

Investor Relations Presentation

Q1 2026 Results

Updated: June 2026



Doğuş Otomotiv
Value Chain



Macroeconomic
Outlook



Automotive
Market



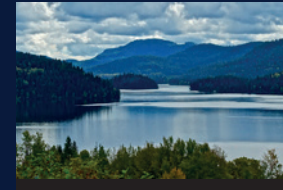
Electrification
& Mobility



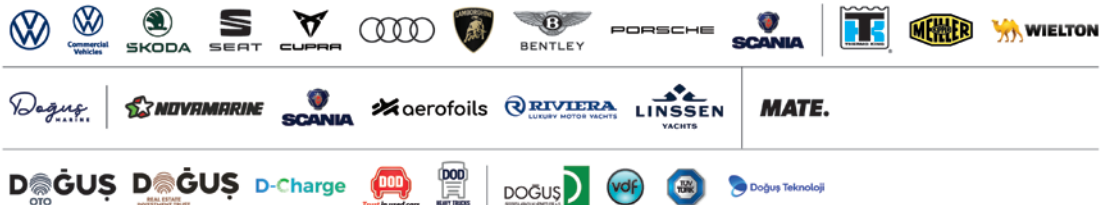
Stock
Performance



Financial
Performance



Corporate Governance
& Sustainability

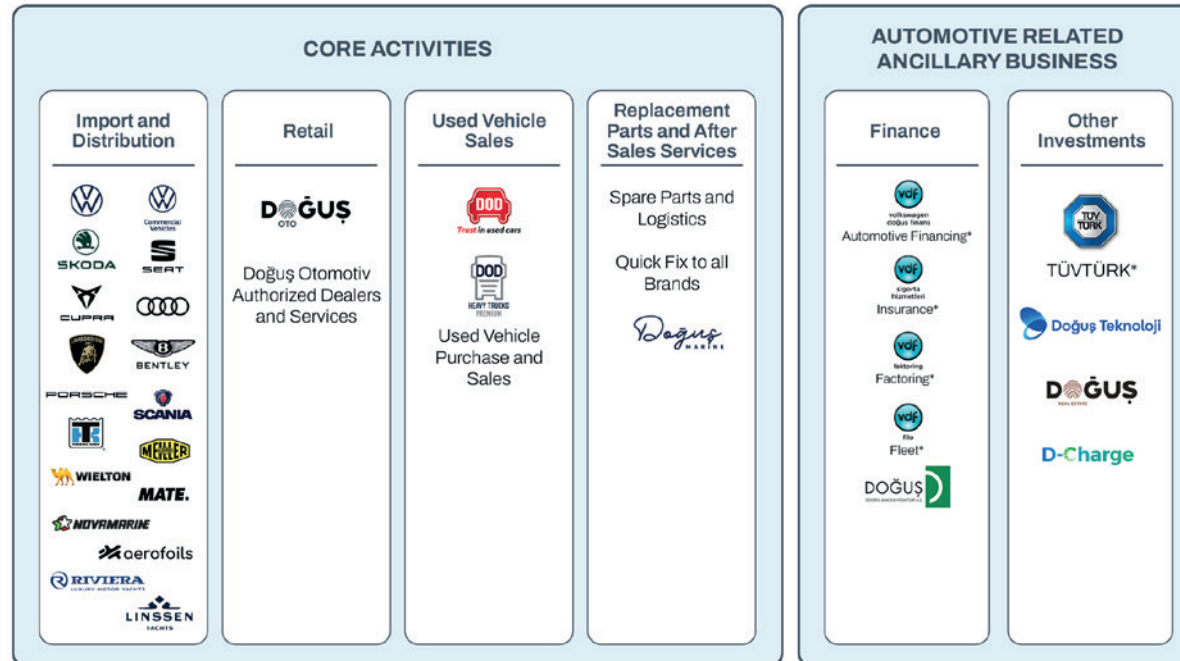


Value Chain 2026



DOĞUŞ OTOMOTİV - VALUE CHAIN 2026

Presence in every stage of the lifecycle of owning a vehicle



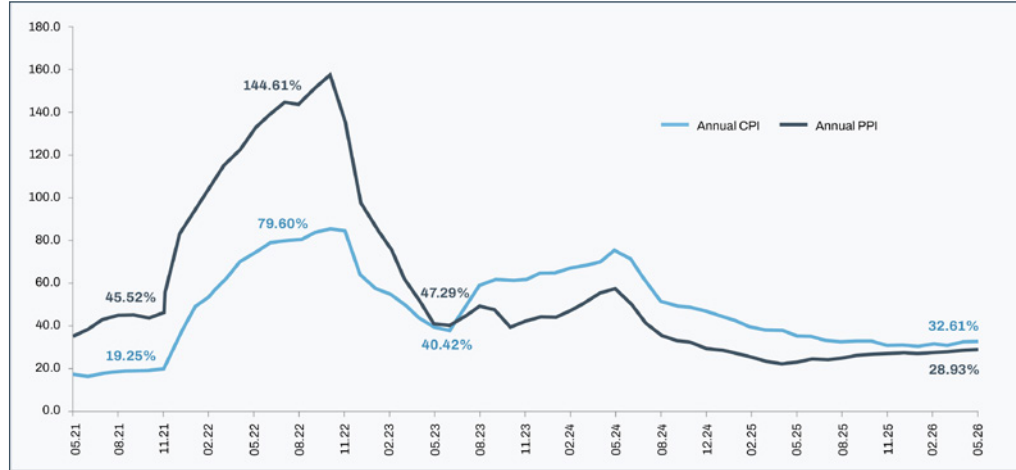
* Subsidiaries

Macroeconomic Outlook



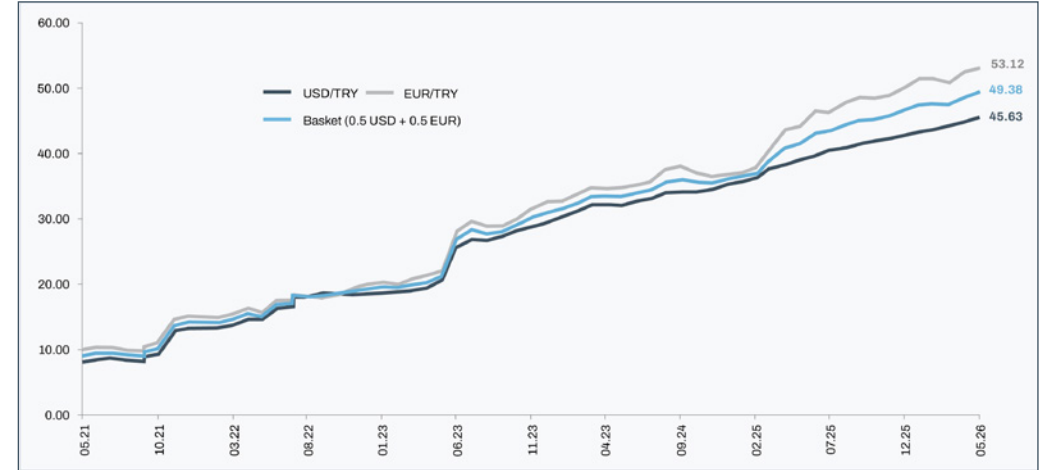
Macroeconomic Indicators

YoY Inflation (%)



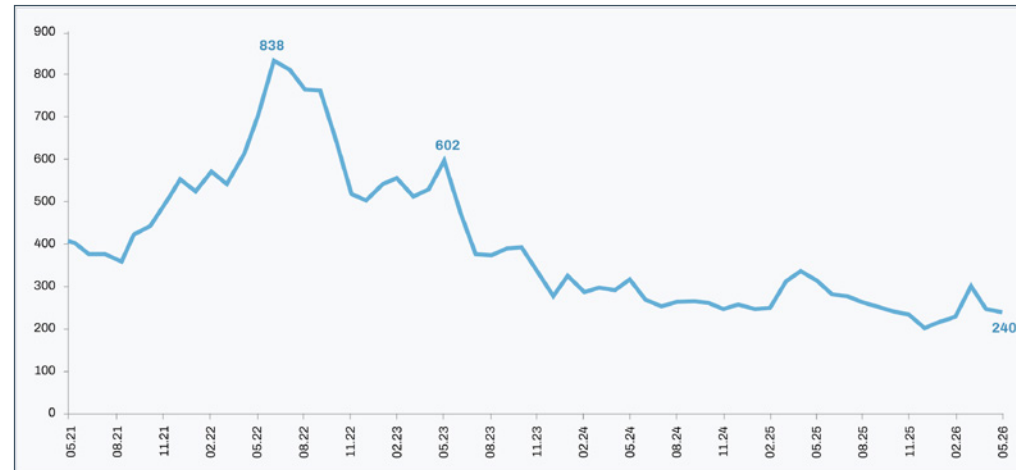
Source: The Central Bank of the Republic of Turkey (CBRT)

Nominal Exchange Rates



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

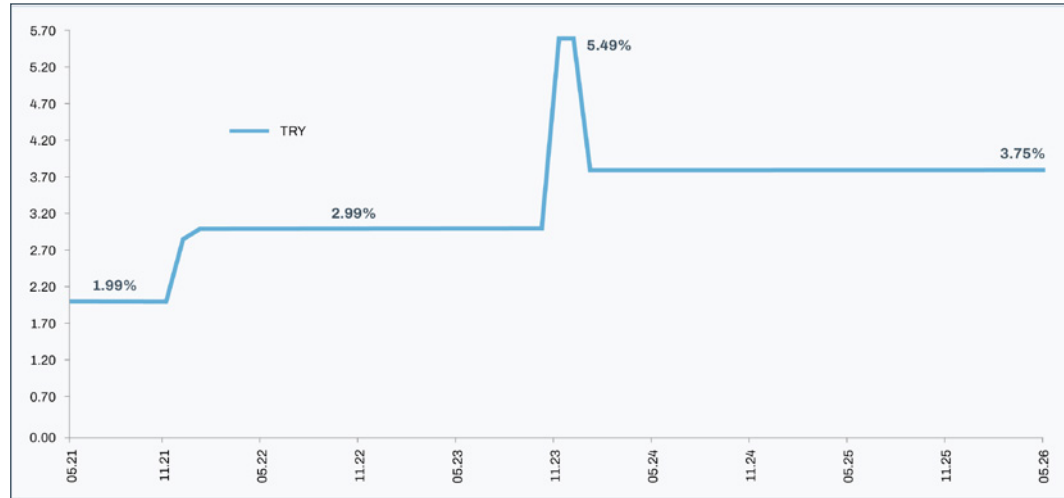
CDS - Credit Default Swap



Source: Investing.com

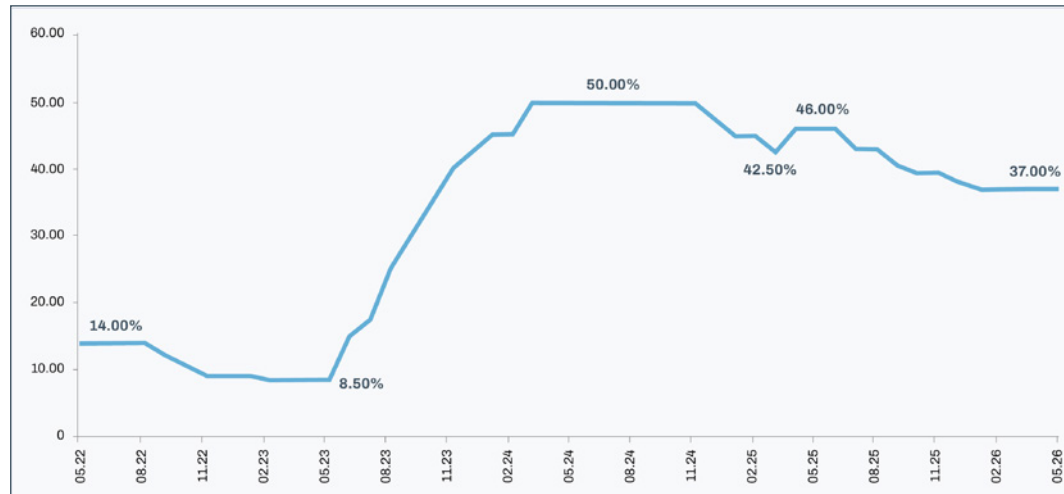
Automotive Sector

Auto Loan Rates (%)



