



DOĞAN HOLDING  
**SUSTAINABILITY**  
**REPORT**  
**2023**



# ABOUT THE REPORT



## ABOUT THE REPORT

Doğan Holding 2023 Sustainability Report, which includes consolidated data between January 1, 2023 and December 31, 2023, reflects Doğan Holding's (Holding) commitment to transparency and accountability on environmental, social and governance (ESG) issues.

The report is prepared in accordance with GRI Standards, which provide a globally accepted sustainability reporting framework for reporting economic, governance, environmental and social impacts, as well as complies with United Nations Global Compact (UNGC), Women's Empowerment Principles (WEPs), Sustainable Development Goals (SDGs) and World Economic Forum Stakeholder Capitalism Metrics, also serving as a source for the statements made in the CMB Sustainability Principles Compliance Framework.

The report refers to Doğan Holding A.Ş. as Doğan Holding, Galata Wind Enerji A.Ş. as Galata Wind, Doğan Trend Otomotiv Ticaret Hizmet ve Teknoloji A.Ş. as Doğan Trend Otomotiv, Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş. as Ditaş, Sesa Ambalaj ve Plastik Sanayi Ticaret A.Ş. as Sesa, Doğan Dış Ticaret ve Müessesilik A.Ş. as Doğan Dış Ticaret, Doğan Yayınları Yayıncılık ve Yapımcılık Ticaret A.Ş. as Doğan Yayıncılık, D Gayrimenkul Yatırımları ve Ticaret A.Ş. as D Gayrimenkul, Doğan Burda Dergi Yayıncılık ve Pazarlama A.Ş. as Doğan Burda, D Yatırım Bankası A.Ş. as Doğan Yatırım Bankası, Profil Sanayi ve Ticaret A.Ş. as Doğan Profil, Karel Elektronik Sanayi ve Ticaret A.Ş. as Karel, Hepsi Emlak and Hepiyi Sigorta A.Ş. as Hepiyi Sigorta.

For selected environmental indicators included in our report, limited assurance was received from the independent audit firm PwC Türkiye. You can access the Reporting Guidance and Independent Assurance Opinion via Annex section.



You can send any questions and suggestions regarding the content of the report and our sustainability efforts to [sustainability@doganholding.com.tr](mailto:sustainability@doganholding.com.tr)

## CHAIRPERSON'S MESSAGE

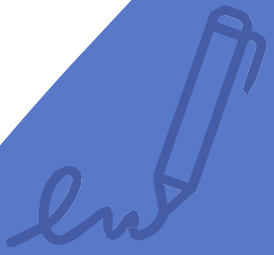
Dear Stakeholders,

The year 2023 marked a significant milestone in our history as it celebrated the 100th anniversary of the founding of the Republic of Türkiye. This centennial not only allowed us to reflect on our past but also to reimagine our aspirations and goals for the future. A century ago, under the leadership of Gazi Mustafa Kemal Atatürk, our Republic was founded on the ideals of democracy, equality, and freedom. As we step into the second century of our Republic, we draw strength from these enduring values, continuing our mission to create a more prosperous, equitable, and sustainable future for our nation with unwavering enthusiasm. Moving forward into the next century, the inspiration drawn from our rich history propels us towards the future with renewed vigor. We remain committed to playing our part in fostering peace, stability, and prosperity in our region and across the globe, while steadfastly working towards our sustainable development goals.

The year 2023 was not only memorable due to the centennial celebration of our Republic but also unforgettable because of the devastating earthquakes that struck Türkiye on February 6th. Centered in Kahramanmaraş, this earthquake directly impacted over 15 million of our citizens. However, as a nation that has overcome numerous challenges throughout its history, we united as one in the face of this disaster. Doğan Holding, alongside our dedicated employees, was on the ground from the very first day, mobilizing our group companies to support relief efforts. We allocated 150 million TRY, a portion of which was directed to AFAD and the rest towards improving living conditions in the affected regions. Additionally, we actively participated in projects aimed at enhancing the quality of life in the earthquake-hit areas, including the establishment of a container city for the Hatay Metropolitan Municipality. Furthermore, ensuring the continuity of education, one of the most critical legacies of our Republic's commitment to reaching the level of contemporary civilizations, was of paramount importance to us. We initiated an educational campaign, and under the Aydın Doğan Foundation's "Empowered Girls, Empowered Futures" project, we awarded scholarships to 1,000 students, which we will sustain throughout their academic journeys. We are determined to continue our efforts to heal the wounds and contribute to the region's recovery, with unwavering faith in building a stronger future together.

The past year not only witnessed challenges within our nation but also around the world. The earthquake in Morocco, wildfires in Hawaii, Canada, and Greece, along with escalating tensions between Ukraine and Russia, as well as the conflict between Hamas and Israel, continued to leave their mark. In addition to these global natural disasters, 2023 became a year of political significance, with Türkiye among 12 European countries gearing up for the 2024 election year. Despite the uncertainties posed by these domestic and international events, our resolve to create value for our country and planet remained unshaken. On the contrary, it further motivated us to work even harder.

In a global context marked by economic and political volatility, the importance of international gatherings focused on sustainability and development has grown. One of the most pivotal events in this regard was the United Nations Climate Change Conference, COP28, which took place in Dubai with representatives from nearly 200 countries. It was encouraging to observe a higher level of participation from the business community compared to previous years. Notably, on the very first day of the event, the long-anticipated Loss and Damage Fund was approved. This fund is intended to provide financial assistance to vulnerable and developing countries facing disasters caused by climate change, such as floods, wildfires, and desertification. Another positive development at COP28 was the consensus on phasing out fossil fuels, a topic included in the negotiations for the first time. However, while the agreement marked a significant step, it lacked specific timelines and actionable commitments, highlighting a gap that needs to be addressed.



**BEGÜM DOĞAN FARALYALI**  
Chairperson

The succession of global disasters and uncertainties has underscored the need for reflection and action from decision-makers, while also urging business community to act for the future of the planet and the continuity of life. Research worldwide indicates that individuals are increasingly expecting businesses to take greater responsibility in addressing issues such as climate change, economic inequality, and workforce retraining. At Doğan Holding, under our Responsible Investment Policy and as signatories of the United Nations Principles for Responsible Investment (UNPRI), we have not only identified sectors for investment but have also clearly defined areas where we will never invest.

In alignment with this approach, we have channeled our investments into sectors that serve sustainability, such as renewable energy and high-tech industries. Our investments in GalataWind, Karel Elektronik, and Doğan Trend Otomotiv reflect this commitment. In line with our value-driven, responsible investment strategy, we continued to transform our portfolio with the Doğan Impact Plan throughout 2023. This included the divestment of Aytemiz and Milpa, allowing us to streamline our portfolio further.

In 2023, without compromising our goal of generating social impact, we sustained projects that added value to our society. We are also in the process of extending our “Common Values Movement” beyond Türkiye’s borders. Our commitment to gender equality remains strong, with the goal of increasing female representation on our boards to at least 30% and women in management positions to at least 40% in all our group companies by 2025. We recognize that this not only reflects our adherence to the principle of equality but also enhances corporate success, as we believe that women leaders drive better business outcomes.

As a responsible and value-based investment holding company committed to a “better world,” we will continue to generate value for both our Group and stakeholders, as well as for our nation, in 2024 and beyond.

Thank you for your invaluable support and collaboration.

BEGÜM DOĞAN FARALYALI  
Chairperson

## CEO'S MESSAGE



  
**ÇAĞLAR GÖĞÜŞ**  
CEO

Dear Stakeholders

The year 2023 was marked by significant economic uncertainties and heightened tensions across various regions of the world. The ongoing conflict between Russia and Ukraine, followed by the Hamas-Israel tensions and conflicts in Africa, led to disruptions in transportation corridors, which had economic repercussions. The challenges, particularly along trade routes connecting Asia and Europe, adversely impacted the economies of many countries.

For our nation, 2023 held a special significance as it marked the 100th anniversary of our Republic. Despite starting the year with the devastating February 6th earthquakes, our dedication to working for the betterment of our country never wavered. The twin earthquakes centered in Kahramanmaraş deeply affected all of Türkiye, uniting us in shared sorrow. In the face of this great tragedy, we swiftly mobilized. We dedicated ourselves to recovery efforts and the rebuilding of the affected regions. From day one, every company within Doğan Holding responded to critical needs according to their capabilities and areas of expertise.

As a group with a 65-year legacy, we drew strength from our deep roots and continued to produce value for both our group and our country, adhering to our vision as a responsible investment holding. We sustained our investments that create added value in all sectors in which we operate. Under the framework of the “Doğan Impact Plan,” designed to address the ecological, social, and financial challenges we face, we continued our efforts to simplify and diversify our portfolio. This included the divestment of Aytemiz and Milpa, which enabled us to achieve a more streamlined portfolio structure. Additionally, we bolstered our portfolio by investing in companies and sectors like Sesa Ambalaj, Karel, Hepiyi Sigorta, and Doğan Investment Bank.

One of the key transactions facilitated by Doğan Investment Bank in 2023 was the \$25 million loan agreement signed between Galata Wind, one of our group companies, and Proparco, a subsidiary of the French Development Agency (AFD) dedicated to the private sector. This transaction, which provided a significant source of external funding for the Turkish economy, saw Doğan Investment Bank taking on the role of financial advisor and coordinator. Proparco is an organization providing funds mainly for sustainable investments and notably, this agreement marked its first-ever credit provision to a renewable energy company in Türkiye

This brings me to the topic of green transformation. We view renewable energy as one of the top priority investment areas for our Group, our country, and the world, and we continue to invest consistently in this sector. By the end of 2023, we had operationalized hybrid and additional capacity investments in our Galata Wind Taşpınar project. This year, we are proceeding with additional capacity investments in our Mersin project, along with further expansions in Taşpınar Hybrid. Beyond our projects and investments in Türkiye, our renewable energy company Galata Wind has taken steps to capitalize on the accelerated green transformation in Europe, particularly post-conflict. We have initiated efforts to develop a 300 MW project in Europe.

At Doğan Holding, we have indeed left behind a challenging year. In 2024, while continuing to expand our existing operations, we remain committed to working towards a better world for our country, our employees, and all our stakeholders.

I would like to extend my deepest gratitude to all our stakeholders who have supported us in our sustainability journey, and to everyone who contributed to the preparation and presentation of this report.

**ÇAĞLAR GÖĞÜŞ**  
CEO

# ABOUT DOĞAN HOLDING



# ABOUT DOĞAN HOLDING

The foundations of Doğan Şirketler Grubu Holding A.Ş., creating value for Turkish economy for the past 64 years, were laid in 1959 when our Honorary President Aydın

Doğan registered with the Mecidiyeköy Tax Office, and incorporated his first company in the automotive field in 1961.

Doğan Group companies, as for the past 64 years, contribute to the Turkish economy with their advanced visions in sectors like electricity generation, industry and trade, automotive trade and marketing, finance and investment, internet and entertainment and real estate investments.

The biggest factor in the success of the group is its expert and talented human resources. The Group is one of the most important forces supporting the country's development through the direct job opportunities it provides to 7,935 employees as of the year end 2023.

## SECTORS AND GROUP COMPANIES



### Electricity Generation

GALATA  
BOYABAT  
ASLANCIK

WIND  
HEPP  
HEPP



### Automotive Trade and Marketing

DOĞAN TREND OTOMOTİV



### Real Estate Investments

D GAYRİMENKUL  
MİLTA TURİZM  
İŞLETMELERİ

MARLİN OTELCİLİK KANDİLLİ  
GAYRİMENKUL M-INVESTMENT 1  
LLC



### Finance and Investment

DOĞAN YATIRIM BANKASI  
DORUK FAKTORING

HEPİYİ SİGORTA ÖNCÜ  
GSYO



### Industry and Trade

KAREL  
DİTAŞ  
SESA AMBALAJ

DOĞAN DIŞ TİCARET KELKİT  
DOĞAN BEŞİ



### Internet & Entertainment

HEPSİEMLAK  
KANAL D ROMANYA  
DMC & NETD

DOĞAN BURDA DOĞAN  
YAYINLARI



Daha detaylı bilgi için **kurumsal internet sitemiz** ve **faaliyet raporlarımıza** göz atabilirsiniz.



# RESPONSIBLE INVESTMENT HOLDING PERSPECTIVE





## RESPONSIBLE INVESTMENT HOLDING PERSPECTIVE

**As Doğan Group, “we appreciate and create value” to all our stakeholders, especially our planet, which is our biggest stakeholder.**

Doğan Group, as a responsible investment holding company that adopts a value-oriented investment approach and aims to create a positive impact in the world, creates more sustainable solutions in the geographies in which it operates by producing sustainable solutions in the long term. It aims to provide leadership for a better future and to transform its existing investments and portfolio with this mind-set.

Integrating environmental, social and governance factors (ESG) into investment decisions, Doğan Holding focuses on improving its sustainability performance and sustainable investment practices as well as its financial performance. Companies operating in carbon-intensive sectors and sectors with negative environmental impact within Doğan Holding is being transformed within the framework of the Doğan Impact Plan.

In our **Responsible Investment Policy**, which we have established with this perspective covers Doğan Holding and all our group companies. By such we transparently share our standards that play a decisive role in our investment decisions, as well as the basic principles we undertake to comply and the areas/sectors in which we will not invest.

As an important reflection of this approach, we became a signatory of the United Nations Principles for Responsible Investment (UNPRI) in 2023. In other words, we underlined our commitment to adopt the Responsible Investment Principles and include ESG factors in our investment decisions to better manage environmental, social and governance risks and create long-term sustainable value.

