

INTERIM REPORT

3Q 2025



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1 – CORPORATE OVERVIEW

a. Corporate Information

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

b. Activities

Doğuş Otomotiv, the representative of 17 international brands and 18 affiliated product groups, each of which is the leader in its own sector, including passenger cars, light commercial vehicles, heavy vehicles, industrial and marine engines, and cooling systems sectors, offers its individual and corporate customers a wide product portfolio that includes the Volkswagen Passenger Cars, Audi, SEAT, CUPRA, Škoda, Bentley, Lamborghini, Porsche, Volkswagen Commercial Vehicles, and Scania brands and more than 80 models of these brands. The company also competes with the Scania brand in the industrial and marine engines market, with the Thermo King brand in the cooling systems market, and with the Meiller brand in the semi-trailer tipper products market. The sales and servicing of semi-trailer products in Türkiye are also provided under the Wielton brand. In addition, under the DOD brand, Doğuş Otomotiv offers services to its used vehicles customers. As for after-sales services and spare parts procurement in the maritime sector, the company operates within a corporate structure under the Doğuş Marine Services brand. In addition, the Company provides sales and after-sales services in Türkiye for Novamarine boats and speedboats, Aerofoils e-foil products, and Riviera motor yachts. In 2023, Doğuş Şarj Sistemleri Pazarlama ve Ticaret A.Ş. commenced its operations in the establishment and operation of charging units, charging stations, a charging network, and the provision of charging services. In addition, Doğuş Otomotiv provides sales and after-sales services for MATE.Bike electric bicycles in Türkiye. Upholding unconditional customer satisfaction as its foremost priority, the company maintains the most extensive Authorized Dealer and Service network in the country. Approximately 750 customer service points throughout Türkiye offer Doğuş Otomotiv's customers extensive and uninterrupted sales, repair, and spare parts services.

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

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

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

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

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

c. Information on Capital Structure and Partnership

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

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

d. Borad of Directors and Executive Board

Board of Directors

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

Executive Board

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

e. Financial Rights

The sum of the financial rights, including the salaries and similar payments provided to the members of our company's management body and persons with administrative responsibility, and the health insurance and the employer's share in SSI amount to 1,576,055 thousand TRY (September 30, 2024: 1,536,901 thousand TRY).

2 - PROFIT DISTRIBUTION POLICY AND DIVIDEND PAYMENT

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

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

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

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

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

3 –SUBSIDIARIES, AFFILIATES, BUSINESS PARTNERSHIPS

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

a. Subsidiaries

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

b. Affiliates

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

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

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

c. Business partnerships

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

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

4 – OPERATIONAL AND FINANCIAL INDICATORS

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

a. Condensed Balance Sheet

<i>Thousand TRY, CMB</i>	September 30, 2025	December 31, 2024	Change %
Current Assets	64,698,080	53,436,757	21
Non-Current Assets	62,228,628	62,220,979	0
Total Assets	126,926,708	115,657,736	10
Short Term Liabilities	46,869,543	33,835,058	39
Long Term Liabilities	11,973,121	11,910,088	1
Total Equity	68,084,044	69,912,590	(3)
Total Equity and Liabilities	126,926,708	115,657,736	10

b. Changes in Financial Situation

<i>Thousand TRY, CMB</i>	September 30, 2025	December 31, 2024	Change %
Cash and Cash Equivalent Assets	2,974,544	11,807,402	(75)
Financial Debts	26,820,787	15,182,479	77
Net Debt Position (*)	23,846,243	3,375,077	607

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

c. Automotive Market and Sales Quantities

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

Wholesale Units	September 30, 2025	September 30, 2024	Change %
Total Sales Unit in the Market	942,798	839,886	12
DOAŞ Sales Figures (*)	107,646	96,539	12

(*) Excluding Skoda

d. Condensed Income Statement

<i>Thousand TRY, CMB</i>	September 30, 2025	September 30, 2024	Change %
Revenue	170,860,096	160,785,184	6
Gross Profit	22,726,551	26,742,905	(15)
Gross Profit Margin	13.30%	16.63%	(20)
Operating Profit	10,746,435	16,945,908	(37)
Operating Profit Margin	6.29%	10.54%	(40)
Net Profit	5,050,175	8,016,233	(37)
Net Profit Margin	2.96%	4.99%	(41)

e. Investments

Tangible and intangible asset investments amounted to 2,867,574 thousand TRY in the current period. (September 30, 2024: 3,214,558 thousand TRY).

5 – DONATIONS

Donations made in accordance with the legislation and the “Donation and Charity Policy” available in our website www.dogusotomotiv.com.tr/en/home, and approved by the General Assembly, amounted to 3,146,818 thousand TRY in the current period. (September 30, 2024: 2,455,201 thousand TRY) Donations and Charities are presented in terms of purchasing power as of September 30, 2025, in line with the consolidated financial statements.