Source: Garanti BBVA

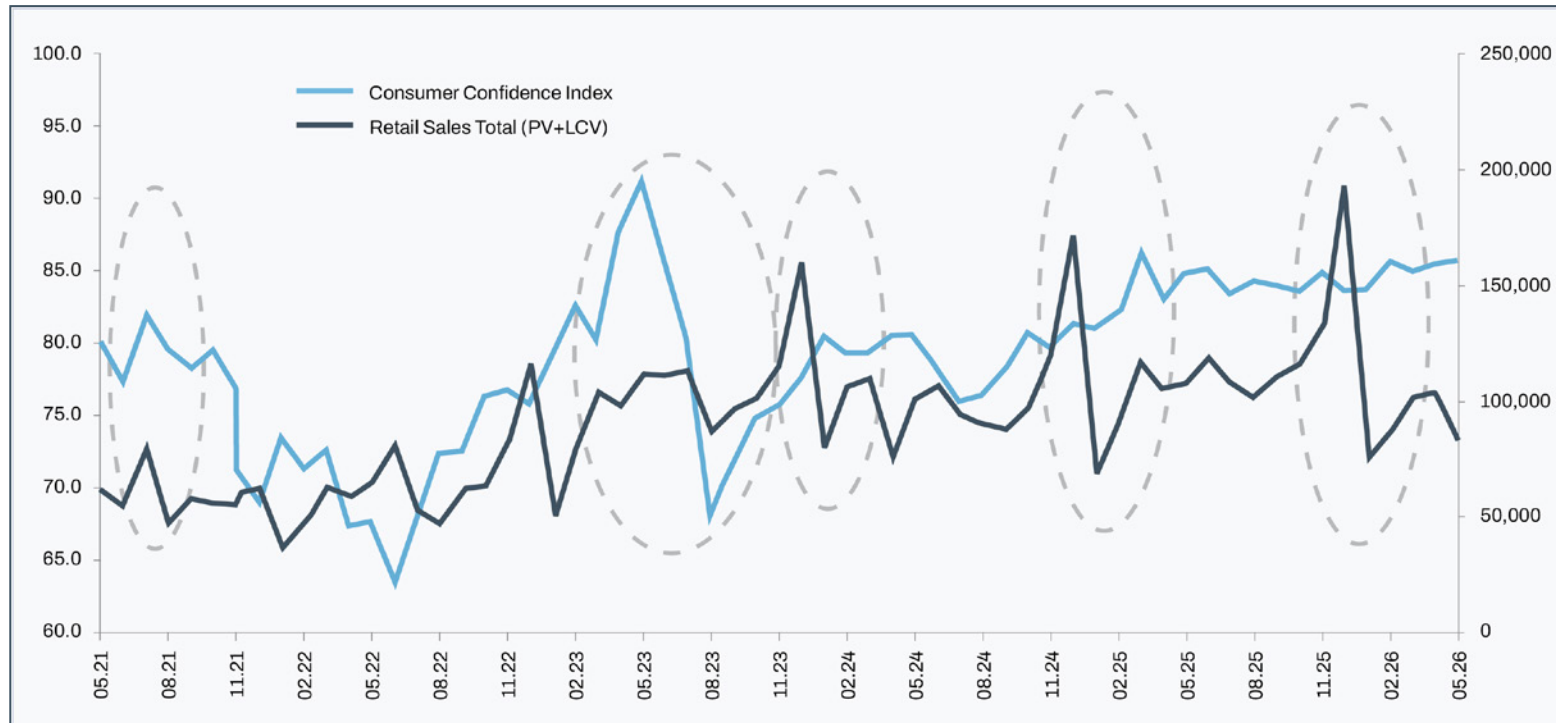
CBRT Interest Rates - One-Week Repo (%)



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

Automotive Sector

Consumer Confidence Index

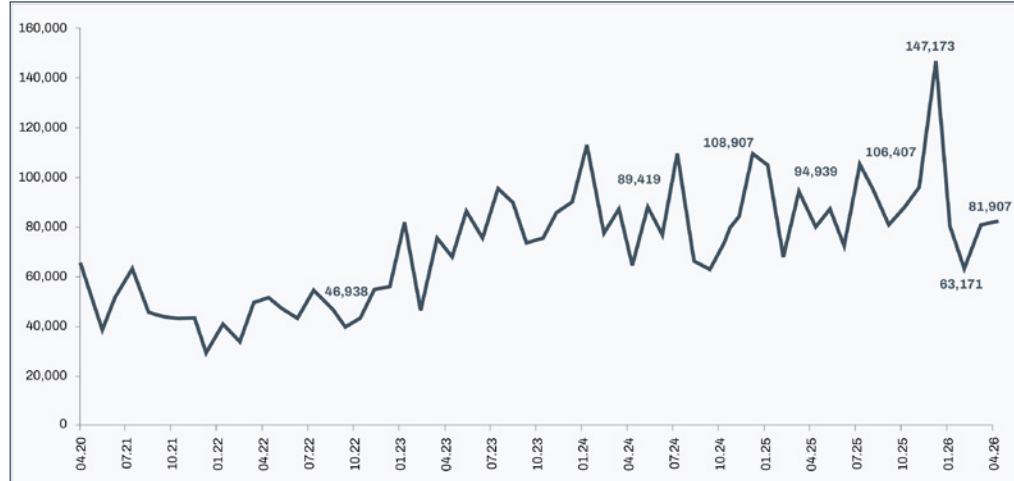


Source: Turkish Statistical Institute (TurkStat) and Automotive Distributors Association

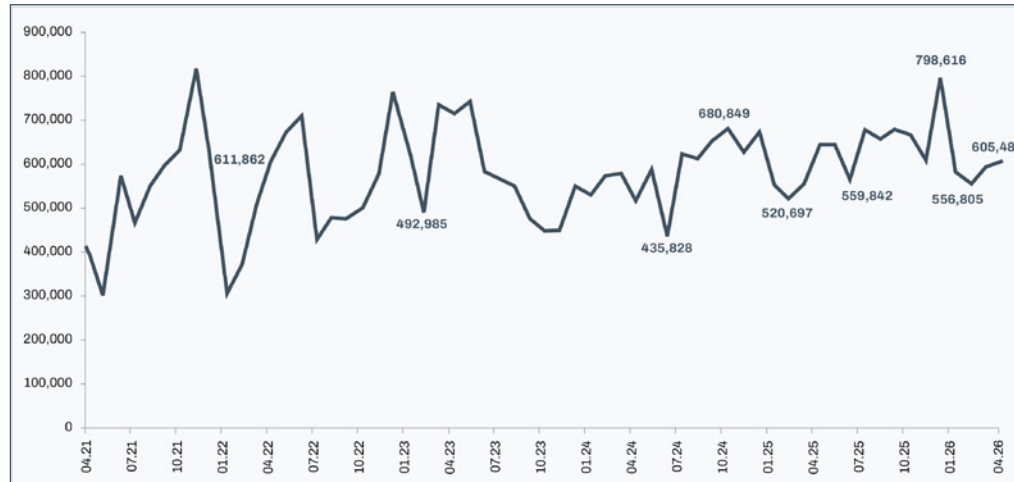
Note: The calculation method of the Consumer Confidence Index was updated on September 22, 2020 in order to ensure the international comparability of the index.

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

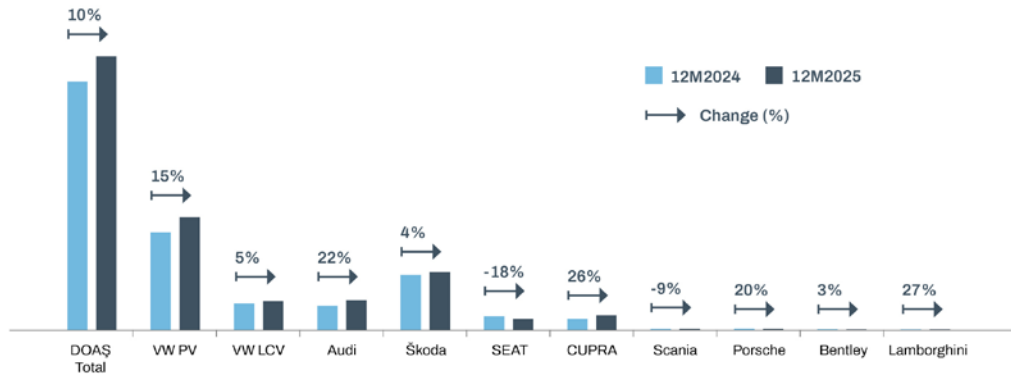


DOAŞ Wholesale Market

DOAŞ Wholesale Performance (2025)

| | 12M2024 | 12M2025 | Change |
|------------------------------|----------------|----------------|------------|
| DOAŞ Total | 189,105 | 208,170 | 10% |
| VW Passenger Vehicles | 75,634 | 87,055 | 15% |
| VW Light Commercial Vehicles | 22,500 | 23,615 | 5% |
| Audi | 20,433 | 24,864 | 22% |
| Škoda | 43,726 | 45,352 | 4% |
| SEAT | 12,369 | 10,156 | -18% |
| CUPRA | 10,366 | 13,084 | 26% |
| Scania | 2,879 | 2,614 | -9% |
| Porsche | 1,139 | 1,364 | 20% |
| Bentley | 37 | 38 | 3% |
| Lamborghini | 22 | 28 | 27% |