# ESG FACTORS



<b>Environmental</b>	Climate Change, Emissions, resource scarcity, waste and pollution, loss of biodiversity
<b>Social</b>	Working conditions (slavery, forced labor, child labor, collective agreement, freedom of speech), local communities, occupational health and safety, diversity and inclusion
<b>Governance</b>	Executive pay, anti-bribery and corruption, BoD diversity and composition, tax strategy, transparency and accountability, internal audit and control mechanisms

# PRINCIPLES FOR RESPONSIBLE INVESTMENT

- 1** We will incorporate ESG issues into investment analysis and decision-making processes.
- 2** We will be active owners and incorporate ESG issues into our ownership policies and practices.
- 3** We will seek appropriate disclosure on ESG issues by the entities in which we invest.
- 4** We will promote acceptance and implementation of the Principles within the investment industry.
- 5** We will work together to enhance our effectiveness in implementing the Principles.
- 6** We will each report on our activities and progress towards implementing the Principles.

# OUR PHILOSPOHY AND VALUES



# OUR PHILOSOPHY AND VALUES



## We Appreciate and Create Value

We appreciate the value of our people, our country and humanity, and we strive to add value to society, the world and the future. We aim to create higher benefit through products and services and always innovate and lead with our companies and brands. Our north star is our values and principles, which guide us as we move forward on our successful journey with our shareholders, employees and stakeholders.

**We appreciate the shared values** that make us who we are, our heritage and assets, the importance of knowledge and labor, and our people and country.

Our entrepreneurial spirit guides us as we take the action at the right time, and we capture change by always pursuing the better. We foster creative ideas with curiosity and need to learn, and **we bring innovation to our business.**

We always remain committed to integrity, ethical rules and laws. We care about a sustainable life and future generations, and **we act with responsibility and transparency** toward our communities and the environment.

We start each new day boldly and dynamically to make our dreams come true, work with determination to attain our goals and be a leader, and **we embrace our work with passion.**

**We succeed together** by embracing our differences, always seeking solutions, sharing knowledge and experience, trusting and lifting each other, appreciating and celebrating our wins.

# CORPORATE GOVERNANCE



# CORPORATE GOVERNANCE

At Doğan Holding and our Group companies, we establish relationships with all our stakeholders based on fair, transparent, responsible and accountability principles, with a management approach that embraces sustainable growth and responsible investment strategy.

The Board of Directors, the highest-level management body, determines strategies, defines goals and monitors management performance for the Holding and Group companies with a holistic approach, including sustainability.

In accordance with the principle of separation of duties, the functions of Chairman of the Board of Directors and Chief Executive Officer are carried out by separate persons.

As of the end of 2023, there are a total of 11 members on the Board of Directors. Four of these members have independent member status.

The Executive Committee, the Audit Committee, the Corporate Governance Committee, the Early Detection of Risk Committee and the Sustainability Committee support the Board of Directors in fulfilling their duties and responsibilities. The duties of the Nomination and Remuneration committees are fulfilled by the Corporate Governance Committee.



You can find detailed information about our Board Members [here](#) and the Working Principles of the Board Committees [here](#).

## INTERNAL AUDIT, RISK MANAGEMENT, ETHICS, ANTI-BRIBERY&CORRUPTION

Within the scope of Internal Control practices, risk and opportunity assessments of Doğan Holding and all its subsidiaries in line with relevant economic, social and environmental sustainability targets are audited annually by the Internal Audit and Risk Management Department within the framework of the risk-based annual audit plan, and the actions to be taken as a result of the audits are determined and implemented accordingly. It is checked whether it is implemented or not. Studies regarding the protection of assets and internal control effectiveness, as well as auditing studies on information security and occupational health and safety are among the activities carried out within the scope of the assurance duty.

Within the scope of Risk Management practices financial, operational, strategic, information technologies, occupational health and safety and compliance risks of Group companies are monitored by company management. Possible risks, existing controls and action plans are also evaluated by the Executive Committee and shared with the senior management of the Group companies and the actions taken are followed.

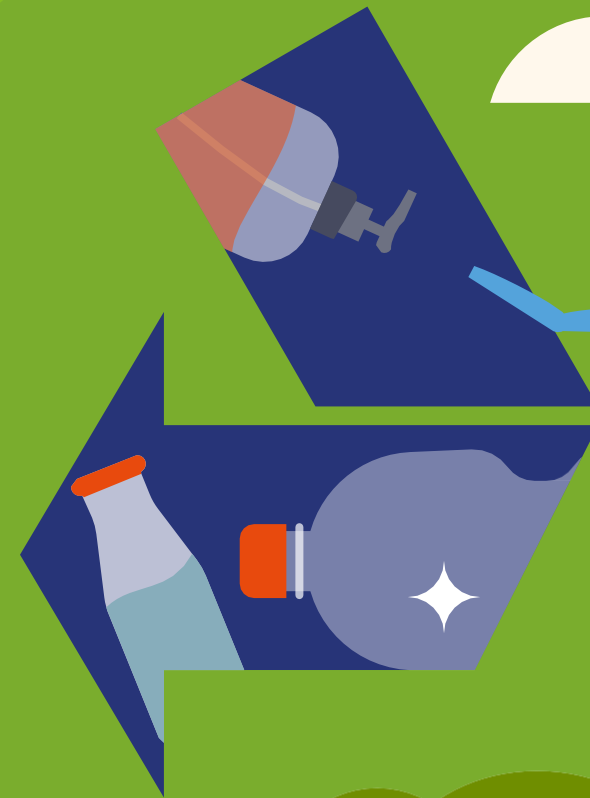
In Doğan Holding and all Group companies, the basic principles, values and ways of doing business are guided by the Code of Ethics. With these principles, we aim to outline the basic rules that must be followed and to prevent any disputes and conflicts of interest that may arise between employees, business partners, customers and our company.

Doğan Holding Ethics Committee is responsible for maintaining the ethical culture, resolving non-conformities and establishing application standards. In case of non-compliance with the rules of ethics, business principles and relevant policies, Doğan Group employees and stakeholders are notified to [etik@doganholding.com.tr](mailto:etik@doganholding.com.tr). Regular ethics training is also provided to ensure that ethical culture is adopted and assimilated by Doğan Holding employees.

At Doğan Group, taking, giving and receiving bribes and corruption are prohibited in all cases and zero tolerance is shown in these matters. All employees and third parties acting on behalf of the Group comply with the anti-bribery and anti-corruption rules, relevant national and international laws and regulations and Doğan Group Anti-Bribery and Corruption Policy. is obliged to comply.

There were no reports or cases of corruption detected in 2023 regarding bribery or corruption.

# SUSTAINABILITY APPROACH





## SUSTAINABILITY INITIATIVES and CORPORATE MEMBERSHIPS

While we shape our activities in line with the United Nations 2030 Sustainable Development Goals, the United Nations Global Compact, the United Nations Women's Empowerment Principles, we guide our practices with the framework set forth by international sustainability initiatives such as the United Nations Principle For Responsible Investment and the World Economic Forum Stakeholder Capitalism Metrics.

### UNITED NATIONS GLOBAL COMPACT

As Doğan Holding, we promised to comply with 10 principles of UNGC under the pillars; human rights, labor standards, environment and anti-corruption with our signature in 2020. You can access the progress we have made to achieve our sustainability goals in line with the 10 principles via Communication on Progress Report (CoP).

### UNITED NATIONS WOMEN'S EMPOWERMENT PRINCIPLES

WEPs (Women's Empowerment Principles), a joint initiative of UN Women and the United Nations Global Compact, is a guide designed for the private sector's gender equality efforts. We signed the United Nations Women's Empowerment Principles in 2021 and with the Gender Equality Guideline, we have prepared a reference resource that all our stakeholders can benefit from in their practices.



You may refer to the Annex section of this report to see our progress related to our commitments mentioned in this page

## WORLD ECONOMIC FORUM- STAKEHOLDER CAPITALISM METRICS

The World Economic Forum (WEF) Stakeholder Capitalism Metrics are an integral part of our corporate reporting journey. Stakeholder Capitalism Metrics are a very powerful tool in ensuring that the sustainability impact we create as Doğan Holding in terms of transparency and accountability.

### UNITED NATIONS PRINCIPLES FOR RESPONSIBLE INVESTMENT

We became a UNPRI signatory in 2023 to conduct sustainable investment practices, taking into account environmental, social and governance factors. We will present our report on our progress within the scope of our commitment to the attention of our internal and external stakeholders in the next reporting period.

# SUSTAINABILITY APPROACH

Within the scope of our sustainability approach; while working to minimize environmental risks for the future of humanity and natural life and to transform opportunities into success stories that create added value; we develop solutions for global and local problems with the awareness that sustainability is the most important value to be embraced today and in the future.

We aim to create a positive impact by going beyond reducing environmental impacts, while adopting egalitarian and inclusive business models that consider all stakeholders such as employees, business partners, suppliers and customers. As Doğan Holding, we gather sustainability efforts under one roof and integrate sustainability into our entire business strategy with a holistic approach.

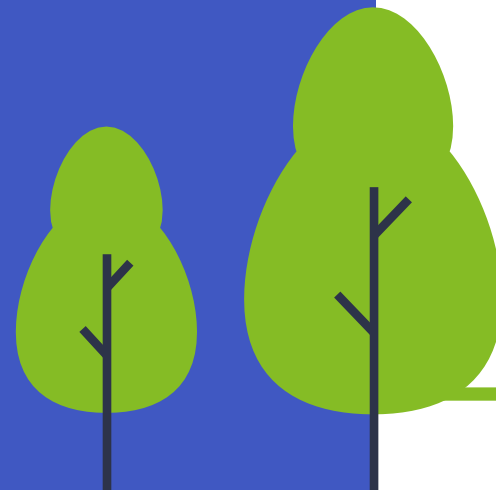
We are guided by our Sustainability Policy and Doğan Impact Plan. While our policy determines our sustainability approach and principles, Doğan Impact Plan guides us on the steps we need to take to achieve our sustainability goals.



## RISKS AND OPPORTUNITIES IN REPORTING PERIOD

According to the latest predictions of World Economic Forum Global Risks Report, 5 of the first 10 items in the list of “most important risks” according to the severity of their impact in the next decade will be environmental issues, extreme weather conditions, critical risks in the earth system, biodiversity loss and natural resource crisis.

Being aware of all these risks, we create a positive impact by carrying out our work from a sustainability perspective. We invest in areas that will create added value for the future in solving problems. We take steps by including our internal and external stakeholders in all areas of sustainability and approach the sustainability approach with a systemic way of thinking.



SUSTAINABILITY  
GOVERNANCE





# SUSTAINABILITY GOVERNANCE

Doğan Holding manages its sustainability efforts via Sustainability Committee in line with the principles set out in its umbrella Sustainability Policy.

The Sustainability Committee, on behalf of the Board of Directors, determines the Holding's sustainability strategy in the field of environmental, social and corporate management, it carries out activities to ensure coordination between companies, to implement, monitor and supervise policies, targets and practices in the field of sustainability.

The Corporate Communications and Sustainability Department is responsible for the coordination of sustainability activities carried out in the Holding and Group Companies. The Sustainability Committee secretariat is also carried out by the Corporate Communications and Sustainability Department.

## STAKEHOLDER and MATERIALITY ANALYSIS

Doğan Holding carried out a comprehensive stakeholder analysis in 2023 to strengthen its sustainability strategy and review the issues it should focus on in terms of sustainability. This analysis was conducted in accordance with the AA1000 Stakeholder Engagement Standard guidance, through a survey process involving 1914 stakeholders and collecting 305 responses.

The stakeholder groups that were asked to answer the survey were classified under three categories in terms of their impact on the Holding and their contribution to the Holding's way of doing business, and they were asked what the material issues that Doğan Holding should focus on.



# STAKEHOLDERS

<b>Direct Economic Impact</b>	Employees
	Group Companies
	Customers
	Business Partners/Suppliers
<b>Indirect Economic Impact</b>	Financial Institutions
	Analysts and Creditors
<b>New Opportunities and Perspectives</b>	Universities
	NGOs

The topics presented to stakeholders were created as a long list of ESG-oriented (Environmental, Social, Governance) issues. At the end of the process, the responses to the survey were evaluated and very high priority, high priority and priority issues were clarified.

During the analysis process, not only the responses to these surveys, but also direct and indirect economic impacts, new risks and opportunities, weights and priorities of stakeholder groups, and internal and external trend analyzes were considered.