6 – NUMBER OF EMPLOYEES

The average number of employees throughout the period was 2,139. (December 31, 2024: 2,078)

7 – RISK MANAGEMENT

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

8 – GENERAL ASSEMBLY INFORMATION

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

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

9 – AMENDMENTS TO THE ARTICLES OF ASSOCIATION MADE DURING THE YEAR

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

10 – CORPORATE GOVERNANCE AND SUSTAINABILITY PRINCIPLES COMPLIANCE STATEMENT

Corporate Governance Principles

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

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

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

Sustainability Principles

Within the scope of the “Communiqué (II-17.1. a) on the Amendment of the Corporate Governance Communiqué (II-17.1)”, published in the Official Gazette No. 31262 on October 2, 2020, explanations within the scope of sustainability principles harmonization framework have been added in the reports regarding compliance with corporate governance principles. Although the implementation of these principles is voluntary, the “Comply or Explain” principle renders it obligatory to report whether they have been implemented or not. It has started to be implemented as of the 2021 annual reports, including 2020 data, for the partnerships specified in the 5th paragraph of the 1st article of the Corporate Governance Communiqué numbered II-17.1. After the Doğuş Otomotiv Sustainability Principles Compliance Statement was first published in the 2020 Annual Report, it was included in the annexes of the 2021, 2022, 2023 and 2024 Annual Reports and Sustainability Reports. In addition, our Company published the Integrated Sustainability Report for the first time in 2021, updated the Sustainability Principles Compliance Statement, and published in the annex of the 2024 Integrated Sustainability Report. The Doğuş Otomotiv 2024 Integrated Sustainability Report was published for the fourth time as the 16th Sustainability Report in September 2025, presenting 2024 sustainability performance in a comprehensive manner to our stakeholders.

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

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

Our Company, which published its first Corporate Sustainability Report in 2009 and signed the United Nations Global Compact in 2010, became a signatory to the United Nations Women's Empowerment Principles (UN WEPs) in 2022. For this reason, the UN WEPs indicators are also included in the Index section of the 2024 Integrated Sustainability Report.

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

Additionally, in line with the United Nations Global Compact Reporting Principles and the global sustainability reporting standard requiring independent verification of reported data, the Company has obtained limited assurance from PwC for the past five years. Verified data within the report is marked with an asterisk (*). In addition, for the fourth time since 2021, industry-specific indicators published by the Sustainability Accounting Standards Board (SASB) are included in the index section of the report.

Doğu Otomotiv will continue to publish reports in line with the SASB Index and will continue to be among the leading companies in complying with the standards developed by IFRS.

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

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

Another program initiated by Volkswagen AG in 2023, to raise sustainability awareness and to transform sustainability into a competitive advantage across its global dealer network by monitoring developments, is the sustainability certification program. In 2024, a total of 16 Authorized Dealers and Service Centers were certified within the scope of the program, earning 6 Gold, 4 Silver, 4 Bronze, and 2 Platinum certificates. Detailed information on these certifications is presented under the section titled *Volkswagen AG GoToZero RETAIL Program* in the 2024 Integrated Sustainability Report.

Risk categorization and initial audits were completed in the Sustainable Supply Chain Program. %78.16 of our suppliers categorized as high-risk underwent an audit, which included an assessment of their compliance with sustainability criteria. In response to evolving regulatory frameworks concerning ethical practices within supply chains, particularly with the introduction of new legislation in Europe and the corresponding updates to standards, Doğuř Otomotiv has initiated the development of a Supplier Code of Ethics, with the goal of publication in 2026.

Doğuř Otomotiv continues to publicly disclose its Scope 1, 2, and 3 emissions, annual reduction amounts, and targets each year as part of its Integrated Sustainability Reports. Under the new regulatory framework, the 2024 TSRS-Aligned Sustainability Report also includes, for the first time, the Scope 1 and Scope 2 emissions of selected subsidiaries and affiliates. Additionally, within the process managed by the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, the Company has submitted its application for the Zero Waste Certificate. Doğuř Otomotiv aims to complete the work it initiated in 2023 and obtain the certificate in 2025. Furthermore, with the publication of the 2023 Integrated Sustainability Report, Doğuř Otomotiv released for the first time the results of its study conducted in accordance with the ISO 14046 Water Footprint Standard. The water footprint for 2024 is 346,856 m³ per year. As one of Doğuř Otomotiv's brands, Doğuř Marine Services, which operates in the marina management sector, is directly connected with coastal and marine ecosystems. Accordingly, full compliance with national environmental legislation and related inspections is ensured in these areas. The proximity of Doğuř Marine Services locations to Key Biodiversity Areas (KBA) has also been analyzed and disclosed in the 2024 Integrated Sustainability Report.

The workshop component of the program, which was initiated in 2022 to identify Doğuř Otomotiv's risks and opportunities related to human rights, began in 2023 and our company's priorities pertaining to human rights were determined by following a methodology consistent with the United Nations Guiding Principles on Business and Human Rights.