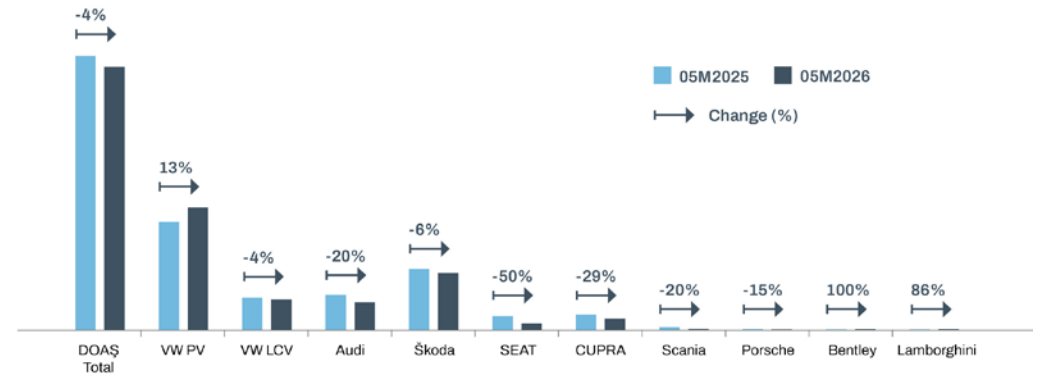
Note: DOD used vehicle retail sales were realized as 20,453 units in January to December 2025 period (2024: 19,096)



DOAŞ Wholesale Performance (May)

| | 05M2025 | 05M2026 | Change |
|------------------------------|---------------|---------------|------------|
| DOAŞ Total | 74,883 | 71,864 | -4% |
| VW Passenger Vehicles | 29,529 | 33,375 | 13% |
| VW Light Commercial Vehicles | 8,791 | 8,432 | -4% |
| Audi | 9,727 | 7,770 | -20% |
| Škoda | 16,752 | 15,741 | -6% |
| SEAT | 3,952 | 1,970 | -50% |
| CUPRA | 4,400 | 3,138 | -29% |
| Scania | 1,186 | 952 | -20% |
| Porsche | 527 | 449 | -15% |
| Bentley | 12 | 24 | 100% |
| Lamborghini | 7 | 13 | 86% |

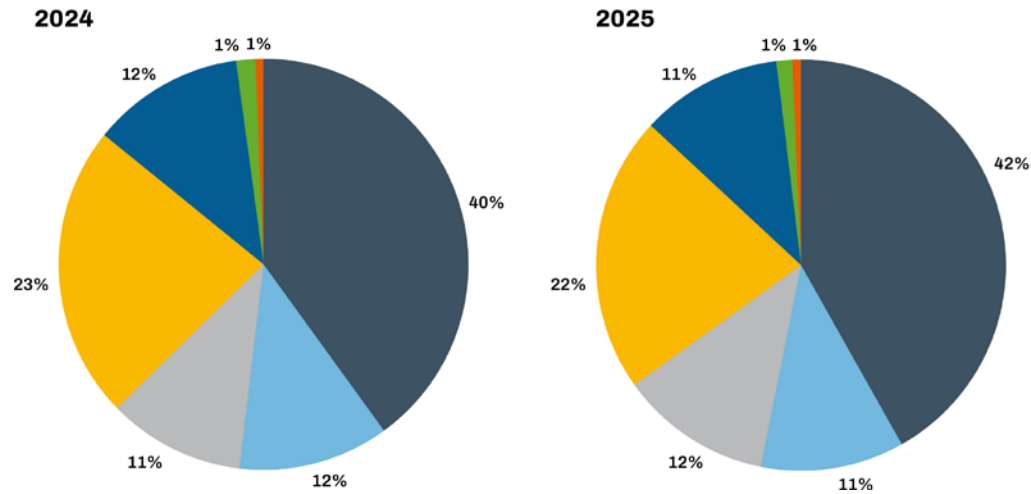
Note: DOD used vehicle retail sales were realized as 7,246 units in January-May 2026 period (2025: 7,956)



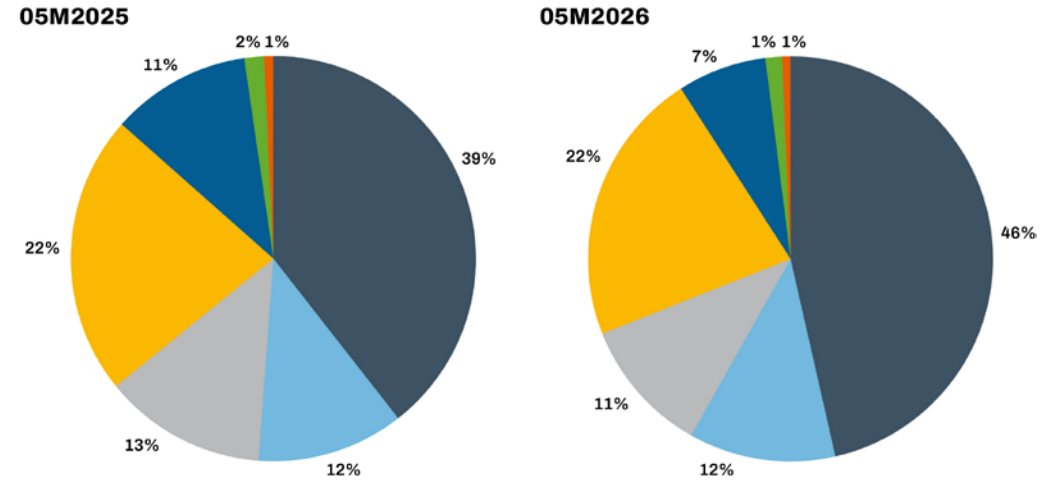
Source: Automotive Distributors' and Mobility Association

DOAŞ Wholesale Market

DOAŞ Wholesale Performance (2025)



DOAŞ Wholesale Performance (May)

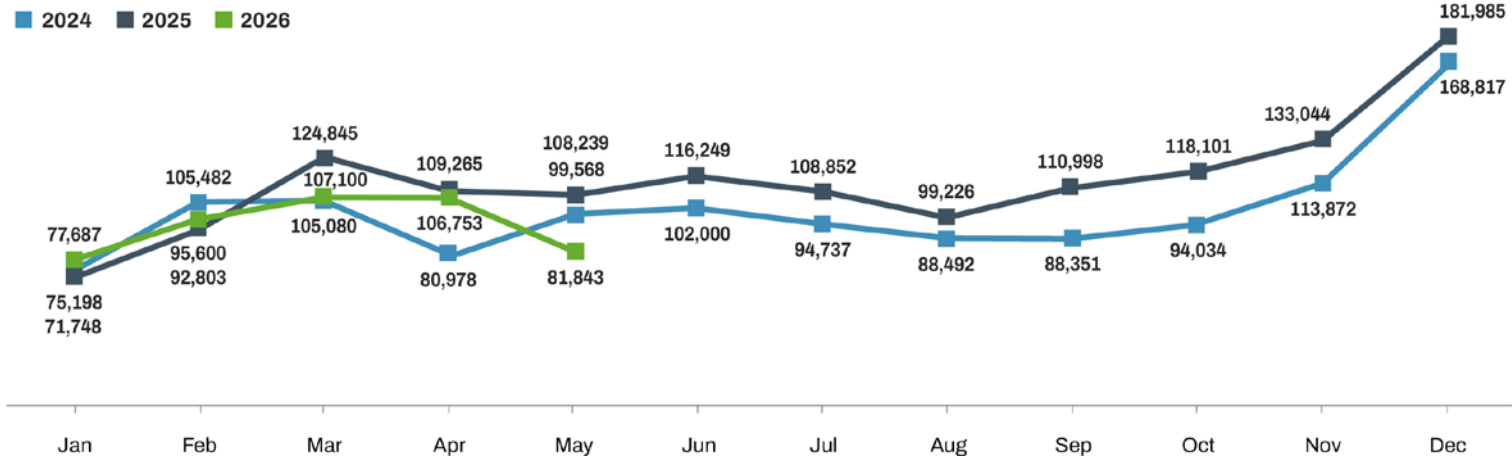


VW PV
 VW LCV
 Audi
 Škoda
 SEAT & CUPRA
 Scania
 Porsche
 Bentley & Lamborghini

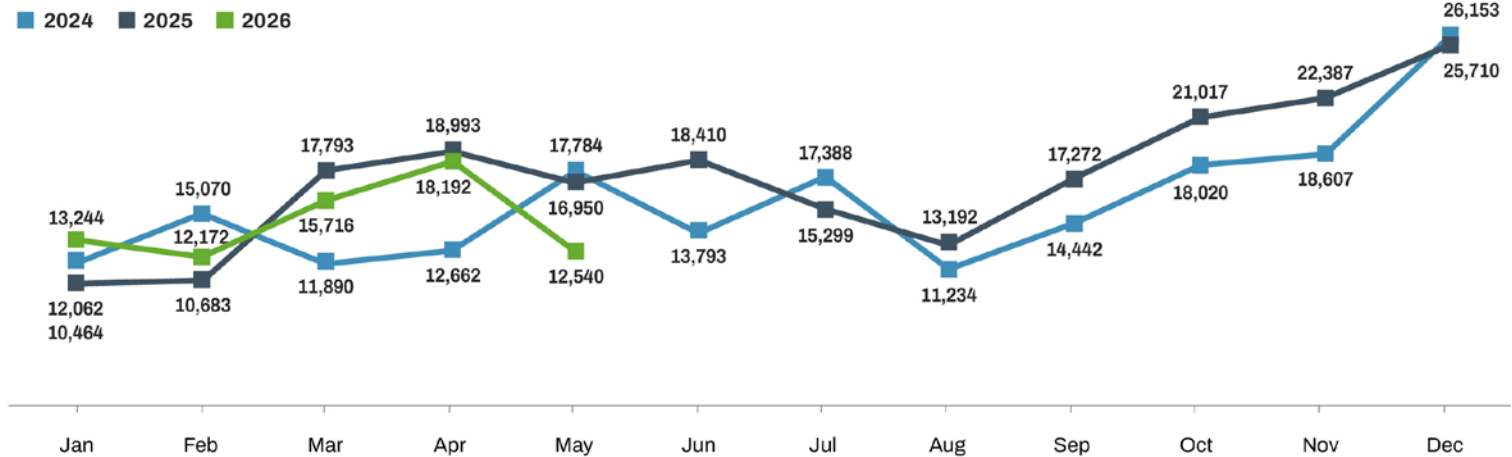
Source: Automotive Distributors' and Mobility Association