# STAKEHOLDER ENGAGEMENT

We carry out all sustainability-related activities by considering the needs and priorities of all our stakeholders. Accordingly, we strive to maintain continuous and transparent communication with our stakeholders. We disclose information on stakeholder dialog in our annual sustainability reports. And to respond to their expectations and needs, we decide on the type and frequency of communication tools depending on the nature of the stakeholder groups and our corporate communication dynamics. The questions, opinions, recommendations, and feedback submitted to the dedicated email addresses ([surdurulebilirlik@doganholding.com.tr](mailto:surdurulebilirlik@doganholding.com.tr) and [sustainability@doganholding.com.tr](mailto:sustainability@doganholding.com.tr)) also allow us to remain current in communications with our internal and external stakeholders

Impact	Stakeholder Group	Communication Method	Frequency	
	Employees	Leader Messages	Year-round	
		Internal communication activities		
		Media communication activities		
		Digital media channels		
		Internal and External Reports/Meetings		
		Trainings		
		Intra-company announcement platforms		
		Annual and interim reports		Quarterly
		Sustainability reports		
		Surveys		Annually
	Group Companies	Media communication activities	Year-round	
		Digital media channels		
		Meetings, conferences and road-shows	Quarterly	
		Annual and interim reports		
		Sustainability reports		
	Customers	Media communication activities	Year-round	
		Digital media channels		
		Annual and interim reports	Quarterly	
		Sustainability reports	Annually	
	Business Partners and Suppliers	Media communication activities	Year-round	
		Digital media channels		
		Supplier meetings		
		Annual and interim reports	Quarterly	
		Sustainability reports	Annually	

Impact	Stakeholder Group	Communication Method	Frequency	
	Financial Institutions and Analysts	Media communication activities	Year-round	
		Digital media channels		
		Meetings, conferences and road-shows		
		Annual and interim reports		Quarterly
		Sustainability reports		Annually
		Public institutions and local administrations		Media communication activities
	Digital media channels			
	Meetings		Quarterly	
	Annual and interim reports			
	Sustainability reports			Annually
	Universities	Digital media channels	Year-round	
		Project partnerships		
		University meetings	For eight-months	
		Annual and interim reports	Quarterly	
		Sustainability reports	Annually	
		Nongovernmental organizations	Media communication activities	Year-round
			Digital media channels	
	Meetings			
Project partnerships	Quarterly			
Annual and interim reports				
Sustainability reports			Annually	

# MATERIAL TOPICS

## VERY HIGH PRIORITY

Topic	Impact Area	Definition	Relevant SDG
Climate Action	Planet	We determine the effects of the climate crisis and related risks. We act in line with our goals to ensure the transition to a zero-carbon economy. We manage processes that focus on reducing direct and indirect greenhouse gas emissions and identifying and evaluating carbon reduction opportunities in all our business processes.	
Energy Management	Planet	We carry out process and equipment improvements to increase energy efficiency. We prefer renewable energy and alternative energy sources for processes and services.	
Water Stress	Planet	We identify water risks in the value chain. We develop strategies to reduce water consumption, use water resources in a way that creates the least environmental impact, and ensure wastewater management.	
Clean Energy Opportunities	Planet Future	We invest in clean technologies such as hydrogen and biofuel that will enable the transition to a low-carbon economy. We use technologies that prevent and/or reduce air, water and soil pollution.	
Human Capital	Society	We make strategic and sustainable investments to increase the knowledge, skills, abilities and experience of our employees.	
Talent Attraction and Retention	Society	The abilities and competencies of our employees and potential employee candidates, We are working to evaluate Doğan Group in the most effective way, in parallel with its current and future needs.	
Waste Management	Planet	We work to reduce waste generation, eliminate it at source and prevent environmental pollution in all operational processes, from design to production of products and services, from packaging to logistics and delivery to customers.	
Non-financial risk management	Future	We carry out our activities to identify non-financial risks, integrated management of ESG (environmental, social and governance) risks, identify the financial impacts of these risks and develop the company risk culture.	
Supply Chain Sustainability	Future Planet Society	We continue our practices such as supplier surveys and trainings to ensure that environmental, social and ethical criteria are observed in the supply chain and to increase traceability in the supply chain..	

## HIGH PRIORITY

Topic	Impact Area	Definition	Relevant SDG
Sustainability focused R&D and Innovation	Future	We are increasing our R&D and innovation efforts that increase environmental and social benefits with a focus on sustainability.	
Responsible sourcing	Planet	We continue our activities to ensure that all our processes are traceable, from the initial production of raw materials to the delivery of the products to the end user.	
Product carbon footprint	Planet	We include in our sector-based processes the measurement of the environmental impact of the product at stages such as monitoring the greenhouse gas emissions throughout the life cycle of the products, extraction of raw materials from the source, production, transportation and use.	
Responsible products and services	Future Planet	We strive to deliver products and services that deliver measurable social or environmental benefit in addition to financial return, create long-term value for stakeholders and help them manage their own sustainability impacts.	
Social investments	Society	We evaluate our investments to provide social benefit. With a shared value approach, we prioritize investments that will increase this benefit.	
Diversity and inclusion	Society	We develop practices throughout the work environment and value chain to ensure that our employees are not discriminated against due to criteria such as gender, ethnicity, religion, sexual orientation, belief and age.	
Digital Transformation	Future	We integrate digitalization into our business processes.	
Sustainability Leadership	Future Planet Society	We support sustainability leadership to take proactive and effective steps towards environmental and social issues and to set high standards and targets for sustainability. We aim to be a role model in the sectors we operate by mobilizing positive change through innovative practices, responsible resource management, collaborations and partnerships, and encouraging sustainability practices.	
Future of Work	Future	We develop service and business models that are compatible with new sustainability and business trends and increase environmental and social benefits in Doğan Holding's current and potential areas of activity.	

## DOĞAN IMPACT PLAN

We define the strategy that facilitates the evaluation of sustainability transformation and sustainability performance of our Holding and Group Companies as Doğan Impact Plan.

We aim to find solutions to the ecological, social and financial problems we face with the help of the Doğan Impact Plan, which consists of planet, future and society components. "We underline our "invest in the future" approach by improving our financial performance as well as our sustainability performance and sustainable investment practices through the environmental, social and governance (ESG) factors that we integrate into our investment decisions.

We make our decisions regarding group companies and potential collaborations in line with the responsible investment principles of which we are signatories. We are transforming our companies operating in relatively carbon-intensive sectors within Doğan Holding with the "Responsible Investment Holding" perspective within the framework of the Doğan Impact Plan, which aims to contribute to the future, planet and society.





# SUSTAINABILITY TARGETS' PROGRESS

Impact Area	Material Topic	Target	Metric	Base Year	Target Year	Annual Rate of Change % **	2023 Performance
Future	Non financial risk management	Increase revenue from sustainable products throughout the group	Ratio of sustainable product revenue to total turnover (%)	2021		%13,8	%12,32
Future	Sustainability focused R&D and Innovation	Increasing the amount of resources coming from sustainable finance instruments across the group by 40% by 2030	Amount of financial resources coming from sustainable finance instruments (TL)	2021	2030	Ongoing process	Ongoing process
Future	Future of Work	Integrating non-financial risks to risk management system	Integrated/not integrated	2021		Ongoing process	Ongoing process
Planet	Climate Action Energy Management	Becoming carbon neutral by 2030	Scope 1 + Scope 2 (tCO2e)	2021	2030	%7,5	29.872,15
Planet	Climate Action	reduce Scope 3 emissions by 2040 by 40%	tCO2e	2021	2040	%15	1.253,89**
Planet	Water Stress	Recycling 100% of the water we use	Water recovery rate (%)	2021	2030	-%13	%8,78
Planet	Waste management	Increasing the recycling rate of main production input materials by 50% by 2030	Ratio of main input material recycled (%)	2021	2030	%4	3.797
Planet	Waste management	Achieving zero waste across the group by 2035	Total amount of waste (tons)	2021	2035	-%15	8.355,54
Planet & Society	Supply Chain Sustainability	Increasing the rate of strategic suppliers passing audits	Number of Suppliers Passing Environmental and Social Audit	2021		%17,4	135
Society	Diversity and Inclusion	Increasing the rate of women in the Board of Directors in Doğan Group to at least 30% and the rate of women in senior management to at least 40% by 2025	Board female member rate (%)	2021	2025	%14,4	%18,6
			Rate of female members of senior management (%)			-%2,7	%18,5

\*\*2022 and 2023 data are compared.

\*\* Represents Scope 3 Category 6 and 7 accounts according to the Global Greenhouse Gas Protocol (GHG Protocol).

# INVEST IN FUTURE

We nourish our entrepreneurial vision with sustainability-focused innovation investments and cross-sector collaborations and partnerships. We take action throughout the group companies with an innovative, durable and flexible management approach to develop business ideas. By increasing the amount of resources coming from sustainable finance instruments and the amount of turnover coming from sustainable products within the framework of sustainability-oriented innovation investments throughout the group; We aim to integrate intangible risks with their financial impacts into our current understanding of risk.

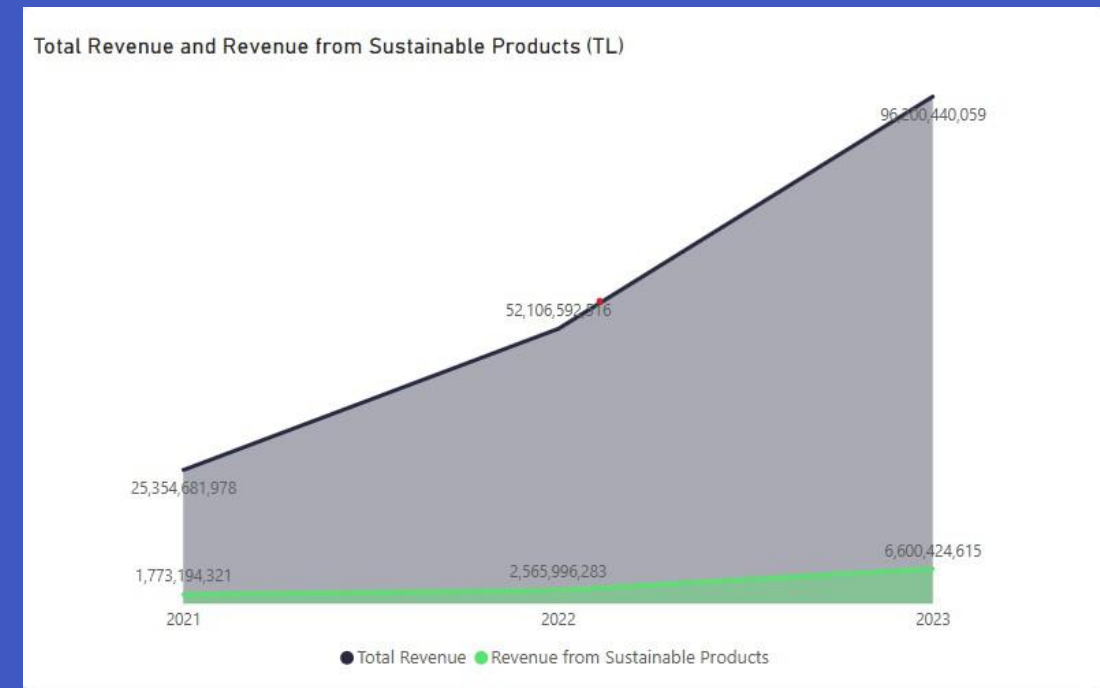


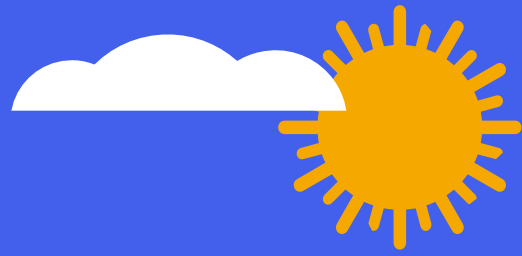
## GOAL: To Increase the Amount of Turnover Coming from Sustainable Products Group-Wide

Sustainable product investments that support economic, social and environmental sustainability throughout the entire life cycle constitute one of the focal points of the future component of the Impact Plan.

Within the framework of our goal of increasing the amount of turnover from sustainable products that meet criteria such as energy efficiency, conscious use of natural resources, minimizing the use of harmful chemicals and social responsibility awareness throughout the group, the share of the turnover obtained from sustainable products in the total turnover in 2022 is 9.81%, and by 2023 the rate reached 12.32%. On a sectoral basis, Doğan Group companies operating in the Trade and Marketing, Electricity Generation and Industry and Trade sectors have contributed the largest share to the goal of increasing the amount of turnover coming from sustainable products.

*\*Within the scope of the target of increasing the amount of turnover coming from sustainable products throughout the group; Data of Karel, Doğan Dış Ticaret, SESA, Ditaş, Profil Sanayi, Doğan Trend Otomotiv, Doruk Faktoring, Hepiyi Sigorta, Doğan Yatırım Bankası, Galata Wind and Doğan Burda companies were evaluated.*





## TARGET: To Increase the Amount of Resources Coming from Sustainable Finance Instruments across the Group by 40% by 2030

As Doğan Holding, we aim to direct our financial resources to positive environmental and social impacts, from the perspective of a responsible investment holding. In this context, the largest share of projects supported by green loans was provided by the electricity generation sector, Galata Wind, with 211,690.496 million TL in 2021. Although the sustainable themed loan\* obtained from EBRD in 2022 has not been used yet, in case of use, details regarding this will be shared in the reports of the usage period.

*\*Within the scope of capacity increases, the Company signed a loan agreement with the European Bank for Reconstruction and Development (EBRD) on 26.10.2022. The agreement amounts to 45 million US dollars and has a maturity of 2029. It will be used to finance the capacity increase projects planned to be carried out within 3 years at the currently operating Mersin and Şah Wind Power Plants. The company is planned to start using loans in 2024. This shows that the Company will continue to invest in capacity increases in the long term.*

## TARGET: Integrating Non-Financial Risks and Their Financial Impacts into the Current Risk Management Perspective

As Doğan Holding, we continue our efforts to make sense of the financial impacts of intangible risks based on climate change, use of natural resources and water scarcity, which do not have direct financial implications at the group level for all our companies but may lead to significant financial consequences in the long term. By integrating intangible risks with measurable financial impacts into our current risk understanding, we evaluate the effects of the risks on our business strategy in the long term and shape our climate and water targets within the framework of this risk understanding. In line with the goal of integrating intangible risks with their financial impacts into the current risk understanding, we have been collecting data during the past two reporting periods. Since the data has not yet reached the required maturity, we aim to share the data with our stakeholders in the near term when it reaches sufficient resolution.