In addition, Doğuř Otomotiv once again has held the areas of priority focus workshop in May 2023. As part of Doğuř Otomotiv's Double Materiality Assessment, a wide range of topics were evaluated, including sectoral reporting requirements, expectations from laws and regulations, stakeholder feedback, global sustainability standards, and the priorities of peers. By analyzing internal and external resources through consultants, potentially significant social, environmental, and economic issues were identified. The company has shared its new goals with stakeholders in the 2024 Integrated Sustainability Report.

11 – EXPECTATIONS FOR 2025

We predict that the total domestic automotive market sales will be around 1,3 million units in 2025. Accordingly, we expect our Company to sell approximately 150 thousand units during the calendar year (excluding Skoda). We also aim to continue our profitability and market share oriented approach for long-term success. While we try to strengthen operational efficiency and continue to monitor the prudent expense management structure in the light of all re-evaluated project and marketing plans, we plan to give more importance to digitalization, mobility, electrification and sustainability projects for our investment plans and expect our spending amount to reach approximately 5 billion TRY. In the light of the effects of geopolitical risks and macroeconomic dynamics, we plan to reevaluate our predictions according to the exchange rate levels and the course of the economic conditions.

12 – DOĞUŞ OTOMOTİV'S DIGITAL TRANSFORMATION STRATEGY

Doğuş Otomotiv's digital transformation journey began in 2017 with the establishment of the Digital Transformation Department, guided by the motto *"Redefining the value chain and shaping the future by aligning with contemporary trends and customer expectations within the framework of operational excellence."*

In line with Doğuş Otomotiv's 2030 customer experience and mobility-oriented strategies, the Company's digital transformation strategy aims to provide innovative, sustainable, and secure software and infrastructure for all digital initiatives, enhance the efficiency of systems, and strengthen employee competencies and effectiveness through digital tools and practices.

Doğuş Otomotiv views digitalization not merely as a technological investment but as a strategic transformation that optimizes business processes, improves customer experience, and drives operational excellence. The Company continues its transformation journey with determination and consistency in this direction.

In 2019, Doğuş Otomotiv adopted an agile project portfolio management model, ensuring that all digital and IT projects across the organization are managed within a unified platform with clearly defined roles and responsibilities.

By 2023, the Company had completed 100 digital projects, 20% of which were scaled across the organization and 15% were classified as projects with broad applicability, generating TRY 204 million in total gains. In 2024, 119 projects were completed, and 73 software development projects were ongoing, contributing an *additional TRY 170 million in value. As of the third quarter of 2025, a total of 106 digital projects have been completed, while 76 projects remain under software development.

At Doğuş Otomotiv, strategic technology domains such as Artificial Intelligence (AI) and Generative AI (GenAI), Machine Learning, Robotic Process Automation (RPA), Internet of Things (IoT), Image Processing, ERP, Web, and Mobile Applications stand at the center of the Company's digital transformation strategy. These technologies support process digitalization across all key functions, including Sales, After-Sales Services, Marketing, the Value and Care Center (DİM), Spare Parts and Logistics, Human Resources, Finance, and Administrative Affairs, delivering sustainable solutions that enhance operational efficiency and customer satisfaction.

Launched in 2020 through the collaboration of Human Resources, Digital Transformation, and Corporate Communications, the Digital Competency Development Program marked a milestone in strengthening digital literacy across the Company. Within this scope, the GO-DGTL Academy was established to foster digital awareness and skill-building through training programs on data science, RPA, customer experience, AI, GenAI, IoT, and business intelligence. Maintained continuously from 2021 to 2025, the program has evolved based on employee feedback, with participation rates regularly monitored and reported. Through these initiatives, employees have enhanced their digital competencies and actively contributed to the Company's transformation journey.

Doğuş Otomotiv's data management approach was institutionalized in 2021 through the Data Strategy and Data Roadmap initiatives, developed with the active participation of more than 90 employees across 16 projects. This comprehensive framework ensures the accurate, secure, and effective use of data, regulates storage and disposal processes, improves data quality, and maximizes the benefits of analytics capabilities.

Doğuş Otomotiv continues to strengthen its commitment to information and information security, pursuing initiatives aimed at protecting, improving, and enhancing the processes brought about by digitalization. In this context, the Company's information security strategies have been aligned with international standards to address the risks of the digital world.

As of 2022, Doğuş Otomotiv began managing information security systematically by obtaining the DIN EN ISO 27001 Information Security Management System Certificate. This certification was renewed in March 2025, reflecting the upgrade to the ISO 27001:2022 version. Furthermore, in December 2024, Doğuş Otomotiv added the TISAX (Trusted Information Security Assessment Exchange) certification, established by the German Association of the Automotive Industry (VDA), to its information security portfolio. Through ISO 27001, the Company ensures global assurance, while TISAX provides sector-specific validation within the automotive industry. Together, these certifications affirm Doğuş Otomotiv's commitment to safeguarding customer data, internal corporate information, and employee data, supported by robust risk management, data protection policies, and audit mechanisms.