Monthly Sales

Wholesale Market Monthly Sales



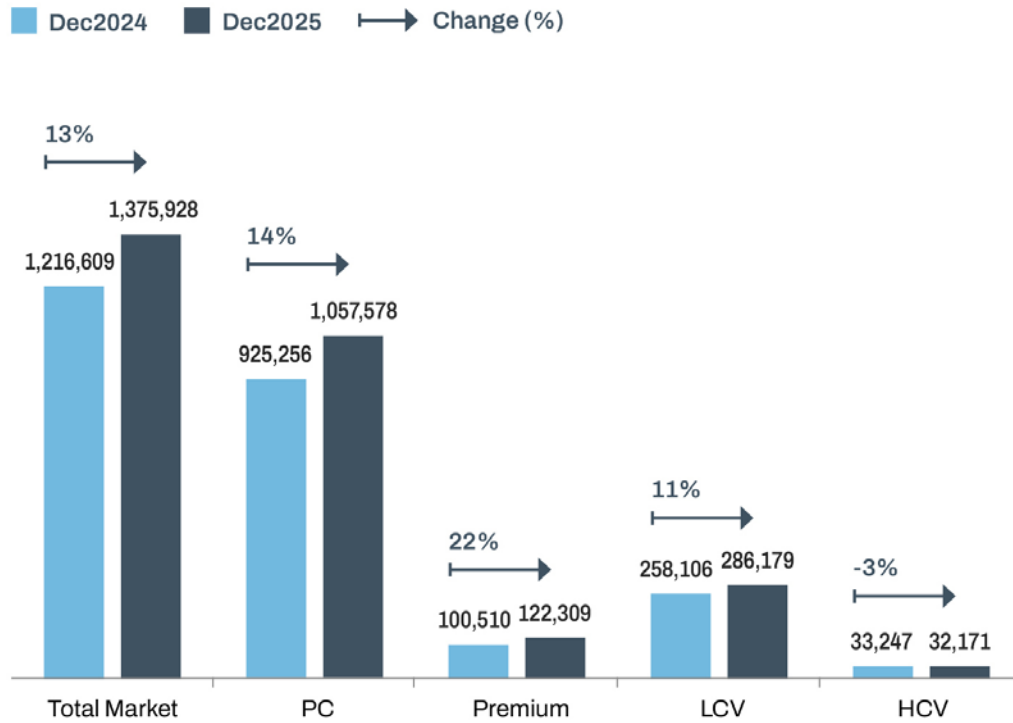
DOAŞ Monthly Sales



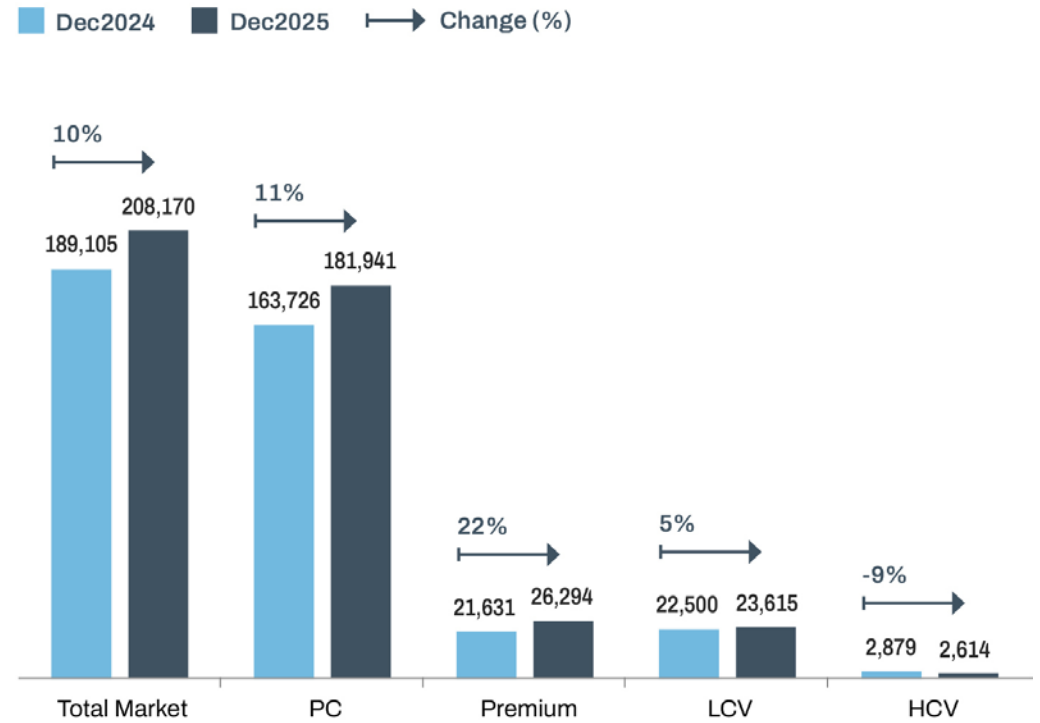
Source: Automotive Distributors' and Mobility Association. DOAS performance includes Škoda sales.

Market Review - Wholesale (2025)

Wholesale



DOAŞ

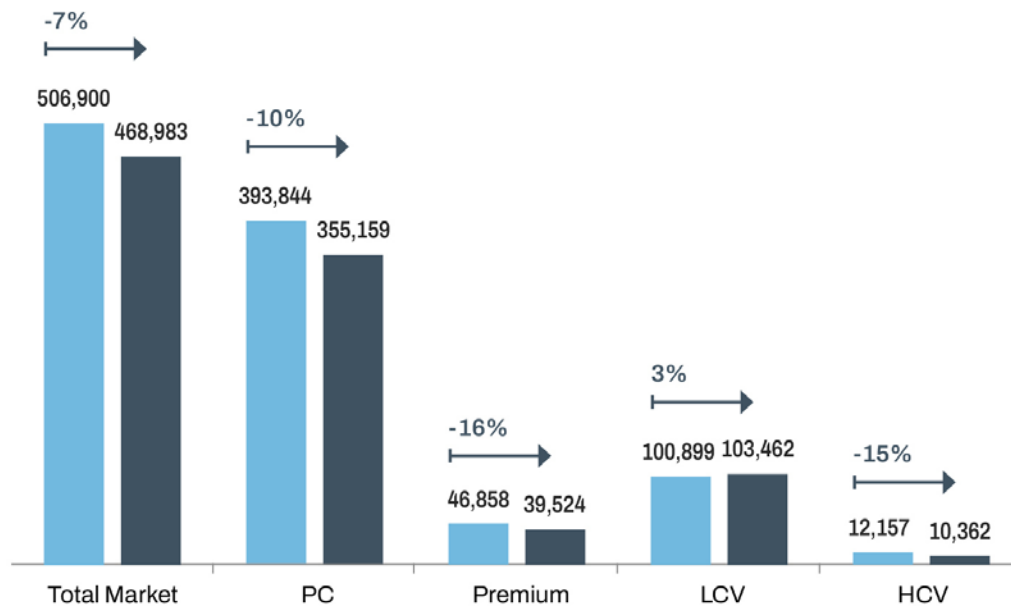


Source: Automotive Distributors' and Mobility Association. DOAS performance includes Škoda sales.

Market Review - Wholesale (May)

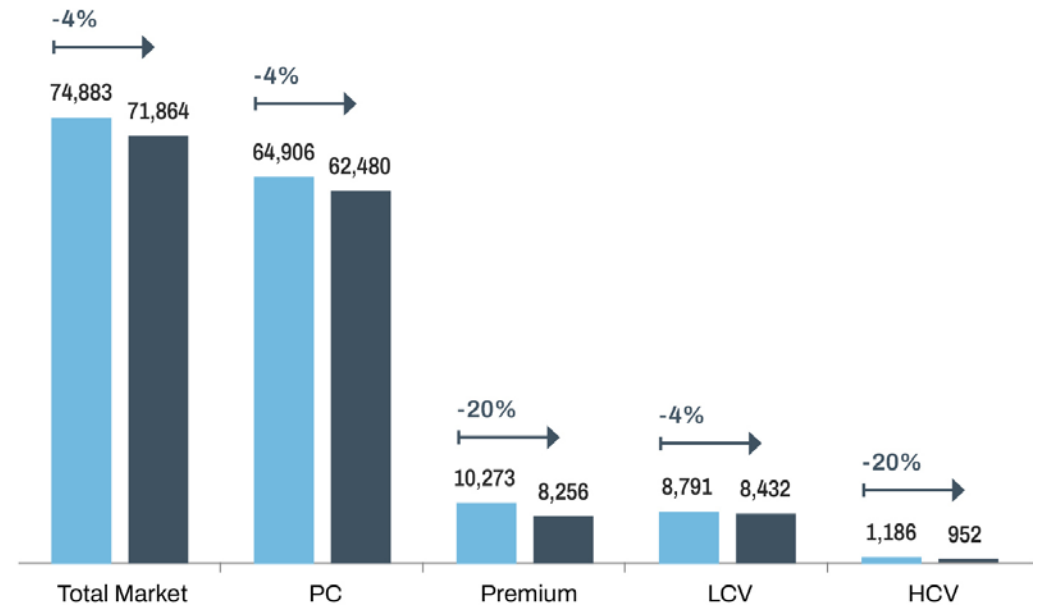
Wholesale

■ May2025
 ■ May2026
 ↔ Change (%)



DOAŞ

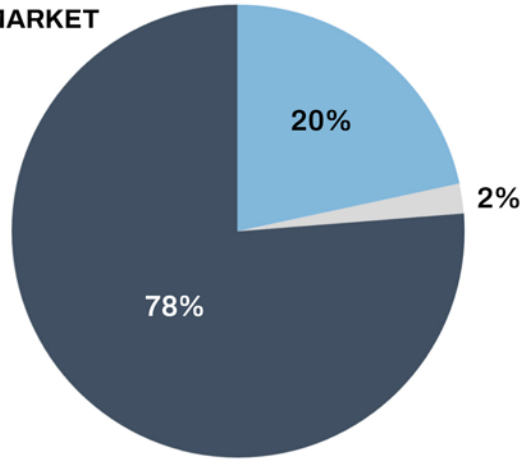
■ May2025
 ■ May2026
 ↔ Change (%)



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

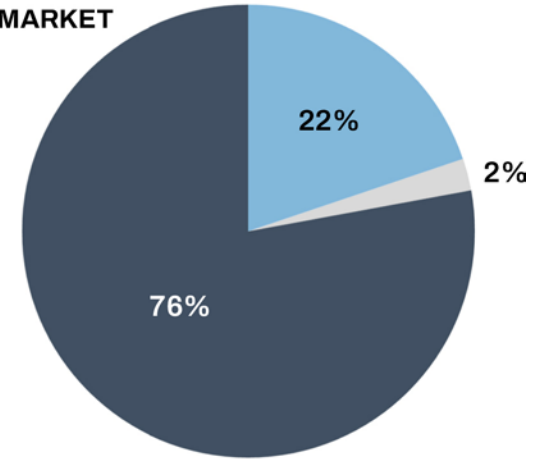
Market Review - Segment Based Distribution (May)

**WHOLESALE MARKET
MAY 2025**



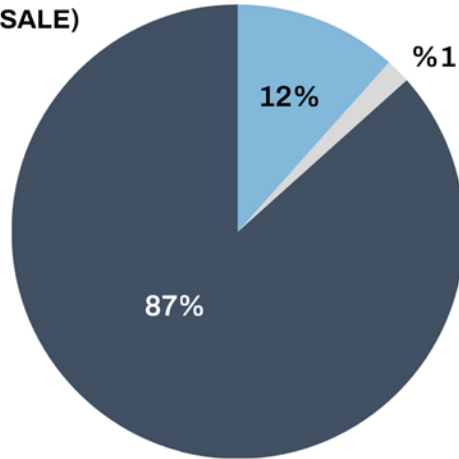
* 12% of passenger vehicles are in the Premium Segment.