# INVEST IN PLANET

We recognize the value of every living thing on this planet and strengthen our commitment to environmental sustainability. As part of the fight against climate change, we regularly measure our environmental impact and take actions to reduce our carbon footprint.

In order to achieve our carbon neutral goal, we reduce our dependence on natural resources and encourage the circular economy by adopting innovative approaches in our production processes. While we source the main inputs used in our production from recycled materials whenever possible, we prioritize reducing scope 3 emissions. Additionally, we optimize our water consumption and alleviate the burden on the environment with used water recovery systems. With all these steps, we aim to not only reduce our environmental impact but also create a positive impact for our world.

Emission Intensity (tCO2e / mUSD)	2021*	2022**	2023**
		22,16	15,53
Energy Density (MWh/mUSD)	2021*	2022**	2023**
	814,14	543,61	357,12

\*Companies included in emission and energy intensity calculations in 2021: Karel, Sesa, Ditaş, Profil Sanayi, Doğan Trend Otomotiv, Doruk Faktoring, Doğan Yatırım Bankası, Galata Wind and Doğan Burda.

\*\*Companies included in emission and energy intensity calculations in 2022 and 2023: Karel, Doğan Dış Ticaret, Sesa, Ditaş, Profil Sanayi, Doğan Trend Otomotiv, Doruk Faktoring, Hep İyî Sigorta, Doğan Yatırım Bankası, Galata Wind and Doğan Burda.

As Doğan Holding, our efforts to reduce our emissions and energy intensity represent an important step towards environmental sustainability. By reducing the emission intensity from 22.16 tCO2e/mUSD in 2021 to 11.81 tCO2e/mUSD in 2023, we achieved a decrease of 46.7%. Similarly, we reduced energy intensity by 56.1% in the same period, reducing the level from 814.14 MWh/mUSD in 2021 to 357.12 MWh/mUSD in 2023. Our efforts to reduce our emissions and energy intensity through our investments in sustainable energy resources, our carbon emission reduction strategies and technological innovations to increase energy efficiency; We continue with Galata Wind's wind energy projects and other group companies' efforts to transition to cleaner production processes.

## TARGET: To Be Carbon Neutral by 2030

Doğan Holding Consolidated Scope 1 and 2 Emissions (tCO2e)



In line with our sustainability targets based on the base year 2021, we continue our efforts to reduce carbon emissions. Scope 1 emissions, which were 7,577.78 tCO2e in the base year 2021, reached 8,837.39 tCO2e in 2023, an increase of 16.6% compared to the base year. Compared to 2022, there was an approximately 5% increase in Group-wide Scope 1 emissions. Our Scope 2 emissions, which were 17,414.75 tCO2e in 2021, increased to 21,034.76 tCO2e in 2023, increasing by 20.8% compared to the base year and 8.7% compared to 2022. Our group-wide total carbon emissions (Scope 1 + 2) increased by 7.5% compared to 2022.

The Industry and Commerce sector has a significant weight in group emissions. Within the scope of the report, companies in this sector constitute 61% of Scope 1 emissions and approximately 50% of Scope 2 emissions. Karel has a 31.4% share in group-wide Scope 1 emissions with 2,771.88 tCO<sub>2</sub>e and a 17.24% share in Scope 2 with 3,626.20 tCO<sub>2</sub>e. 34.6% of Scope 2 emissions originate from Sesa Ambalaj with a release of 7,285.58 tCO<sub>2</sub>e. Ditaş accounts for 25.4% of group-wide scope 2 emissions with 5,349.68 tCO<sub>2</sub>e in Scope 2 emissions. The Real Estate Investments sector accounts for approximately 4.6% of the group's total Scope 1 and Scope 2 emissions. Milta Bodrum Marina stands out in Scope 2 emissions with a release of 1,188.08 tCO<sub>2</sub>e. Operating entirely with renewable installed power in the Electricity Generation sector, Galata Wind's share in group-wide consolidated revenues is at 3.5%, while its emissions per MWh of electrical energy produced are relatively low when compared to conventional energy production companies.

### TARGET: Reduce our Scope 3 Emissions by 40% by 2040

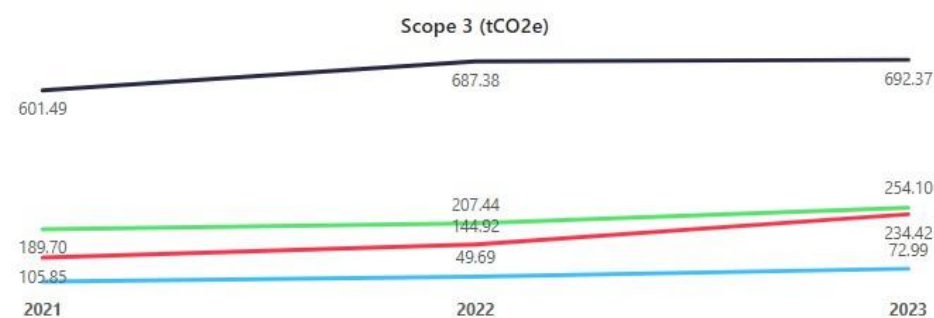
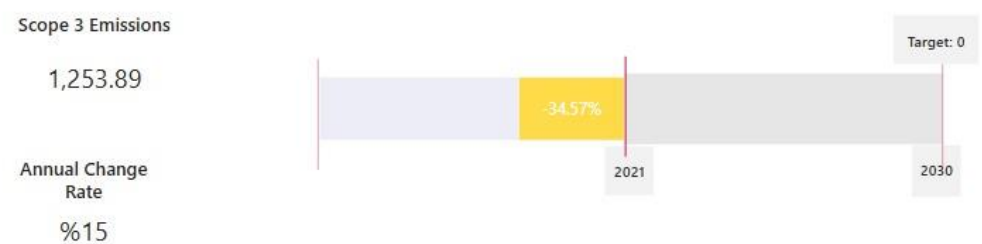
In 2023, our Scope 3 emissions increased by 15% compared to the previous year. When the three-year trend is examined, it is seen that emissions, which were 931.77 tCO<sub>2</sub>e in 2021, increased by 17% to 1,089.43 tCO<sub>2</sub>e in 2022 and by 15% to 1,253.89 tCO<sub>2</sub>e in 2023.

The Industry and Trade sector accounts for the largest portion of Scope 3 emissions, with a share of approximately 73%. While Karel accounts for approximately 36% of the total Scope 3 emissions, Sesa Ambalaj, which operates in the industry and trade sector, has a 16% share and Ditaş has a 10% share.

In 2023 Scope 3 emission categories, employee services have a rate of 692.37 tCO<sub>2</sub>e and 55.2%. Then, business flights - domestic flights account for 20.26% of total emissions, corresponding to 254.10 tCO<sub>2</sub>e. Business flights - short haul (Europe) have a rate of 18.7% and a value of 234.42 tCO<sub>2</sub>e. Finally, business flights - intercontinental, emitted 72.99 tCO<sub>2</sub>e with a share of 5.8%.

Within the scope of our strategy to reduce Scope 3 emissions, we will primarily focus on calculating Scope 3 categories that are currently not yet calculated. For our currently calculated Category 6 and 7 emission categories, we plan to implement innovative approaches such as route optimizations and alternative fuel vehicle solutions.

Doğan Holding Consolidated Scope 3 Emissions (tCO<sub>2</sub>e)

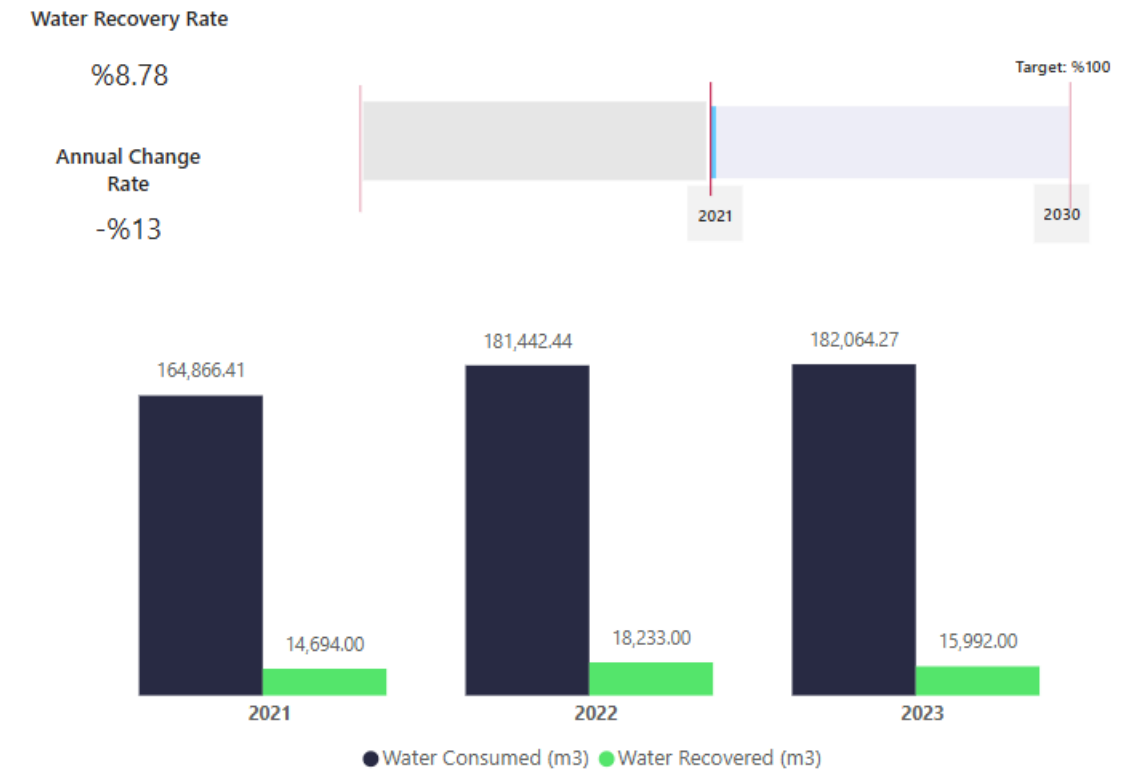


● Employee Commuting Services ● Business flights - Domestic flights ● Business flights - Short Haul (Europe) ● Business flights - Transcontinental (Long Haul)

### TARGET: To Recycle 100% of the Water We Use by 2030

Effective management and recovery of water has become a fundamental element of our business processes within the framework of the circular water use model. Protection and effective use of water resources is one of the priority issues among our group goals.

Doğan Holding Consolidated



In line with the goal of recovering 100% of the water used by 2030, we periodically monitor our water recovery data on the basis of holdings and group companies.

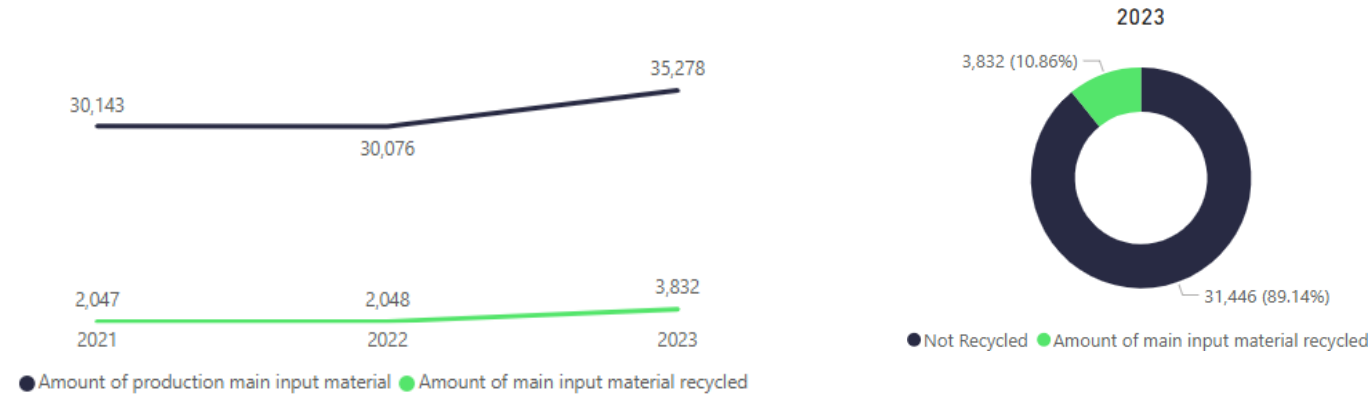
In 2023, we used a total of 182,064 m<sup>3</sup> of water and recovered 15,992.20 m<sup>3</sup> of water.

The recovery rate, which was approximately 10.05% in 2022, decreased to 8.78% in 2023.

The Industry & Trade sector has the largest share in group-wide water use, accounting for approximately 72.5% of total water use. Ditaş, located in the Industry & Trade sector, realized the highest water consumption in the group with 95,966 m<sup>3</sup> water consumption in 2023. Water recovery processes are supported by Milta Bodrum Marina from the Real Estate Investments sector. Milta Bodrum Marina, which recovered 15,992 m<sup>3</sup> of water in 2023, constitutes the entire group-wide total recovery.

## TARGET: Increasing the Input Material Recycling Rate by 50% by 2030

We constantly improve our waste management processes and reduce natural resource consumption with innovative recycling techniques. Our goal is to minimize our environmental impact by contributing to sustainable material use and waste reduction and to reach our recycling rates to our targeted levels by 2030.



## BODRUM MİLTA MARINA WATER RECOVERY

Bodrum Milta Marina takes a sustainable approach to water management and implements innovative solutions that enable water recycling.

