions.

## **12 – DOĞUŞ OTOMOTİV'S DIGITAL TRANSFORMATION STRATEGY**

Doğuş Otomotiv's digital transformation efforts began in 2017 with the establishment of the Digital Transformation Department, founded with the motto of identifying customer expectations and current trends within the framework of operational excellence and redefining the value chain to shape the future. These efforts gained momentum through expansion initiatives in the following years.

The digital transformation strategy of Doğuş Otomotiv can be summarized as follows: "In line with Doğuş Otomotiv's customer experience and mobility-oriented 2030 strategies, the aim is to provide innovative, sustainable, and secure software and infrastructure for all planned digital initiatives, enhance the efficiency of all systems, and implement digital practices that improve employee competencies and effectiveness."

As of 2019, an agile project portfolio management approach has been adopted to centrally evaluate all digital and IT software projects across the company, and the relevant roles and responsibilities have been clearly defined. Between 2019 and 2024, investments in IT software development and digital projects progressed rapidly, and significant steps were taken in the digital transformation process. By the end of 2023, a total of 100 digital projects had been completed; 20% of these were scaled organization-wide, and 15% were assessed as providing company-wide benefits. These projects generated a gain of TRY 204 million. As of 2024, the number of completed projects has reached 119, with 73 projects currently in the software development phase. The total gain from projects completed in 2024 has been calculated as TRY 170 million. Software development continues at the same pace in 2025, with similar efficiency targets. As of the second quarter of 2025, 54 digital projects have been completed, while development work continues on 77 projects.

Doğuş Otomotiv regards digitalization not merely as a technological investment, but as a strategic transformation that optimizes business processes, enhances customer experience, and increases operational efficiency—and continues to pursue this vision with determination. Accordingly, digital projects at Doğuş Otomotiv are implemented to optimize processes across various business units, improve customer experience, and enhance operational performance.

Key technologies utilized in the digital transformation include RPA (Robotic Process Automation), IoT (Internet of Things) & Image Processing, ERP, Web & Mobile Applications, Machine Learning & Artificial Intelligence, and GenAI (Generative AI). These digital projects span across all company functions, including Sales, After-Sales Services, Marketing, Value and Care Center (DIM), Spare Parts and Logistics, Human Resources, Administrative Affairs, Finance etc. By integrating these digital technologies into business processes, Doğuş Otomotiv continues to deliver a sustainable transformation in terms of speed, efficiency, and internal and external customer satisfaction.

In addition to software development, Doğuş Otomotiv has taken significant steps in digital literacy. In 2020, the company launched the Digital Competency Development Program as a joint initiative by the Human Resources, Digital Transformation, and Corporate Communications departments. As part of this program, the GO-DGTL Academy was established to raise awareness across the organization about digitalization and digital technologies. The program includes horizontal modules focused on digital transformation training and vertical modules covering topics such as data science, RPA, customer experience, trends, and artificial intelligence.

The digital competency development efforts under the GO-DGTL Academy continued throughout 2021, 2022, 2023, and 2024, supported by training sessions and webinars to increase awareness. The scope of the training content was further developed based on results from the company-wide digital awareness survey and employee training requests, with additional topics such as GenAI, IoT, and Business Intelligence (BI) being included. As of 2025, these initiatives are being carried out with undiminished momentum. Participant numbers, departmental distributions, and their ratio to total employees have been tracked and evaluated in detail in the relevant annual reports. Through this approach, the company has adopted a strategic path toward enhancing the digital competencies of all employees and integrating them into digitalization processes.

In parallel with these initiatives, Doğuş Otomotiv also launched its 'Data Strategy and Data Roadmap' efforts in 2021 to define its data management strategy. These efforts are aimed at enhancing data governance, ensuring proper utilization, storage, and disposal of data; improving data quality; establishing appropriate system architectures; and maximizing the benefits of data analytics. This long-term initiative has been planned to manage data and technology use effectively and professionally. A total of 16 projects were identified as part of this roadmap, and implementation was completed in 2024. Approximately 70 employees from Doğuş Otomotiv and Doğuş Teknoloji actively participated in these projects. As of 2024, efforts are focused on scaling these projects, maintaining their relevance, and establishing regular quality reporting processes. The objective is to implement the data strategy more effectively and align it with business processes.

With the completion of the data roadmap, which aimed to establish a robust data infrastructure, increased emphasis has been placed on artificial intelligence and generative AI. There has been a notable rise in the number of machine learning, AI, and generative AI projects. In the first quarter of 2025, work began on establishing the Artificial Intelligence Center of Excellence. Progress is being made through pilot projects, with a focus on building the necessary competencies and supporting the underlying infrastructure.

Furthermore, Doğuş Otomotiv continues to enhance its focus on information and information security, aiming to protect, improve, and develop all processes introduced through digitalization. Accordingly, the company's information security strategies have been aligned with international standards to safeguard against all types of risks in the digital realm.

As of 2022, Dođuř Otomotiv began managing information security systematically by obtaining the DIN EN ISO 27001 Information Security Management System certification. This certification demonstrates the company's appreciation of the value of information security and its alignment with international standards in managing information security processes. This step, taken in line with the objective of continuous improvement, documents the company's efforts in information security as part of its digitalization journey. In March 2025, the ISO 27001 certification was renewed with the updated 27001:2022 version. In addition, in December 2024, Dođuř Otomotiv expanded its information security certifications by obtaining the 'TISAX (Trusted Information Security Assessment Exchange) certification, established by the German Association of the Automotive Industry (VDA), which sets automotive industry-specific information security standards specific to the automotive sector. Dođuř Otomotiv has ensured the continuity of its information security commitment globally through ISO 27001 and within the automotive sector through TISAX. These certifications serve as critical references for strengthening the company's information security processes, protecting customer and employee data, and safeguarding internal company information. These practices are further supported by robust risk management, data protection policies, and audit processes.