**WHOLESALE MARKET
MAY 2026**



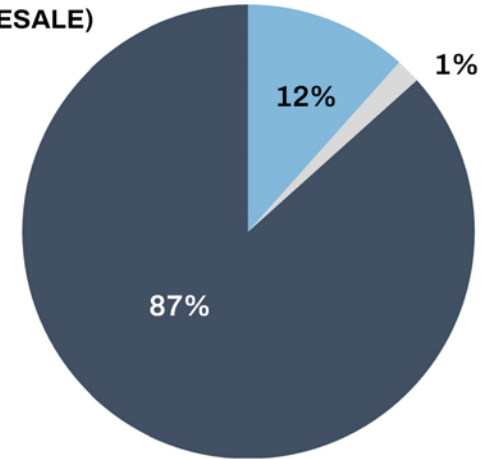
* 11% of passenger vehicles are in the Premium Segment.

**DOAŞ (WHOLESALE)
MAY 2025**



* 16% of passenger vehicles are in the Premium Segment.

**DOAŞ (WHOLESALE)
MAY 2026**



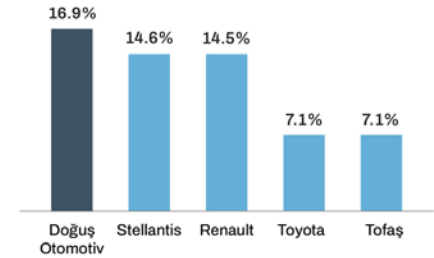
* 13% of passenger vehicles are in the Premium Segment.

■ PC ■ LCV ■ HCV

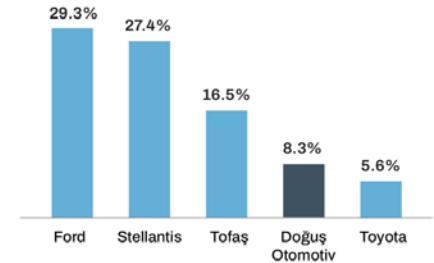
Market Share - Retail (2025)

| RETAIL MARKET | 2023 Year End | 2024 Year End | 2025 Year End | Dec 2024/ Dec 2025 Change |
|-------------------------------------|------------------|------------------|------------------|---------------------------------|
| PASSENGER CAR (%) | | | | |
| Doğuş Otomotiv | 15.6 | 16.5 | 16.9 | 0.4 |
| Stellantis | 17.4 | 14.7 | 14.6 | -0.1 |
| Renault | 16.4 | 15.5 | 14.5 | -1.0 |
| Toyota | 4.8 | 9.4 | 7.1 | -2.3 |
| Tofaş | 13.6 | 5.4 | 7.1 | 1.7 |
| Hyundai | 5.5 | 6.0 | 6.1 | 0.1 |
| Borusan Otomotiv | 3.0 | 3.4 | 4.3 | 0.9 |
| BYD | 0.1 | 0.9 | 4.2 | 3.3 |
| Other | 23.6 | 28.3 | 25.2 | -3.1 |
| LIGHT COMMERCIAL VEHICLE (%) | | | | |
| Ford | 26.9 | 29.2 | 29.3 | 0.1 |
| Stellantis | 19.5 | 21.3 | 27.4 | 6.1 |
| Tofaş | 26.4 | 20.0 | 16.5 | -3.5 |
| Doğuş Otomotiv | 6.8 | 8.7 | 8.3 | -0.4 |
| Toyota | 5.2 | 3.5 | 5.6 | 2.1 |
| Renault | 6.8 | 6.1 | 4.4 | -1.7 |
| Mercedes-Benz | 3.5 | 4.0 | 3.5 | -0.5 |
| IVECO | 1.1 | 1.5 | 1.4 | -0.1 |
| Other | 3.8 | 5.8 | 3.7 | -2.1 |
| LIGHT VEHICLE (%) | | | | |
| Stellantis | 17.8 | 16.1 | 17.2 | 1.1 |
| Doğuş Otomotiv | 13.7 | 14.9 | 15.1 | 0.2 |
| Renault | 14.4 | 13.5 | 12.4 | -1.1 |
| Tofaş | 16.2 | 11.6 | 9.1 | -2.5 |
| Ford | 8.3 | 8.5 | 8.0 | -0.5 |
| Toyota | 4.8 | 5.0 | 6.8 | 1.8 |
| Hyundai | 4.8 | 5.1 | 4.9 | -0.2 |
| Borusan Otomotiv | 2.4 | 2.7 | 3.4 | 0.7 |
| Other | 17.7 | 22.7 | 23.1 | 0.4 |

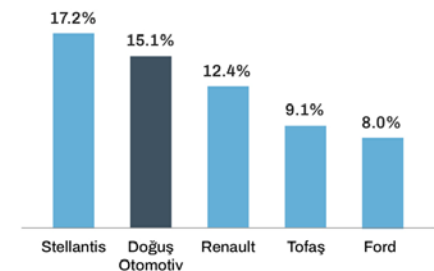
PV TOP 5 (Dec 2025)



LCV TOP 5 (Dec 2025)



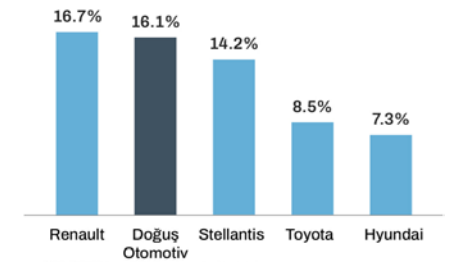
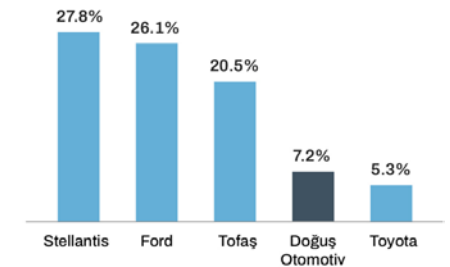
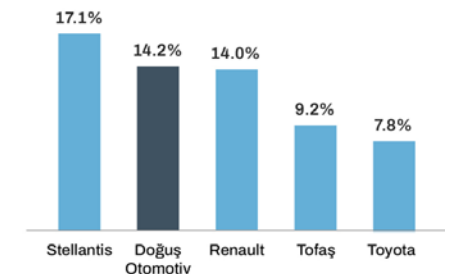
LV TOP 5 (Dec 2025)



Source: Automotive Distributors' and Mobility Association. DOAS performance includes Škoda sales. (06.01.2026)

Market Share - Retail (May)

| RETAIL MARKET | 2024 Year End | 2025 Year End | May 2025 | May 2026 | 2025 Year End/ May 2026 Change | May 2025/ May 2026 Change |
|-------------------------------------|---------------|---------------|-------------|-------------|--------------------------------|---------------------------|
| PASSENGER CAR (%) | | | | | | |
| Renault | 15.5 | 14.5 | 13.9 | 16.7 | 2.2 | 2.8 |
| Doğuş Otomotiv | 16.5 | 16.9 | 15.5 | 16.1 | -0.7 | 0.7 |
| Stellantis | 14.7 | 14.6 | 14.4 | 14.2 | -0.4 | -0.2 |
| Toyota | 9.4 | 7.1 | 8.1 | 8.5 | 1.3 | 0.3 |
| Hyundai | 6.0 | 6.1 | 6.6 | 7.3 | 1.2 | 0.7 |
| Tofaş | 5.4 | 7.1 | 7.5 | 6.1 | -1.0 | -1.4 |
| Togg | 3.1 | 3.6 | 3.6 | 4.7 | 1.1 | 1.2 |
| Borusan Otomotiv | 2.7 | 3.4 | 3.8 | 4.0 | 0.7 | 0.3 |
| Other | 26.8 | 26.7 | 26.8 | 22.5 | -4.2 | -4.3 |
| LIGHT COMMERCIAL VEHICLE (%) | | | | | | |
| Stellantis | 21.3 | 27.4 | 29.8 | 27.8 | 0.4 | -2.0 |
| Ford | 29.2 | 29.3 | 28.2 | 26.1 | -3.2 | -2.1 |
| Tofaş | 20.0 | 16.5 | 15.3 | 20.5 | 4.0 | 5.2 |
| Doğuş Otomotiv | 8.7 | 8.3 | 8.7 | 7.2 | -1.1 | -1.5 |
| Toyota | 3.5 | 5.6 | 4.8 | 5.3 | -0.3 | 0.5 |
| Renault | 6.1 | 4.4 | 4.0 | 4.0 | -0.4 | 0.0 |
| Mercedes-Benz | 4.0 | 3.5 | 4.2 | 2.9 | -0.6 | -1.2 |
| KG Mobility - SsangYong | 1.0 | 1.4 | 1.3 | 2.8 | 1.5 | 1.5 |
| Other | 6.4 | 3.7 | 3.7 | 3.3 | -0.4 | -0.4 |
| LIGHT VEHICLE (%) | | | | | | |
| Stellantis | 16.1 | 17.2 | 17.4 | 17.1 | -0.2 | -0.3 |
| Doğuş Otomotiv | 14.9 | 15.1 | 14.2 | 14.2 | -0.8 | 0.1 |
| Renault | 13.5 | 12.4 | 12.0 | 14.0 | 1.6 | 2.0 |
| Tofaş | 11.6 | 9.1 | 9.0 | 9.2 | 0.1 | 0.2 |
| Toyota | 5.0 | 6.8 | 7.5 | 7.8 | 1.0 | 0.3 |
| Ford | 8.5 | 8.0 | 7.8 | 6.7 | -1.3 | -1.1 |
| Hyundai | 5.1 | 4.9 | 5.4 | 5.8 | 0.9 | 0.4 |
| Togg | 2.4 | 2.9 | 2.9 | 3.7 | 0.9 | 0.8 |
| Other | 23.0 | 23.7 | 24.0 | 21.6 | -2.1 | -2.5 |

PV TOP 5 (May 2026)

LCV TOP 5 (May 2026)

LV TOP 5 (May 2026)