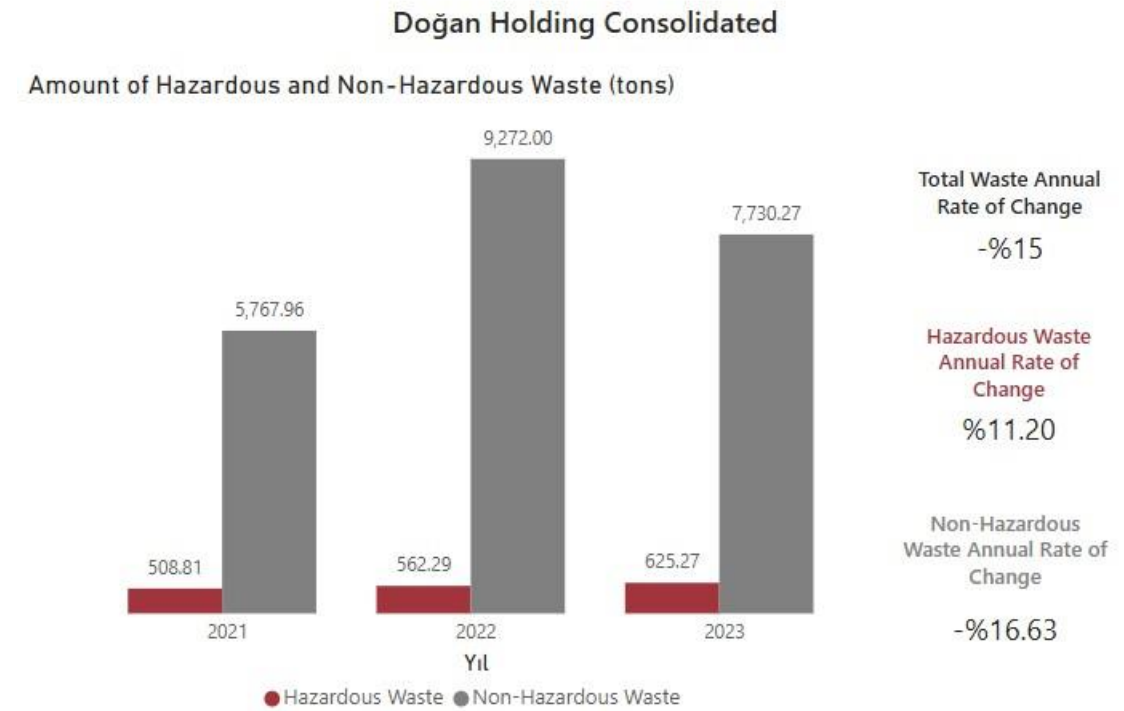
In this context, the boat bottom washing water treatment system located in the boatyard is designed to optimize the efficient use of water resources. This system collects the water used in the boat bottom washing process through grates on the floor, purifies it completely and ensures its reuse.

Thanks to the purification system, approximately 1 ton of water is processed and recycled per day. After this water is cleaned, it is used again in boat washing processes, thus ensuring that the water is returned to the system cyclically. This method aims to reduce water consumption, increase efficiency and minimize dependence on natural water resources.

In 2023, we increased the recycling rate to 10.76% by using 31,481 tons of main input material in total, with 3,797 tons of recycled main input material. The industry and trade sector was the sector that made the biggest contribution to this target, using 3,742 tons of recycled materials. Compared to the previous year, we recorded an increase in recycling of approximately 60%, with 2,015 tonnes of main input materials recycled in 2022.

## TARGET: To Achieve Zero Waste Across the Group by 2035

We aim to provide innovative and sustainable solutions in waste management with the target of zero waste throughout the group by 2035.



Compared to 2022 data, the total amount of hazardous and non-hazardous waste across the group decreased by 15%. The amount of hazardous waste, which was 9,272 tons in 2022, increased by approximately 11.2% and reached 7,730.20 tons in 2023. The amount of non-hazardous waste decreased by approximately 17% to 625.27 tons.

The amount of recycled waste throughout the group in 2023 was recorded as 3,322.80 tons and the amount of reused waste was recorded as 732 tons.

Sesa, Ditaş and Profil Sanayi companies from the industry and trade sector have a 97% share in the group-wide non-hazardous waste generation with 7,502 tons of non-hazardous waste.

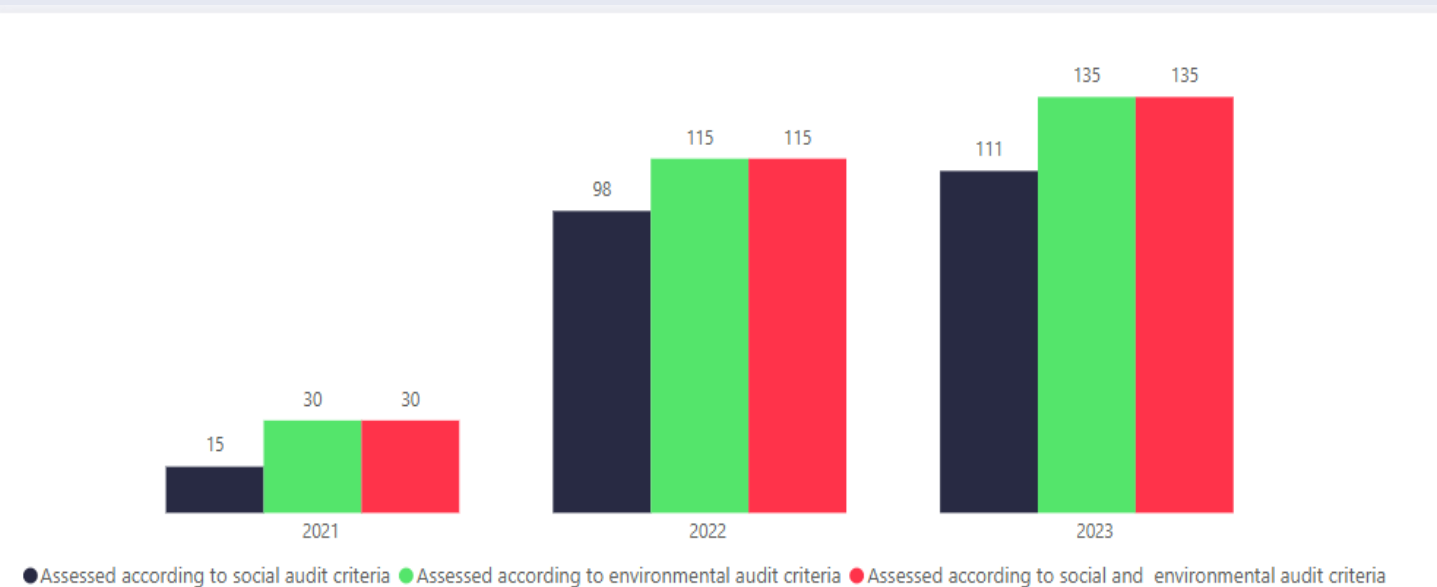
# INVEST IN SOCIETY

As Doğan Group, we develop our business strategies on an understanding of "shared value" that centers on social responsibility and the rise of the individual and society together. In line with the "Impact Plan", we aim to add value to society by welcoming all our stakeholders with an equitable and inclusive business model. This understanding is not only economic

It aims not only to contribute but also to create social benefit. We aim to continuously develop and improve the impact we can provide to society through diversity, inclusion, workforce practices and social investment activities.

## TARGET: Increasing the Rate of Strategic Suppliers Passing Audits

As Doğan Holding, we continue our work in line with our goal of increasing the sustainability of our supply chain. We subject our strategic suppliers to environmental and social assessments by adhering to the principles of transparency, justice, accountability and responsibility in supply chain management. As of 2023, we work with a total of 3,338 suppliers. This year, 135 of our suppliers were subject to environmental and social audits and completed the audit process. Compared to 2022, the rate of our suppliers passing environmental and social assessments increased by 17.3%



# TARGETS

## TARGET: To Increase the Ratio of Women in the Board of Directors to At Least 30% and the Ratio of Women in Senior Management to At Least 40% Across Doğan Group by 2025

Aiming to increase the representation of women in the business world by 2025, we set the goal of increasing the rate of women in the board of directors to at least 30% at the senior level and 40% in general management. With this goal, we aim to promote diversity in the business world, contribute to gender equality and bring a more inclusive approach to business processes. As of 2023, there will be 214 female and 943 male employees in senior management, and the rate of women in senior management will decrease by 2.7% compared to 2022, reaching 18.55%. When we look at the companies evaluated within the scope of the report, the rate of female employees in Doğan Group in 2023 was recorded as 20.64%.



## **GOAL: Increasing Employee Loyalty Across Doğan Group / Keeping the Entropy Score Below 10%**

As Doğan Holding, employee experience is one of the areas we work on the most and measure regularly. In this context, the Value-Oriented Culture Change Project continues with the support of our employees. The long-term Value-Oriented Culture Change Project called "We Grow with Our Values", which was launched for the first time in 2017, is managed by implementing the "Values-Oriented Cultural Transformation" model of the Barrett Values Centre, which has been successfully implemented in hundreds of companies around the world, within the Group.

In the culture and values research in which we use the Barrett Values Center methodology, there is a significant improvement in our culture score compared to 2017; Our culture score increased from 25 to 58. Our entropy score has decreased to 20%, in other words, the limiting values have decreased.

Current Values Matches show that our employees currently experience a strong connection to their personal values at work. Compared to the base year 2017, it is understood that significant progress has been made in this field.

Additionally, another important development is that the participation rate in the survey regarding the process increased from 46% to 75%.

## **GOAL: To Increase the Amount of Spending on Social Investments Across the Doğan Group**

As Doğan Holding, we strive to make our social investments measurable and effective. In particular, education, empowerment of girls and women, polarization and values are our priorities. We continue these projects by increasing them every year. UNICEF Value Wheel project, Common Values Movement, Anatolian Awards with Baksı Culture and Arts Foundation, Koç University Anatolian Scholars Program, support education project with School Support Association, Aydın Doğan Foundation Strong Girls Strong Tomorrows Project are just a few examples.

In the face of two major earthquakes centered in Kahramanmaraş, which shook the whole of Turkey deeply, Doğan Holding Companies, Doğan Family Organizations and Aydın Doğan Foundation started to work quickly in the region with a resource of 150 million TL, 30 million TL of which was given to AFAD, and rehabilitation with long-term projects. work continues.

Doğan Holding, together with the Aydın Doğan Foundation, implemented the Hatay Metropolitan Municipality Container City. Green areas, water tanks and playgrounds were established for the city, which was brought to the city with donations from Doğan Holding and where nearly 500 people live. Psychologist services, a talent class and a children's playground have been allocated for the benefit of those living in the container city. Additionally, a motivation center called 'Joyful Point' was opened in the container city. Again, together with the Aydın Doğan Foundation, the Holding gave scholarships to 1000 girls studying in high school and university, which will continue uninterrupted throughout their education life, with the slogan "Continue Life" and "Continue Education". Additionally, psychological support activities were organized for these 1,000 students. Two Purple Campuses and Social Centers were established in Gaziantep Islahiye Campus and Arsuz Hatay to return life to its normal flow.

*For further details on Corporate Social Responsibility Activities along with Activities After Earthquake, you may refer to [Doğan Holding Annual Report Section 5: Corporate Social Responsibility](#)*



## PERFORMANCE INDICATORS-Economic

Turnover/Turnover resulting from sustainable products (TL)		2021		2022		2023	
Sector	Company	Turnover (TL)	Turnover from Sustainable Products	Turnover (TL)	Turnover from Sustainable Products	Turnover (TL)	Turnover from Sustainable Products
Trade & Marketing	Doğan Trend Otomotiv	1.122.993.641,00	0,00	6.398.794.416,00	195.124.879,00	20.246.867.560,00	4.619.768.410,00
Industry & Trade	Sesa Ambalaj	759.424.859,00	24.621.820,00	1.635.399.735,69	74.326.417,17	2.371.476.921,81	121.679.368,15
	Ditaş	233.010.025,00	23.650,00	452.177.323,00	41.687,00	752.193.342,00	61.407,00
Electricity Generation	Galata Wind	1.746.680.887,00	1.748.548.851,00	2.296.830.032,00	2.296.503.300,00	1.859.032.808,00	1.858.915.430,00
<b>Total</b>			<b>1.773.194.321,00</b>		<b>2.565.996.283,17</b>		<b>6.600.424.615,15</b>

\*\*A 2-year trend has been shared specifically for Doğan Dış Ticaret. .

Source from sustainable finance instruments (TL)	2021	2022	2023
<b>Total</b>	<b>211.690.496</b>	<b>0</b>	<b>0</b>

\*Consolidated data of Doğan Holding and its companies included in the 2023 Sustainability Report.

Financial effects of risks and non-financial risks (TL)	2021		2022		2023	
	Total Financial Impact of Risks	Financial Impact of Non-Financial Risks	Total Financial Impact of Risks	Financial Impact of Non-Financial Risks	Total Financial Impact of Risks	Financial Impact of Non-Financial Risks
<b>Total</b>	<b>1.796.855.877</b>	<b>0</b>	<b>3.512.686.269</b>	<b>2.016.032</b>	<b>6.140.941.777</b>	<b>24.020.945</b>

\*Consolidated data of Doğan Holding and its companies included in the 2023 Sustainability Report.