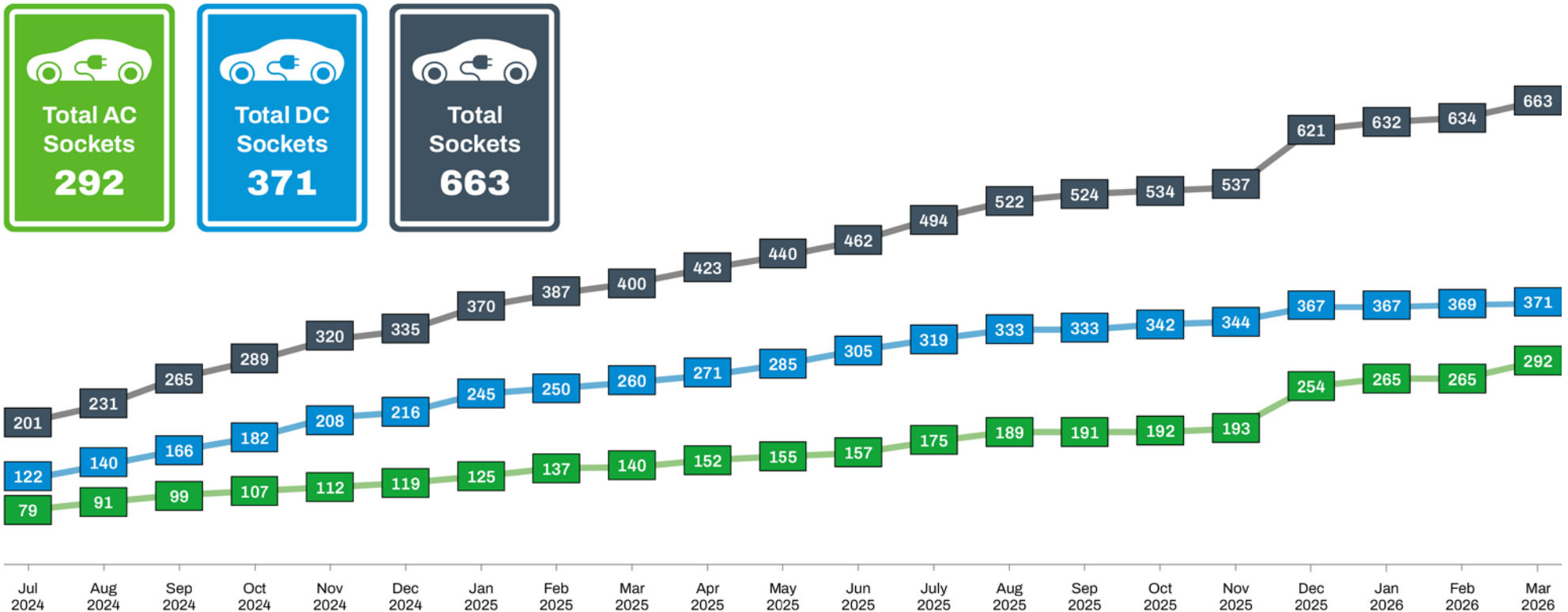
Source: Automotive Distributors' and Mobility Association. DOAS performance includes Škoda sales. (02.06.2026)

Electrification & Mobility



D-Charge

- As of end-March 2026, D-Charge continues its operations with 663+ sockets across 45+ cities.
- Among 183 active charging network operators across Türkiye, the company ranks 11th in terms of total socket count (AC+DC).
- The D-Charge mobile application, developed by Doğuş Teknoloji, has currently reached over 45,000 active users.
- D-Charge aims to continue its investments in 2026, targeting over 720 sockets across more than 48 cities.

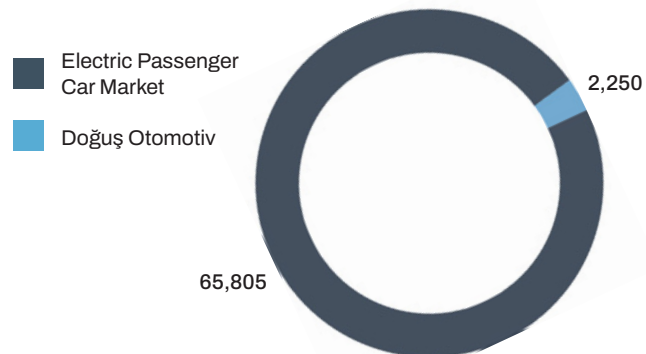


Electric Vehicle Market Share - Retail (May)

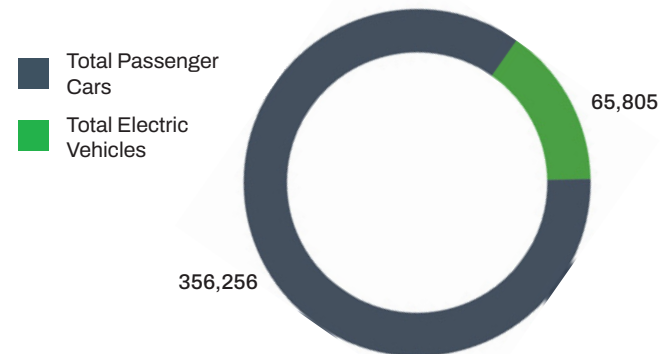
| 2026 Ranking | 2025 Ranking | Brand | May2025 Units | May2026 Units | May2025 Market Share | May2026 Market Share | May2025/May2026 Change |
|---------------------|--------------|-------------------------|---------------|---------------|----------------------|----------------------|------------------------|
| 1 | 1 | Togg | 14,003 | 16,745 | 23.62% | 25.45% | 1.83% |
| 2 | 2 | BYD | 7,040 | 6,669 | 11.87% | 10.13% | -1.74% |
| 3 | 9 | KG Mobility - SsangYong | 2,604 | 5,692 | 4.39% | 8.65% | 4.26% |
| 4 | 4 | Mini | 4,781 | 5,435 | 8.06% | 8.26% | 0.20% |
| 5 | 13 | Volvo | 1,493 | 4,272 | 2.52% | 6.49% | 3.97% |
| 14 | 17 | Škoda | 380 | 1,027 | 0.64% | 1.56% | 0.92% |
| 18 | 12 | Volkswagen | 1,667 | 524 | 2.81% | 0.80% | -2.02% |
| 19 | 15 | Audi | 921 | 439 | 1.55% | 0.67% | -0.89% |
| 20 | 18 | Porsche | 346 | 243 | 0.58% | 0.37% | -0.21% |
| 24 | 25 | CUPRA | 60 | 17 | 0.10% | 0.03% | -0.08% |
| | | Other | 25,994 | 24,742 | | | |
| Total Market | | | 59,289 | 65,805 | | | |

Note: In the January-May 2026 period, Volkswagen light commercial electric vehicle sales amounted to 9 units. (2025: 124)

Doğuş Otomotiv Market Share: 3.4%

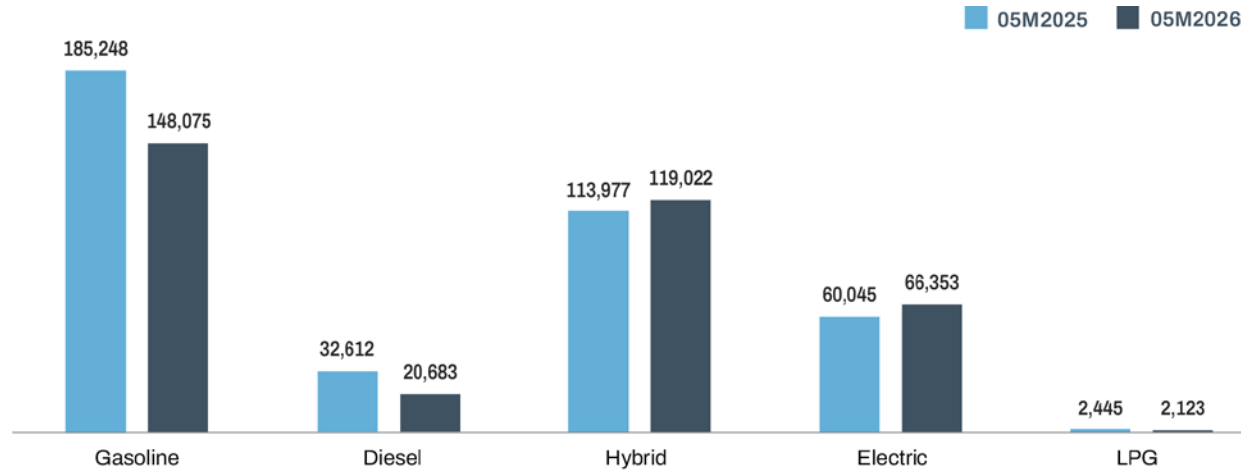


Electric Vehicle Total Market Share: 18.5%

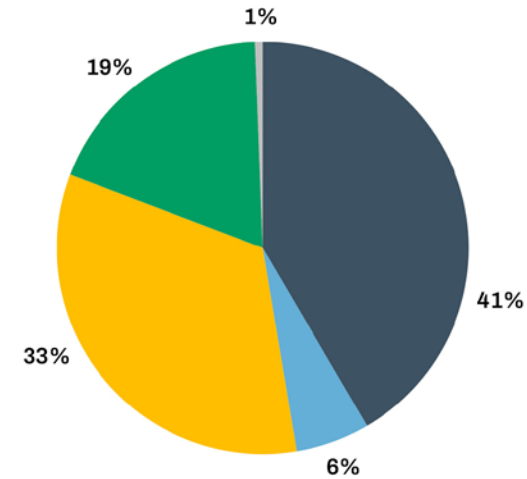
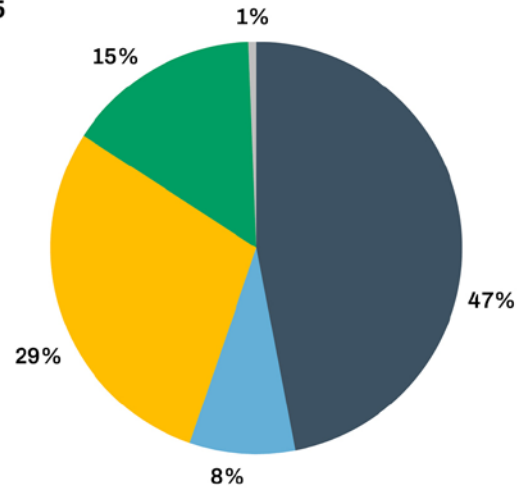


Note: Hybrid vehicles are not included.