# PERFORMANCE INDICATORS-Environmental

## Greenhouse Gas Emissions by Companies - Scope 1 and Scope 2 (ton CO<sub>2</sub>e)

Sector	Company	2021		2022		2023	
		Scope 1	Scope 2	Scope 1	Scope 2	Scope 1	Scope 2
Industry & Trade	Karel	2.375,99	2.853,01	2.298,32	3.218,75	2.771,88	3.626,20
	Ditaş	1.653,28	3.911,59	1.768,15	4.521,96	1.534,60	5.349,68
	Sesa Ambalaj	1.403,74	6.469,53	1.626,73	7.018,16	1.752,36	7.285,58
	Profil Sanayi	53,91	1.191,08	51,65	1.176,11	76,50	1.147,24
	Doğan Dış Ticaret	53,30	0,00	63,60	28,40	59,09	31,42
Internet & Entertainment	Hepsi Emlak	358,14	9,92	426,83	18,83	464,22	17,47
	Doğan Yayıncılık	248,96	130,56	177,88	133,85	175,86	119,02
	Doğan Burda	48,54	35,41	57,98	43,90	53,53	28,25
Trade & Marketing	Doğan Trend Otomotiv	476,24	363,57	714,28	433,83	650,93	574,76
Holding	Doğan Holding	515,79	328,66	623,62	371,88	598,84	510,71
Real Estate Investments	Milta Bodrum Marina	133,20	1.234,96	114,37	1.350,43	112,42	1.188,08
	D Gayrimenkul	127,13	20,88	47,13	22,64	53,05	22,69
Finance & Investment	Doruk Faktoring	42,80	83,92	93,61	80,80	99,61	82,50
	Doğan Yatırım Bankası	3,47	15,74	87,94	56,41	101,51	22,71
	Hepiyi Sigorta*			53,07	81,72	81,90	169,60
Electricity Generation	Galata Wind	83,30	765,90	212,77	795,43	251,09	858,84
<b>Total</b>		<b>7.577,78</b>	<b>17.414,75</b>	<b>8.417,93</b>	<b>19.353,09</b>	<b>8.837,39</b>	<b>21.034,76</b>

\*Since Hepiyi Sigorta started its operational activities in 2022, there will be no greenhouse gas emissions for 2021.

## Greenhouse Gas Emissions by Companies -Scope 3 (ton CO<sub>2</sub>e)

Sector	Company	2021	2022	2023
Electricity Generation	Galata Wind	36,10	56,57	32,81
Finance & Investment	Doğan Yatırım Bankası	-	-	47,35
	Doruk Faktoring	39,08	39,08	39,08
	Hepiyi Sigorta		2,78	2,58
Holding	Doğan Holding	60,77	84,15	145,44
Internet & Entertainment	Doğan Burda	63,23	66,11	74,32
	Doğan Yayıncılık	12,77	23,59	
Industry & Trade	Ditaş	96,45	121,72	115,71
	Doğan Dış Ticaret	4,44	6,80	15,15
	Karel	372,10	395,06	438,29
	Profil Sanayi	77,08	137,51	68,48
	Sesa Ambalaj	105,87	153,90	247,41
Trade & Marketing	Doğan Trend Otomotiv	63,88	2,14	27,28
<b>Total</b>		<b>931,77</b>	<b>1.089,43</b>	<b>1.253,89</b>

## Emission Intensity (tCO<sub>2</sub>e/mUSD)

2021*	2022**	2023**
22,16	15,53	11,81

\*Companies included in emission and energy intensity calculations in 2021: Karel, Sesa, Ditaş, Profil Sanayi, Doğan Trend Otomotiv, Doruk Faktoring, Doğan Yatırım Bankası, Galata Wind and Doğan Burda.

\*\*Companies included in emission and energy intensity calculations in 2022 and 2023: Karel, Doğan Dış Ticaret, Sesa, Profil Sanayi, Doğan Trend Otomotiv, Doruk Faktoring, Hepiyi Sigorta, Doğan Yatırım Bankası, Galata Wind and Doğan Burda.

# PERFORMANCE INDICATORS-Environmental

## Net Energy Consumption (MWh)

Sector	Company	2021	2022	2023
Electricity Generation	Galata Wind	2.052,33	2.165,42	2.845,51
Financing & Investment	Doğan Yatırım Bankası	49,08	467,11	442,29
	Doruk Faktoring	356,29	545,25	572,24
	Hepiyi Sigorta*	-	400,44	719,13
Real Estate Investments	D Gayrimenkul	166,82	156,75	139,06
	Milta Bodrum Marina	3.067,42	3.263,39	2.893,86
Holding	Doğan Holding	2.744,60	2.831,48	3.461,66
Internet & Entertainment	Doğan Burda	261,11	323,27	270,45
	Doğan Yayıncılık	1.241,60	996,90	963,41
	Hepsi Emlak	1.362,31	1.681,59	1.824,02
Industry & Trade	Ditaş	16.767,61	17.449,18	19.519,86
	Doğan Dış Ticaret	199,36	312,09	304,22
	Karel	11.326,18	11.972,13	12.596,33
	Profil Sanayi	2.903,87	2.865,10	2.895,77
	Sesa Ambalaj	21.320,32	23.631,93	24.856,18
Trade & Marketing	Doğan Trend Otomotiv	2.324,85	3.411,10	3.977,19
		<b>66.143,74</b>	<b>72.473,12</b>	<b>78.281,18</b>

\* Since Hepiyi Sigorta started its operational activities in 2022, there is no net energy consumption data for 2021.

## Renewable Energy Consumption (MWh\*)

Renewable Energy Consumption (MWh)*	2021	2022	2023
Renewable Use	263,7	418,4	3.527,3
Renewable Production	744.496,1	793.302,5	729.744,7

\*Consolidated data of the companies included in the report.

## Energy Density (MWh/mUSD)

2021*	2022**	2023**
814,14	543,61	357,12

\*Companies included in emission and energy intensity calculations in 2021: Karel, Sesa, Ditaş, Profil Sanayi, Doğan Trend Otomotiv, Doruk Faktoring, Doğan Yatırım Bankası, Galata Wind and Doğan Burda.

\*\*Companies included in emission and energy intensity calculations in 2022 and 2023: Karel, Doğan Dış Ticaret, Sesa, Profil Sanayi, Doğan Trend Otomotiv, Doruk Faktoring, Hep İyi Sigorta, Doğan Yatırım Bankası, Galata Wind and Doğan Burda.

# PERFORMANCE INDICATORS-Environmental

## Total Water Usage (M<sup>3</sup>)

Sector	Company	2021	2022	2023
Industry & Trade	Ditaş*	80.374	82.226	95.966
	Karel	25.624	26.434	19.071
	Sesa Ambalaj	13.136	11.160	13.424
	Profil Sanayi*	4.234	4.359	3.117
	Doğan Dış Ticaret	325	329	380
Real Estate Investments	Milta Bodrum Marina	28.955	35.251	30.349
	D Gayrimenkul	376	421	426
Trade & Marketing	Doğan Trend Otomotiv	5.599	14.902	12.399
Holding	Doğan Holding	2.030	1.912	4.847
Internet & Entertainment	Doğan Yayıncılık	2.579	3.096	621
	Doğan Burda	521	303	249
	Hepsi Emlak	25	13	20
Electricity Generation	Galata Wind	773	638	686
Finance & Investment	Doğan Yatırım Bankası	294	357	427
	Hepiyi Sigorta**		21	63
	Doruk Faktoring	21	21	20
<b>Total</b>		<b>164.866</b>	<b>181.442</b>	<b>182.064</b>

\*\* Since Hepiyi Sigorta started its operational activities in 2022, there is no water usage data for 2021.

## Wastes (tons)

Waste	2021	2022	2023
Hazardous Waste	509	562	625
Non-Hazardous Waste	5.768	9.272	7.730
<b>Total</b>	<b>6.277</b>	<b>9.834</b>	<b>8.356</b>

## Amount of Water Recovered (M<sup>3</sup>)

	2021	2022	2023
<b>Total</b>	<b>14.694,20</b>	<b>18.233,20</b>	<b>15.992,20</b>

# PERFORMANCE INDICATORS-Social

## Number of Employees by Gender

Company	2021		2022		2023	
	Male	Female	Male	Female	Male	Female
Karel	2588	619	3556	699	3852	710
Sesa Ambalaj	410	52	450	82	412	90
Ditaş	318	26	317	22	318	23
Profil Sanayi	204	54	219	52	170	37
Doğan Dış Ticaret	23	14	29	14	26	13
Hepsi Emlak	109	59	125	83	141	109
Doğan Burda	61	109	59	114	59	107
Doğan Yayıncılık	41	53	30	54	31	52
Doğan Trend Otomotiv	105	40	178	64	271	106
Hepiyi Sigorta*			41	27	79	77
Doruk Faktoring	32	25	35	28	41	25
Doğan Yatırım Bankası	23	23	29	27	37	30
Doğan Holding	109	49	110	50	112	53
Milta Bodrum Marina	62	14	63	14	60	15
D Gayrimenkul	40	21	39	20	41	18
Galata Wind	38	12	39	12	41	15
<b>Total</b>	<b>4163</b>	<b>1170</b>	<b>5319</b>	<b>1362</b>	<b>5691</b>	<b>1480</b>
	<b>5333</b>		<b>6681</b>		<b>7171</b>	

\*Since Hepiyi Sigorta started its operational activities in 2022, there is no employee data for 2021.

"Doğan Holding, Doğan Şirketler Grubu Holding A.Ş. and Değer Merkezi Hizmetleri ve Yönetimi Danışmanlığı A.Ş. "There are 7,935 employees, including joint ventures (including employees of all group companies outside the scope of the report)."

## Board Members

Company	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Karel	3	16	3	16	3	16
Ditaş	2	3	1	4	1	6
Profil Sanayii	0	2	0	7	0	7
Doğan Dış Ticaret	0	3	0	3	0	4
Sesa Ambalaj	0	3	0	3	0	3
Doğan Burda	1	7	2	6	1	7
Hepsi Emlak	1	4	1	4	1	4
Doğan Yayıncılık	1	0	1	0	2	0
Doruk Faktoring	0	5	0	5	0	5
Hepiyi Sigorta			1	4	1	4
Doğan Yatırım Bankası	0	3	0	3	0	3
Doğan Holding	4	8	3	7	5	7
Galata Wind	0	5	1	4	1	4
Milta Bodrum Marina	0	3	0	4	1	4
D Gayrimenkul	1	0	1	0	1	0

# PERFORMANCE INDICATORS-Social

## Number of Senior Management Employees

Company	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Karel	83	206	90	205	85	205
Ditaş	2	9	1	11	1	11
Doğan Dış Ticaret	3	5	3	5	2	6
Profil Sanayii	0	5	0	6	0	5
Sesa Ambalaj	0	3	0	6	0	6
Hepsi Emlak	2	15	2	18	3	16
Doğan Yayıncılık	2	4	2	3	2	3
Doğan Burda	2	1	2	1	2	2
Doğan Holding	9	16	8	19	9	20
Doruk Faktoring	2	2	3	3	3	3
Doğan Yatırım Bankası	1	3	1	3	2	2
Hepiyi Sigorta			0	5	0	5
Galata Wind	2	5	3	5	3	6
Milta Bodrum Marina	1	2	1	2	1	2
D Gayrimenkul	1	0	1	0	1	0
<b>Total</b>	<b>110</b>	<b>276</b>	<b>117</b>	<b>292</b>	<b>114</b>	<b>292</b>

## Number of Suppliers Passing Environmental and Social Audit

	2021	2022	2023
<b>Total</b>	30	115	135

## Number of Social Investments

	2021	2022	2023
<b>Total</b>	2	7	37

## Social Investments

	2021	2022	2023
<b>All Social Investments (Amount)</b>	₺6.740.897,00	₺18.300.254,00	₺46.322.239,00

# UN GLOBAL COMPACT REFERENCE TABLE

# UN WEPs REFERENCE TABLE

Category	Principles	Relevant Section
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	Invest in Society <a href="#">Dogan Group Human Rights Policy</a>
	Principle 2: Businesses make sure that they are not complicit in human rights abuses	Invest in Society <a href="#">Dogan Group Human Rights Policy</a>
Labor	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Invest in Society <a href="#">Dogan Group Human Rights Policy</a>
	Principle 4: The elimination of all forms of forced and compulsory labor.	Invest in Society <a href="#">Dogan Group Human Rights Policy</a>
	Principle 5: The effective abolition of child labor.	Invest in Society <a href="#">Dogan Group Human Rights Policy</a>
	Principle 6: The elimination of discrimination in respect of employment and occupation	Invest in Society <a href="#">Dogan Group Human Rights Policy</a>
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges.	Invest in Planet <a href="#">Dogan Group Sustainability Policy</a>
	Principle 8: Undertake initiatives to promote greater environmental responsibility	Invest in Planet <a href="#">Dogan Group Sustainability Policy</a>
	Principle 9: Encourage the development and diffusion of environmentally friendly technologies.	Invest in Planet <a href="#">Dogan Group Sustainability Policy</a>
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	Invest in Planet <a href="#">Dogan Group Sustainability Policy</a>

Principles	Relevant Section
Principle 1: Establish high-level corporate leadership for gender equality	Invest in Society <a href="#">Dogan Holding Annual Report pp 156,157</a>
Principle 2: Treat all women and men fairly at work respect and support human rights and nondiscrimination	Invest in Society <a href="#">Dogan Group Human Rights Policy</a>
Principle 3: Ensure the health, safety and well-being of all women and men workers	Invest in Society <a href="#">Dogan Group Human Rights Policy</a>
Principle 4: Promote education, training and professional development for women	Invest in Society <a href="#">Dogan Holding Annual Report pp 124,127</a>
Principle 5: Implement enterprise development, supply chain and marketing practices that empower women	Invest in Society <a href="#">Dogan Holding Annual Report pp 124,127</a>
Principle 6: Promote equality through community initiatives and advocacy	Invest in Society <a href="#">Dogan Holding Annual Report pp 124,127</a>
Principle 7: Measure and publicly report on progress to achieve gender equality	Invest in Society <a href="#">Dogan Holding Annual Report pp 124,127</a>