Automobile Market - Distribution by Engine Type (May)



MAY 2025

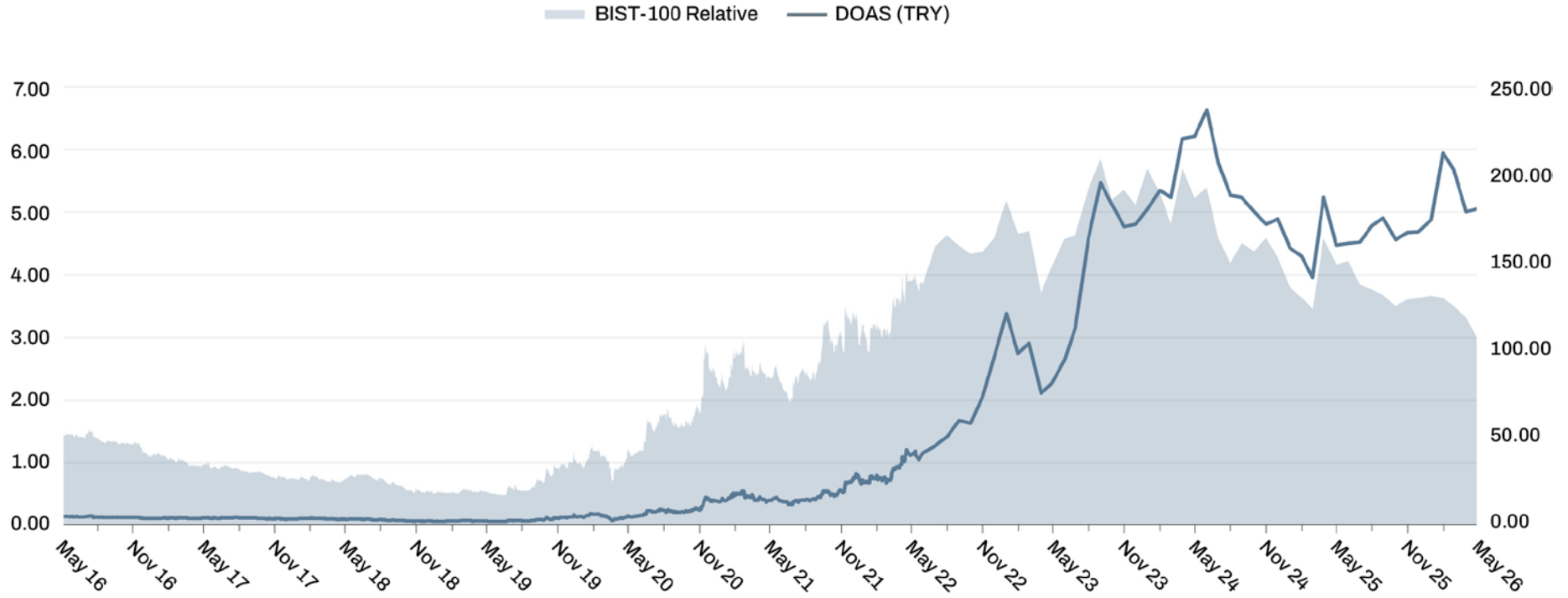


■ Gasoline ■ Diesel ■ Hybrid ■ Electric ■ Hybrid

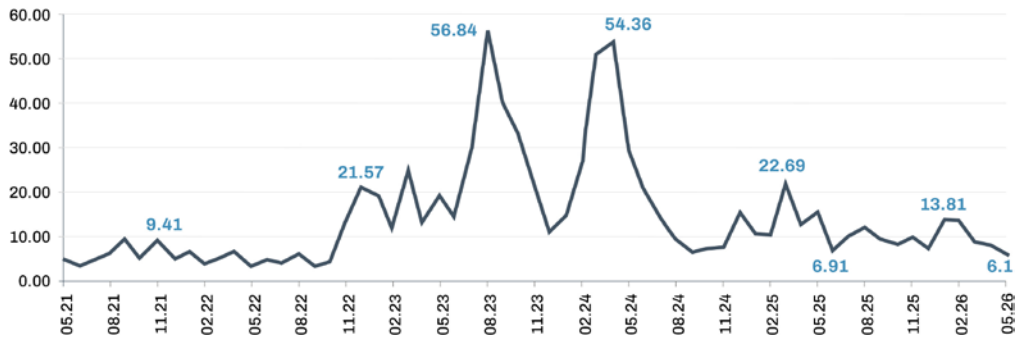
Stock Performance



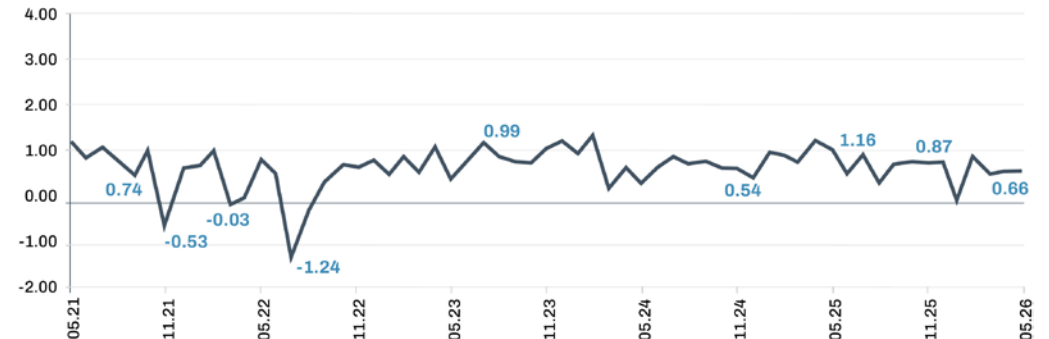
Stock Performance



DOAS Trading Volume

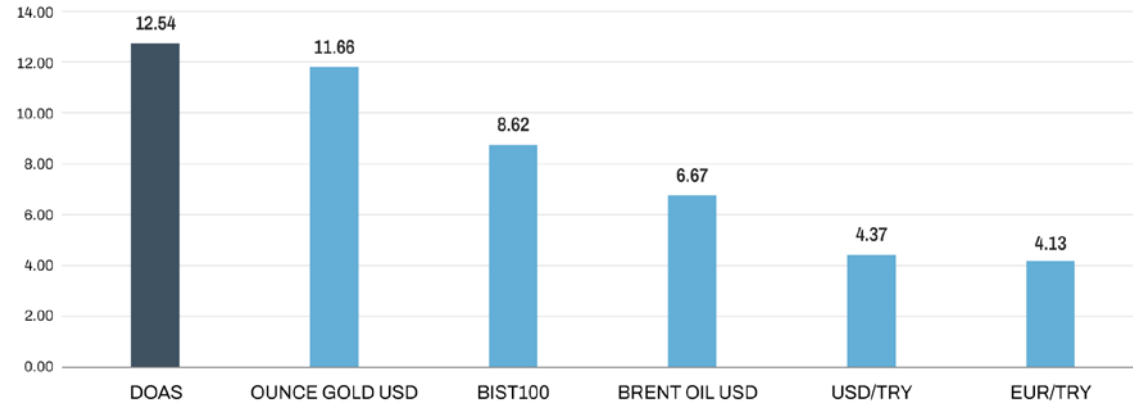


Beta



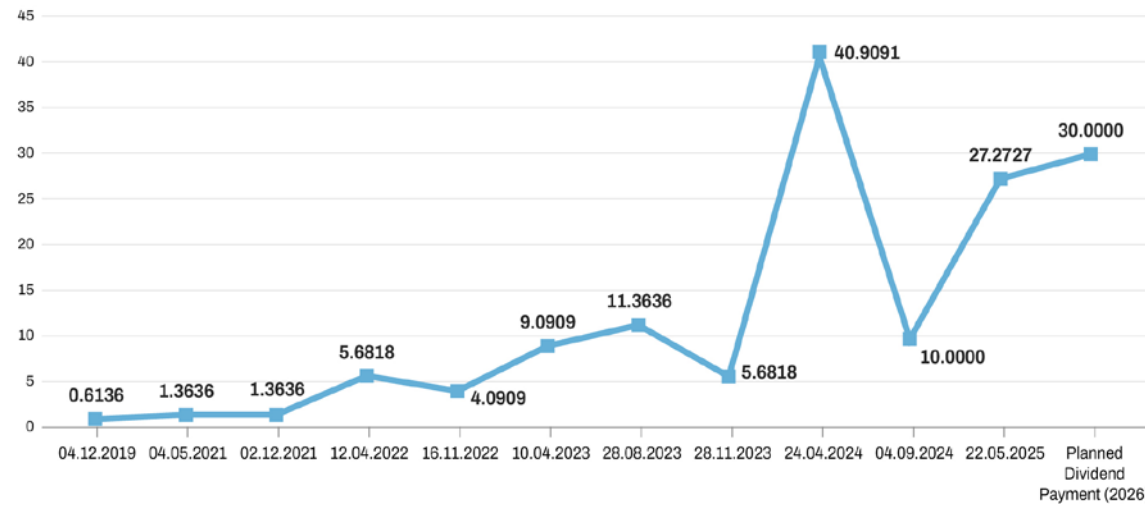
Stock Performance

2021-2026 Return on Investment (mio TRY)*



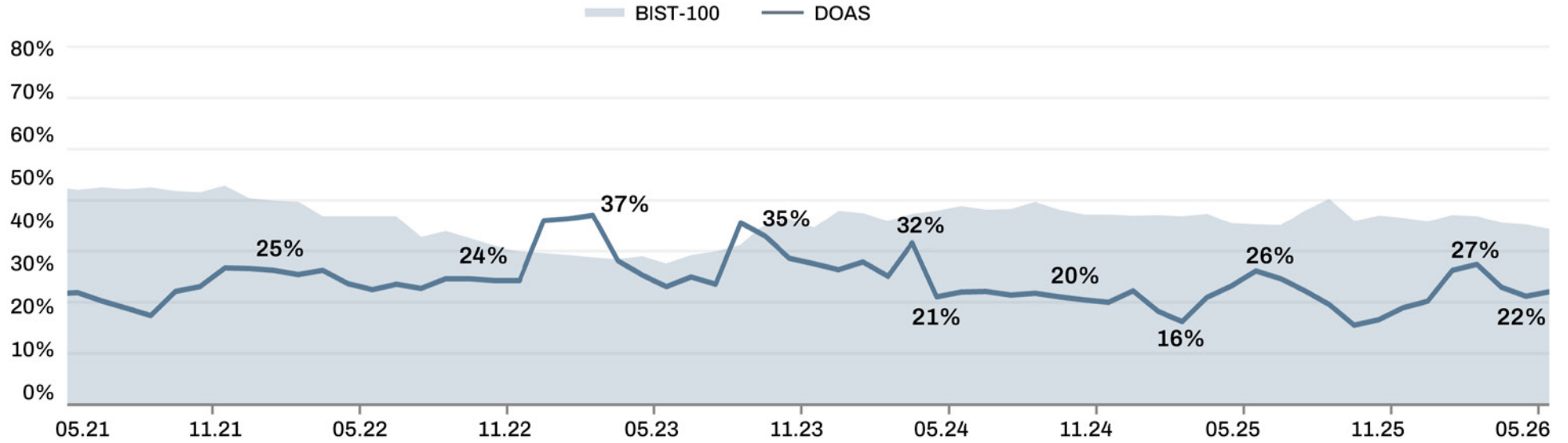
* It represents the return of the investment of TRY 1,000,000 made in 31 May 2021 as of 26 May 2026.
 Source: Investing.com

Gross Dividend Per Share (TRY)



** The first installment of the dividend was paid on April 13, 2026.

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 26 | 31 Mar 25 | Change (%) |
|---------------------------------|-----------|-----------|------------|
| Revenue | 49,622 | 55,015 | -10% |
| Gross Profit | 6,600 | 8,896 | -26% |
| Operational Expenses | -4,295 | -5,278 | -19% |
| Selling and Marketing Expenses | -1,248 | -1,103 | 13% |
| General Administrative Expenses | -2,586 | -4,583 | -44% |
| Warranty Expenses, net | -552 | -334 | 65% |
| Other Operating Expenses, net | 90 | 741 | -88% |
| EBITDA | 3,252 | 4,508 | -28% |
| EBIT | 2,305 | 3,618 | -36% |
| Net Profit | 564 | 747 | -25% |

| Margins | 31 Mar 26 | 31 Mar 25 | Change (%) |
|-------------------|-----------|-----------|------------|
| Gross Margin | 13.3% | 16.2% | -2.9% BP |
| Opex/Sales | 8.7% | 9.6% | -0.9% BP |
| EBITDA Margin | 6.6% | 8.2% | -1.6% BP |
| EBIT Margin | 4.6% | 6.6% | -1.9% BP |
| Net Profit Margin | 1.1% | 1.4% | -0.2% BP |