# WEF STAKEHOLDER CAPITALISM METRICS

Theme	Metric	Relevant Section
Dignity and Equality	Diversity and Inclusion (%)	Social Performance Indicators
	Pay Equality	<a href="#">Doğan Holding Annual Report p.152,153</a> <a href="#">Doğan Group Remuneration Policy</a>
	Wage Level (%)	<a href="#">Doğan Group Remuneration Policy</a>
	Cases involving the risk of child labor, forced or compulsory labor	<a href="#">Doğan Group Human Rights Policy</a>
Health and Flexibility	Occupational Health and Safety	Social Performance Indicators <a href="#">Doğan Group Occupational Health and Safety Policy</a>
Skills for the future	Trainings	Social Performance Indicators
Climate change	Greenhouse Gas Emissions	Investing in the Planet Environmental Performance Indicators
	TCFD (Task Force on Climate-related Financial Disclosures) Compliant Reporting	It is planned to carry out studies to expand the strategy to combat the climate crisis within the framework of TCFD.
Nature loss	Land use and ecological sensitivity	Investing in the Planet
Freshwater availability	Water consumption and water withdrawal in water stressed areas	Investing in the Planet
Employment and wealth generation	Net number of jobs created	Social Performance Indicators
Employment and wealth generation	Economic Contribution	<a href="#">Doğan Holding Annual Report</a>
Innovation for Better Products and Services	Net Investment	<a href="#">Doğan Holding Annual Report</a>
Innovation for Better Products and Services	Total R&D Expenditures	<a href="#">Doğan Holding Annual Report</a>
Community and Social Vitality	Social investment, economic contribution	<a href="#">Doğan Holding Annual Report</a>
	Total Paid Tax	<a href="#">Doğan Holding Annual Report</a>
Purpose of Governance	Goal Setting	Corporate Governance
Sustainability Approach	Structure of the Governing Body	Sustainability Management
Stakeholder Engagement	Important Issues Affecting Stakeholders	Stakeholder Analysis and Material Topics
Ethical Behavior	Fighting Corruption	Internal Audit, Risk Management, Ethical Principles, Anti-Bribery and Anti-Corruption
	Secure ethical advice and reporting mechanisms	Internal Audit, Risk Management, Ethical Principles, Anti-Bribery and Anti-Corruption
Oversight of Risks and Opportunities	Integrating risks and opportunities into business processes	Risks and Opportunities



# ALIGNMENT WITH SDGS

Theme	SDGs	Relevant Section
Climate Action	13	Invest in the planet
Energy Management	7, 11	Invest in the planet
Water Stress	6, 12, 14	Invest in the planet
Clean Energy Opportunities	9	Invest in the planet
Human Capital	4, 8	Invest in society
Talent attraction&retention	4, 8	Invest in society
Waste Management	12	Invest in the planet
Non-financial risk management	13	Invest in the future
Sustainable supply chain	8, 12, 13	Invest in the planet Invest in society
Sustainability focused R&D and Innovation	9	Invest in the future
Responsible sourcing	12, 13	Invest in the planet
Product carbon footprint	12, 13	Invest in the planet
Responsible products and services	8	Invest in the planet Invest in the future
Social Investments	1, 2, 4, 16, 17	Investing in Society
Diversity and inclusion	5, 8, 10	Investing in Society

# GRI CONTENT INDEX

<b>Statement of use</b>	Doğan Holding has reported in accordance with the GRI Standards for the period 1.1.2023–31.12.2023
<b>GRI 1</b>	GRI 1: Foundation 2021
<b>Applicable GRI sector standards</b>	Not currently available

GRI Standard	Disclosure	Relevant Sections	Notes
<b>General Disclosures</b>			
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	About Doğan Holding	
	2-2 Entities included in the organization’s sustainability reporting	Sectors and Group Companies	
	2-3 Reporting period, frequency and contact point	About The Report	
	2-4 Restatements of information	N/A	
	2-5 External assurance	Limited Assurance Report	Limited assurance opinion was received by the independent audit firm, PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. (PwC Turkey), for the subject matter environmental indicators included in this report.
	2-6 Activities, value chain, and other business relationships	Sectors and Group Companies	
	2-7 Employees	Social performance indicators	
	2-9 Governance structure and composition	Corporate Governance	
	2-10 Nomination and selection of the highest governance bod	Corporate Governance	
	2-11 Chair of the highest governance body	Corporate Governance	
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance	
	2-13 Delegation of responsibility for managing impacts	Responsible Investment Holding Perspective Corporate Governance	
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance	
	2-15 Conflicts of interest	Internal Audit, Risk Management, Ethics, Anti-Bribery&Corruption	
	2-16 Communication of critical concerns	Internal Audit, Risk Management, Ethics, Anti-Bribery&Corruption	
	2-17 Collective knowledge of the highest governance body	Corporate Governance	
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance	
	2-19 Remuneration policies	Doğan Holding Remuneration Policy	

GRI Standard	Disclosure	Relevant Sections	Notes
<b>General Disclosures</b>			
<b>GRI 2: General Disclosures 2021</b>	2-20 Process to determine remuneration	Dogan Holding Remuneration Policy	
	2-22 Statement on sustainable development strategy	Sustainability Approach	
	2-23 Policy commitments	Dogan Holding Policies	
	2-24 Embedding policy commitments	Dogan Holding Policies	
	2-25 Processes to remediate negative impacts	Internal Audit, Risk Management, Ethics, Anti-Bribery&Corruption Dogan Group Code of Ethics and Business Conduct	
	2-26 Mechanisms for seeking advice and raising concerns	Internal Audit, Risk Management, Ethics, Anti-Bribery&Corruption Dogan Group Code of Ethics and Business Conduct	
	2-28 Membership associations	Sustainability initiatives and corporate memberships	
	2-29 Approach to stakeholder engagement	Stakeholder engagement	
<b>Material Sustainability Topics</b>			
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Stakeholder and Materiality Analysis	
	3-2 List of material topics	Material Topics	
<b>Future of Work</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Stakeholder and Materiality Analysis Responsible investment holding perspective Internal Audit, Risk Management, Ethics, Anti-Bribery&Corruption Invest in the future	
<b>GRI 201: Economic Performance 2016</b>	201-2 Financial implications and other risks and opportunities due to climate change	Risks and opportunities Invest in the future	
<b>GRI 205: Anti-Corruption 2016</b>	205-1 Operations assessed for risks related to corruption	Internal Audit, Risk Management, Ethics, Anti-Bribery&Corruption Dogan Group Code of Ethics and Business Conduct	
	205-2 Communication and training about anti-corruption policies and procedures	Internal Audit, Risk Management, Ethics, Anti-Bribery&Corruption	
	205-3 Confirmed incidents of corruption and actions taken	Internal Audit, Risk Management, Ethics, Anti-Bribery&Corruption Dogan Group Code of Ethics and Business Conduct	
<b>Climate Action</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Stakeholder and Materiality Analysis Invest in the planet	
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Invest in the planet Environmental Performance Indicators	
	305-2 Energy indirect (Scope 2) GHG emissions	Invest in the planet Environmental Performance Indicators	
	305-3 Other indirect (Scope 3) GHG emission	Invest in the planet Environmental Performance Indicators	
	305-4 GHG emissions intensity	Environmental Performance Indicators	
	305-5 Reduction of GHG emissions	Invest in the planet Environmental Performance Indicators	
<b>Energy Management</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics		
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within organization	Environmental Performance Indicators	
	302-3 Energy intensity	Environmental Performance Indicators	
	302-4 Reduction of energy consumption	Environmental Performance Indicators	

GRI Standard	Disclosure	Relevant Sections	Notes
<b>General Disclosures</b>			
<b>Water</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and Materiality Analysis Invest in the planet	
GRI 303: Water and Effluents	303-1 Interactions with water as shared resource	Invest in the planet	
	303-5 Water consumption	Invest in the planet Environmental Performance Indicators	
<b>Waste Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and Materiality Analysis Invest in the planet	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Invest in the planet	
	306-2 Management of significant waste-related impacts	Invest in the planet	
	306-3 Waste generated	Invest in the planet Environmental Performance Indicators	
	306-4 Waste diverted from disposal	Environmental Performance Indicators	
	306-5 Waste diverted to disposal	Environmental Performance Indicators	
<b>Sustainable Supply Chain</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and Materiality Analysis Invest in the planet Dogan Group Supply Chain Management Policy	
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	Invest in the planet Social performance indicators Dogan Group Supply Chain Management Policy	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Invest in the planet Social performance indicators	
	414-2 Negative social impacts in the supply chain and action taken	Invest in the planet  Social performance indicators Dogan Group Supply Chain Management Policy	
<b>Responsible Resource Use</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and Materiality Analysis Invest in the planet	
GRI 301: Materials 2016	301-2 Recycled input materials used	Invest in the planet Environmental Performance Indicators	
	301-3 Reclaimed products and their packaging materials	Invest in the planet Environmental Performance Indicators	
<b>Human Capital</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and Materiality Analysis Invest in the society	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Invest in the society Social performance indicators Dogan Group Occupational Health and Safety Policy	
	403-2 Hazard identification, risk assessment, and incident investigation	Social performance indicators	
	403-5 Worker training on occupational health and safety	Social performance indicators	
	403-9 Work-related injuries	Social performance indicators	
	403-10 Work-related ill health	Social performance indicators	

GRI Standard	Disclosure	Relevant Sections	Notes
<b>General Disclosures</b>			
<b>Diversity and Inclusion</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and materiality analysis Invest in the society Dogan Group Human Rights Policy	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		There were no cases of discrimination during the reporting period.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Responsible Investment Holding Perspective Dogan Group Human Rights Policy	
GRI 409: Forced or Compulsory Labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Responsible Investment Holding Perspective Dogan Group Human Rights Policy	
<b>Social Investments</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and materiality analysis Invest in the society Dogan Group Human Rights Policy	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Invest in the society Social performance indicators	There are no activities that have significant actual or potential adverse impacts on local communities.
	413-2 Operations with significant actual and potential negative impacts on local communities		
<b>Sustainability-Focused R&amp;D and Innovation</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and materiality analysis Invest in the future	
<b>Sustainability Leadership</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and materiality analysis Invest in the society	
<b>Product Carbon Footprint</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and materiality analysis Invest in the planet	
<b>Responsible Products and Services</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and materiality analysis Invest in the planet	
<b>Digital Transformation</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and materiality analysis Invest in the future	
<b>Clean Energy Opportunities</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and materiality analysis Invest in the planet	
<b>Non-Financial Risk Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and materiality analysis Invest in the future	
<b>Talent Attraction&amp;Retention</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder and materiality analysis Invest in the society	

# REPORTING PRINCIPLES

## Doğan Holding Sustainability Report 2023-Reporting Principles

This reporting principles (“Principles”) provides information on the data preparation and reporting methodologies of indicators within the scope of the limited assurance in Doğan Şirketler Grubu Holding A.Ş. (“Group or Doğan Holding”) in the Anadolu Group Integrated Report 2023 (Integrated Report 2023).

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

Karel Elektronik Sanayi ve Ticaret A.Ş.’s only Production Facilities, R&D and Istanbul Head Office locations are included in the environmental indicators included in these principles. Data of Milta Turizm İşletmeleri A.Ş. is not included in the “Hazardous and Non-Hazardous Waste” indicators.

The information in these principles covers the 2023 financial and reporting year ending December 31, 2023 (January 1 - December 31, 2023) and the information of the following companies in Doğan Holding’s Turkey operations as detailed in the “Key Definitions and Scope of Reporting” section and does not include subcontractor information.

- D Gayrimenkul Yatırımları ve Ticaret A.Ş.
- D Yatırım Bankası A.Ş.
- Ditaş Doğan Yedek Parça İmalat ve Teknik A.Ş.
- Doğan Burda Dergi Yayıncılık ve Pazarlama A.Ş.
- Doğan Dış Ticaret ve Müessellik A.Ş.
- Doğan Şirketler Grubu Holding A.Ş.
- Doğan Trend Otomotiv Ticaret Hizmet ve Teknoloji A.Ş.
- Doğan Yayınları Yayıncılık ve Yapımcılık Ticaret A.Ş.
- Doruk Faktoring A.Ş.
- Galata Wind Enerji A.Ş.
- Glokal Dijital Hizmetler Pazarlama ve Ticaret A.Ş.
- Hepiyi Sigorta A.Ş.
- Karel Elektronik Sanayi ve Ticaret A.Ş.
- Milta Turizm İşletmeleri A.Ş.
- Profil Sanayi ve Ticaret A.Ş.
- Sesa Ambalaj ve Plastik Sanayi Ticaret A.Ş.

### General Reporting Principles

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

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

## Main Definitions and Reporting Scope

For the purpose of this report, the Group defines:

Type	Indicator	Scope
Environmental Indicators	Net Energy Consumption (MWh)	It refers to the total energy consumption, including renewable and non-renewable energy sources, monitored through monthly purchase invoices and meters by the Group companies included within the scope during the reporting period. Energy consumption consists of non-renewable sources (mobile combustion such as gasoline, diesel, and LPG; stationary combustion such as diesel and natural gas; and purchased electricity) and renewable sources (electricity used for internal consumption). The reporting is performed in megawatt-hours (MWh).
	Total Water Usage (m <sup>3</sup> )	It refers to the total water consumption, including municipal water billed/documented by service provider institutions and well water monitored through meters on a monthly basis by the Group companies included within the scope during the reporting period.
	Hazardous Waste (tons)	It refers to the amount of hazardous waste generated by the Group companies, tracked through the MOTAT (Mobile Waste Tracking System) available on the Ministry of Environment portal (Integrated Environmental Information System) during the reporting period.
	Non-hazardous Waste (tons)	It refers to the amount of non-hazardous waste generated by the Group companies, tracked through the invoices obtained from the Ministry of Environment portal (Integrated Environmental Information System) and licensed waste processing facilities during the reporting period.
	<b>Greenhouse Gas Emissions by Companies (tonsCO<sub>2</sub>e)</b>	
	Total Scope 1 (tonsCO <sub>2</sub> e)	It refers to the greenhouse gas emissions resulting from the Group’s direct energy consumption, including stationary combustion (natural gas, diesel), mobile combustion (LPG, diesel, gasoline), and chemical use (refrigerant gases, fire extinguishers, etc.), representing the total methane, nitrous oxide, and carbon dioxide emissions in carbon dioxide equivalent during the reporting period. The Group calculates its Scope-1 emissions in accordance with the standard “TS EN ISO 14064-1:2018 Greenhouse Gases-Part 1: Guidance and Specifications for the Establishment Level Calculation and Reporting of Greenhouse Gas Emissions and Removal.”
	Total Scope 2 (tonsCO <sub>2</sub> e)	It refers to the greenhouse gas emissions resulting from the indirect energy consumption, specifically electricity consumption, of the Group companies included within the scope during the reporting period. The Group calculates its Scope-2 emissions in accordance with the standard “TS EN ISO 14064-1:2018 Greenhouse Gases-Part 1: Guidance and Specifications for the Establishment Level Calculation and Reporting of Greenhouse Gas Emissions and Removal.”
	Total Scope 3 (tonsCO <sub>2</sub> e)	It refers to the greenhouse gas emissions arising from the Group’s business-related activities included in categories defined by the Greenhouse Gas Protocol, specifically: Category 6: Business travel tracked through flight tickets and travel distances provided by agencies, and Category 7: Employee commuting tracked through kilometer-based invoices from service providers. The Group calculates its greenhouse gas emissions in accordance with the standard “TS EN ISO 14064-1:2018 Greenhouse Gases-Part 1: Guidance and Specifications for the Establishment Level Calculation and Reporting of Greenhouse Gas Emissions and Removal.”

# REPORTING PRINCIPLES

## Data Preparation

### 1 Environmental Indicators

#### Net Energy Consumption (MWh)

It refers to the verification of primary energy consumption data, which includes non-renewable sources (mobile combustion such as gasoline, diesel, and LPG; stationary combustion such as diesel and natural gas; and purchased electricity) and renewable sources (electricity used for internal consumption).

The Group uses the following conversion factors in its energy consumption calculations:

- Since electricity and natural gas for some group companies are billed in kWh, the conversion factor 1 kWh = 0.001 MWh is used for converting to MWh.
- For natural gas billed in m<sup>3</sup>, the conversion factor; 0.0096<sup>1</sup> is used for converting to MWh.
- For diesel billed in liters, the conversion factor; 0.0098<sup>1</sup> is used for converting to MWh.
- For gasoline billed in liters, the conversion factor; 0.0089<sup>1</sup> is used for converting to MWh.
- For LPG billed in kilograms, the conversion factor; 0,0127<sup>1</sup> is used for converting to MWh.

#### Total Scope 1, Total Scope 2 and Total Scope 3 (tonsCO<sub>2</sub>e)

Scope 1, Scope 2, and Scope 3 emissions have been calculated in accordance with ISO 14064-1 and within the framework of the "Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard," based on the operational control approach.

#### Total Scope 1 Greenhouse Gas Emissions (tonsCO<sub>2</sub>e)

The calculations utilize CO<sub>2</sub> equivalent factors consisting of carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), and nitrous oxide (N<sub>2</sub>O) equivalent emission factors. Global Warming Potential (GWP) coefficients are sourced from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Reports<sup>2</sup> and the 2023 Emission Factors published by the United Kingdom Department for Environment, Food and Rural Affairs (DEFRA)<sup>3</sup>. Scope 1 greenhouse gas emissions include the sum of emissions from stationary combustion, mobile combustion, and chemical sources. Total Scope 1 greenhouse gas emissions are calculated as the sum of all Scope 1 emission subdivisions. The calculation uses the following formula: The obtained CO<sub>2</sub>-equivalent (CO<sub>2</sub>-e) value in tons is multiplied by appropriate coefficients.

Total Scope 1 Greenhouse Gas Emissions (tonCO<sub>2</sub>e.)=Stationary Combustion Emissions (tonCO<sub>2</sub>e.)+Mobile Combustion Emissions (tonCO<sub>2</sub>e.)+Chemically Sourced Emissions (tonCO<sub>2</sub>e.)

<sup>1</sup> Ulusal Envanter, <https://www.resmigazete.gov.tr/eskiler/2011/10/20111027-5.htm>

<sup>2</sup> IPCC 2018, AR6, Chapter 7: Supply Material, 7.SM.6 Tables of Greenhouse Gas Lifetimes, Radiative Efficiencies and Metrics, GWP-100

<sup>3</sup> <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2023>

<sup>4</sup> IPCC 2006, Volume2, Chapter 2, Table TABLE 2.4

<sup>5</sup> IPCC 2006, Volume2, Chapter 3, Table TABLE 3.2.1 & TABLE 3.2.2

<sup>6</sup> IPCC 2006, Volume2, Chapter 3, Table TABLE 3.3.1

<sup>7</sup> <https://enerji.gov.tr/evced-cevre-ve-iklim-turkiye-ulusal-elektrik-sebekesi-emisyon-faktoru>

Emission Source - Scope 1	Emission Factor	Emission Factor Unit
Natural Gas	1,942 <sup>4</sup>	kgCO <sub>2</sub> e/m <sup>3</sup>
Natural Gas (kWh)	0,203 <sup>4</sup>	kgCO <sub>2</sub> e/kWh
Diesel (generators) (l)	2,640 <sup>4</sup>	kgCO <sub>2</sub> e/litre
Diesel (company vehicles) (l)	2,665 <sup>5</sup>	kgCO <sub>2</sub> e/litre
Diesel (off-road vehicles) (l)	2,897 <sup>6</sup>	kgCO <sub>2</sub> e/litre
Gasoline (company vehicles) (l)	2,268 <sup>5</sup>	kgCO <sub>2</sub> e/litre
LPG (off-road vehicles) (kg)	2,959 <sup>5</sup>	kgCO <sub>2</sub> e/kg

Emission Source - Scope 1	Density	Density Unit	NCV	NCV Unit
Diesel	0,83 <sup>1</sup>	kg/L	10.200	Kcal/kg
Natural Gas	-	kg/m <sup>3</sup>	8.250	Kcal/sm <sup>3</sup>
Gasoline	0,735 <sup>1</sup>	kg/L	10.400	Kcal/kg
LPG	-	-	10.900	Kcal/kg

Emission Source - Scope 1	Global Warming Potential (GWP)	GWP Unit
Refrigerant Gases - R22	1.960,00 <sup>2</sup>	kgCO <sub>2</sub> -e/KG
Refrigerant Gases - R134A	1.530,00 <sup>2</sup>	kgCO <sub>2</sub> -e/KG
Refrigerant Gases - R407C	1.624,00 <sup>3</sup>	kgCO <sub>2</sub> -e/KG
Refrigerant Gases - R410A	2.256,00 <sup>2</sup>	kgCO <sub>2</sub> -e/KG
Refrigerant Gases - R600A	3,00 <sup>3</sup>	kgCO <sub>2</sub> -e/KG
Refrigerant Gases - SF6	23.500,00 <sup>3</sup>	kgCO <sub>2</sub> -e/KG
Fire Extinguishers - HFC 227	3.600,00 <sup>2</sup>	kgCO <sub>2</sub> -e/KG
Fire Extinguishers - CO2	1,00 <sup>2</sup>	kgCO <sub>2</sub> -e/KG
Fire Extinguishers - HFC 236 Fa	8.690,00 <sup>2</sup>	kgCO <sub>2</sub> -e/KG
Process Use - CO2	1,00 <sup>2</sup>	kgCO <sub>2</sub> -e/KG

# REPORTING PRINCIPLES

## Total Scope 2 Greenhouse Gas Emissions (tonCO2e)

Scope 2 greenhouse gas emissions include the greenhouse gases resulting from the Group's electricity consumption. The calculations are performed in terms of CO2-equivalent (tonsCO2e). The following formula is used in these calculations.

$$\text{Emission Amount (tonCO2e)} = \text{Activity Data} * \text{Emission Factor}$$

Emission Source - Scope 2	Emission Factor	Emission Factor Unit
Electric Energy Turkey (Grid Sourced)	0,439 <sup>7</sup>	tonCO <sub>2</sub> -e/MWh

## Total Scope 3 Greenhouse Gas Emissions (tonCO2e)

Scope 3 Category 6 (business-related flights) and Category 7 (employee commuting) emission factors are sourced from the Department for Environment, Food and Rural Affairs (DEFRA 2023)<sup>3</sup> and the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report<sup>2</sup>. The obtained CO2-equivalent (CO2-e) value in tons is calculated by multiplying it with appropriate coefficients. The following formula is used in these calculations.

$$\text{Emission Amount (tonCO2e)} = \text{Activity Data} * \text{Emission Factor}$$

Emission Source - Scope 3	Emission Factor	Emission Factor Unit
Employee Shuttles	0,229 <sup>2</sup>	kgCO <sub>2</sub> e/km
Business Flights -International	0,197 <sup>3</sup>	kgCO <sub>2</sub> e/(passenger*km)
Business Flights - Short Haul	0,209 <sup>3</sup>	kgCO <sub>2</sub> e/(passenger*km)
Business Flights -Domestic	0,306 <sup>3</sup>	kgCO <sub>2</sub> e/(passenger*km)

## Total Water Usage (m3)

The Group's total water consumption is monitored monthly through invoices provided by service providers and water meters.

## Hazardous and Non-hazardous Waste

Hazardous and non-hazardous waste are monitored by Group officials and reported using waste declaration forms.

## Restatement

The measuring and reporting of sustainability-related data inevitably involves a degree of estimation. Restatements are considered where there is a change in the data of greater than 5 percent at the Group level.



# LIMITED ASSURANCE OPINION



## Limited Assurance Report to the Board of Directors of Doğan Şirketler Grubu Holding A.Ş.

We have been engaged by the Board of Directors of Doğan Şirketler Grubu Holding A.Ş. ("Doğan Holding" or "Group") to perform a limited assurance engagement in respect of the Selected Sustainability Information (the "Selected Information") stated in the Doğan Holding Sustainability Report 2023 (the "Sustainability Report 2023") for the year ended 31 December 2023 and listed below.

### Selected Information

The scope of the Selected Information for the year ended 31 December 2023, which is subject to our limited assurance work, set out in the pages between 70, 71, 72, 73, 74 and 75, of the Sustainability Report 2023 with the sign "✓" is summarized below:

### Social Indicators

- Greenhouse Gas Emissions by Companies - Scope 1 (ton CO<sub>2</sub>e)
- Greenhouse Gas Emissions by Companies - Scope 2 (ton CO<sub>2</sub>e)
- Greenhouse Gas Emissions by Companies - Scope 3 (ton CO<sub>2</sub>e)
- Net Energy Consumption (MWh)
- Total Water Usage (m<sup>3</sup>)
- Hazardous Waste (ton)
- Non-Hazardous Waste (ton)
- Total Waste (ton)

Our assurance was with respect to the Selected Information marked with "✓" in the in the Sustainability Report 2023 and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with "✓" in the Sustainability Report 2023 and any other elements included in the Sustainability Report 2023 and therefore do not express any conclusion thereon.

### Criteria

The criteria used by the Group to prepare the Selected Information is set out in section "Doğan Holding Sustainability Report 2023 – Reporting Principles" (the "Reporting Principles") on pages 94, 95, 96, 97, 98 and 99 of the Sustainability Report 2023.



### Group's Responsibility

The Group is responsible for the content of the Sustainability Report 2023 and the preparation of the Selected Information in accordance with the Reporting Principles. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud or error.

### Limitations

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

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

### Our Independence and Quality Management

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

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

# LIMITED ASSURANCE OPINION



## Our Responsibility

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

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

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

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

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

## Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Group's Selected Information for the year ended 31 December 2023, is not properly prepared, in all material respects, in accordance with the Reporting Principles.



## Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Doğan Şirketler Grubu Holding A.Ş. as a body, to assist the Board of Directors in reporting Doğan Şirketler Grubu Holding A.Ş.'s performance and activities related to the Selected Information. We permit the disclosure of this report within the Sustainability Report 2023 for the year ended 31 December 2023, to enable the Board of Directors of the Doğan Şirketler Grubu Holding A.Ş. to demonstrate they have discharged their governance responsibilities by commissioning a limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of Doğan Şirketler Grubu Holding A.Ş. as a body Doğan Şirketler Grubu Holding A.Ş. for our work or this report save where terms are expressly agreed and with our prior consent in writing.

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

Ali Yörük, SMMM  
Independent Auditor

Istanbul, 29 November 2024

## LEGAL DISCLAIMER

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