Consolidated Income Statement - 2

| (TRY '000) | 31 Mar 26 | Vertical Analysis | 31 Mar 25 | Vertical Analysis | Change (%) |
|--|------------------|-------------------|------------------|-------------------|-------------|
| Revenue | 49,622,082 | | 55,015,333 | | -10% |
| Direct Cost of Revenue | -43,022,085 | 87% | -46,119,510 | 84% | -7% |
| Gross Profit | 6,599,997 | 13% | 8,895,823 | 16% | -26% |
| Selling, Marketing and Distribution Expenses | -1,247,921 | 3% | -1,102,649 | 2% | 13% |
| General Administrative Expenses | -2,585,709 | 5% | -4,582,580 | 8% | -44% |
| Warranty Expenses, net | -551,887 | 1% | -333,962 | 1% | 65% |
| Other Operating Incomes/Losses, net | 90,424 | 0% | 740,943 | -1% | -88% |
| EBIT | 2,304,904 | 5% | 3,617,575 | 7% | -36% |
| Income/Loss from Investing Activities, net | 202,637 | | 67,776 | | 199% |
| Income/Loss from Associates | 289,502 | 1% | 228,161 | 0% | 27% |
| Net Monetary Position Gains (Losses) | 348,857 | | -789,638 | | -144% |
| Financial Incomes/Costs, net | -666,371 | | -1,288,426 | | -48% |
| Profit Before Income Tax | 2,479,529 | 5% | 1,835,448 | 3% | 35% |
| Tax Expense | -1,915,425 | | -1,088,277 | | 76% |
| Profit for the Year | 564,104 | 1% | 747,171 | 1% | -25% |

| Gross Profit | Automotive | Real Estate | Elimination Between Segments | Total |
|---------------------------------|------------------|----------------|------------------------------|------------------|
| Revenue from External Customers | 49,346,573 | 321,635 | -46,126 | 49,622,082 |
| Cost of Sales | -42,968,597 | -53,488 | 0 | -43,022,085 |
| Gross Profit | 6,377,976 | 268,147 | -46,126 | 6,599,997 |
| Gross Profit Margin | %12.9 | %83.4 | %100.0 | %13.3 |

| Income Loss from Associates | 31 Mar 26 Cumulative | 31 Mar 25 Cumulative |
|-----------------------------|----------------------|----------------------|
| TÜVTÜRK N&S (Consolidated) | 274,035 | 348,643 |
| vdf Servis | 118,880 | 124,091 |
| Doğuş Teknoloji | -12,647 | -9,090 |
| Doğuş Sigorta | -24,697 | -11,232 |
| Yüce Auto (Škoda) | -66,069 | -224,251 |
| Grand Total | 289,502 | 228,161 |

Financing Costs

| (TRY '000) | 31 Mar 26 | 31 Mar 25 | Change (%) |
|---|------------------|------------------|-------------|
| Financing Cost, net | 666,371 | 1,288,426 | -48% |
| Financial Expenses | 2,099,584 | 2,121,230 | -1% |
| Interest Expense on Borrowings | 1,668,723 | 887,631 | 88% |
| Foreign Exchange Losses on Borrowings | 210,077 | 1,043,357 | -80% |
| Commission Expenses on Letters of Guarantee | 88,054 | 74,163 | 19% |
| Interest Expense on Lease Liabilities | 62,870 | 46,123 | 36% |
| Other* | 69,860 | 69,956 | 0% |
| Financial Incomes | 1,433,213 | 832,804 | 72% |
| Interest Revenue | 1,433,213 | 832,804 | 72% |

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

Consolidated Balance Sheet - 1

| (TRY'000) | 31 Mar 26 | 31 Dec 25 |
|--|--------------------|--------------------|
| ASSETS | 144,420,966 | 143,458,420 |
| Cash and Cash Equivalents | 5,211,757 | 6,113,559 |
| Trade Receivables | 14,481,745 | 19,129,791 |
| Inventories | 41,486,488 | 33,155,882 |
| Tangible and Intangible Non-current Assets | 30,812,164 | 31,117,863 |
| Financial Investments | 3,530,664 | 3,531,531 |
| Investments in Equity Accounted Investees | 12,952,065 | 12,911,093 |
| Right of Use Asset | 456,014 | 314,802 |
| Other* | 35,490,069 | 37,183,899 |
| LIABILITIES | 75,565,664 | 68,510,440 |
| Financial Liabilities | 32,793,478 | 33,826,709 |
| Trade Payables | 26,186,729 | 21,076,933 |
| Provisions | 1,714,443 | 4,252,238 |
| Other | 14,871,014 | 9,354,560 |
| EQUITY | 68,855,302 | 74,947,980 |

* Other assets consist of investment property, deferred tax assets, prepaid expenses, other receivables, and other current assets.

** Other liabilities consist of current tax liabilities, deferred incomes, employee benefit obligations, and other current liabilities.

INVENTORIES

Number of vehicles increased from 18,623 units on 31.12.2025 to 28,914 units on 31.03.2026.

| Investments in Equity Accounted Investees | 31 Mar 26 | 31 Dec 25 |
|---|-------------------|-------------------|
| Associates | | |
| vdf Servis | 9,295,044 | 9,190,614 |
| Yüce Auto (Škoda) | 688,461 | 982,374 |
| Doğuş Teknoloji | 568,621 | 580,982 |
| Doğuş Sigorta | 278,884 | 303,580 |
| Business Partnerships | | |
| TÜVTÜRK NGS (Consolidated) | 2,121,055 | 1,853,543 |
| Total | 12,952,065 | 12,911,093 |

FINANCIAL LIABILITIES

Use of financing was realized as expected at TRY 32.8 billion.

| Provisions | 31 Mar 26 | 31 Dec 25 |
|--|------------------|------------------|
| Warranty provisions | 608,704 | 527,662 |
| Legal provisions | 298,273 | 282,229 |
| Hatay Region Sociocultural Donation Provisions | 141,305 | 224,440 |
| Non-current provisions for employee benefits | 666,161 | 574,597 |
| Other provisions | 0 | 2,643,310 |
| Total | 1,714,443 | 4,252,238 |

Consolidated Balance Sheet - 2

| (Balance Sheet, mn TRY) | 31 Mar 26 | 31 Dec 25 | Change (%) |
|--------------------------|-----------|-----------|------------|
| Total Assets | 144,421 | 143,458 | 1% |
| Total Equity | 68,855 | 74,948 | -8% |
| Net Working Capital | 14,695 | 21,987 | -33% |
| Net Cash Position | -27,582 | -27,713 | 0% |
| Receivable Turnover Days | 27 | 25 | 7% |
| Inventory Turnover Days | 88 | 49 | 79% |
| Payable Turnover Days | 56 | 31 | 78% |
| Net Debt/EBITDA | 212.0% | 153.7% | 58% P |
| ROA | 0.4% | 0.5% | -0.1% BP |
| ROE | 0.8% | 1.0% | -0.2% BP |

| (Balance Sheet, mn TRY) | 31 Mar 26 | 31 Mar 25 | Change (%) |
|-------------------------|-----------|-----------|------------|
| CAPEX* | 738 | 1,030 | -28% |

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

2026 Expectations



OEM Strategy: Ensuring sustainable competitiveness of represented brands.



TOTAL AUTOMOTIVE MARKET
(PC + LCV + HCV)

Forecast

1,200,000 units



DOĞUŞ OTOMOTİV SALES VOLUME
(excluding Škoda)

Forecast

117,000 units



INVESTMENT EXPENDITURE

Forecast

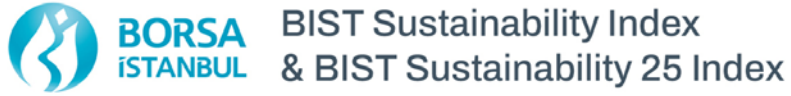
TRY 5.2 billion

- » 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

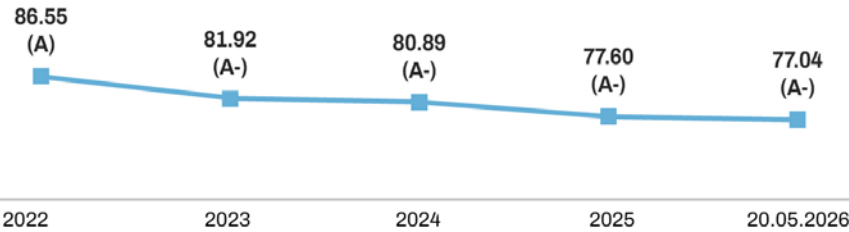
Corporate Sustainability and Corporate Governance



Corporate Sustainability



Corporate Sustainability Rating Score¹



#15/241 ranking in the global Specialty Retailers industry



Among the top 5% companies worldwide



Ranked #4 out of 435 in the global Retail sector (Top 2%)

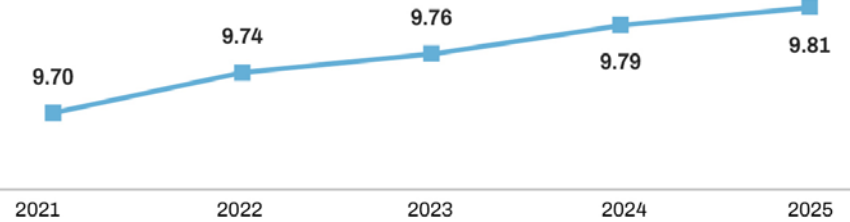


FTSE4Good Emerging Index

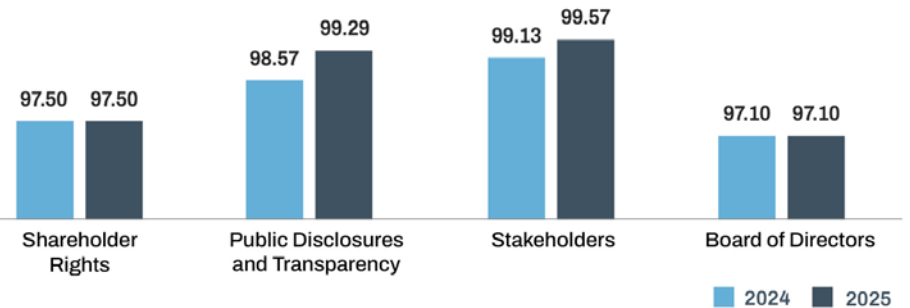
Corporate Governance

14 consecutive years of sustainable and remarkable performance growth

Corporate Governance Principles Compliance Rating Score



Breakdown of Corporate Governance Principles Compliance Rating Score



¹ According to the rating assessments conducted by LSEG, the scores for 2022, 2023, and 2024 reflect the performance of the respective fiscal years. As the performance for the 2025 fiscal year has not yet been disclosed, the score as of December 31, 2025 has been used.

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