

## **1. PURPOSE**

The purpose of this policy is to establish guiding principles for developing and implementing training programs aligned with Doğuş Holding A.Ş.'s Human Resources and Employees and Work Environment Policies to ensure the continuous professional and personal development of employees, enhance their job performance, and support their career growth. This policy also covers training services provided to the subsidiaries and affiliates of Doğuş Holding A.Ş. based on their respective needs.

## **2. SCOPE**

This policy applies to all employees of the Company as well as the employees of its assets located in Turkey, and should be considered as a guiding document for subsidiaries and affiliates operating in other countries.

## **3. GOALS**

- To enhance employees' skills and competencies.
- To foster a culture of continuous learning and improvement.
- To ensure compliance with industry standards and regulations.
- To support career development and succession planning.
- To improve overall corporate performance and efficiency.
- To increase employee satisfaction, motivation, and loyalty

## **4. TOPICS COVERED BY TRAINING PROGRAMS**

The Training Unit of Doğuş Holding A.Ş. organizes training programs under the following categories. These programs may be conducted synchronously or asynchronously depending on the identified needs:

- **Orientation Training:** Programs designed to introduce new employees to the Company's culture, policies, and procedures.
- **Professional Skills Training:** Programs that equip employees with the knowledge and skills necessary to effectively fulfill the roles and responsibilities defined in their job descriptions.
- **Compliance Training:** Informative sessions designed to ensure employees understand and adhere to legal, regulatory, and global standards and codes.
- **Leadership and Management Training:** Programs conducted primarily within Doğuş Holding A.Ş. to develop current and future leaders, both within the Company and across subsidiaries and affiliates, in response to organizational needs.
- **Mandatory Training:** Technical or professional programs required for employees to fulfill their duties. These may also include additional training sessions aimed at helping employees acquire new qualifications and skills to advance their careers.

## **5. TRAINING METHODS**

Corporate training programs organized and supervised by the Training Unit of Doğuş Holding A.Ş. may be delivered using various methods, including but not limited to:

- In-person workshops and seminars
- Online courses and webinars
- On-the-job training and mentorship
- Self-paced e-learning modules with individually set targets
- Externally taken training programs and participations to various conferences

## **6. RESPONSIBILITIES**

- **Human Resources (HR) Department:** The HR Department is responsible for developing and implementing Doğuş Holding A.Ş.'s corporate training strategy. The Training Unit, operating under the HR Department, collaborates with other HR divisions to identify training needs through performance evaluations and employee feedback. It is responsible for coordinating training programs, seek to increase participation, ensure facilitating factors are increased within the training modules, maintaining training records, and monitoring the effectiveness of all training initiatives.
- **Managers and Supervisors:** Senior management, including the Board of Directors of Doğuş Holding A.Ş., supports and encourages employees' participation in training programs. Each manager identifies specific training needs for their teams during the last quarter of the fiscal year. Providing on-the-job training and mentorship to employees as part of daily work routines constitutes one of the key managerial practices of the Company.
- **Employees:** Employees of Doğuş Holding A.Ş. are expected to actively participate in training programs assigned to them, whether mandatory, by invitation, or upon their own request. They are responsible for integrating the knowledge and skills acquired during training into their daily work practices and are anticipated to provide feedback to improve the effectiveness of training programs.

## **7. ASSESMENT OF TRAINING NEEDS**

The Training Unit of Doğuş Holding A.Ş. is responsible for conducting regular assessments to identify training needs at individual, team, and corporate levels. These assessments are carried out using performance evaluation results, employee surveys, and feedback received from managers.

## **8. TRAINING BUDGET**

An annual budget for training and development activities is approved by the Board of Directors each year as a separate line item within the general budget of Doğuş Holding A.Ş. Funds required for internal training sessions, as well as for external programs provided by specialized institutions or experts, are covered by this budget allocated by the Company.

## **9. EVALUATION AND CONTINUOUS IMPROVEMENT**

The effectiveness of training programs is regularly evaluated through feedback, assessments, and performance measurements. Based on evaluation results and emerging needs the training programs are regularly reviewed, and each year they are renewed accordingly.

Doğuş Holding A.Ş. ensures that all training activities comply with relevant laws and regulations. Accurate documentation and reporting of all training activities—including participation, completion, and evaluation results—are deemed essential and monitored through established procedures. Annual reviews are conducted to ensure the effectiveness of this policy. Updates are made when necessary to reflect changes in corporate objectives, industry standards, and legal requirements.

## **10. ENFORCEMENT**

This policy was approved by the Board of Directors of Doğuş Holding on 5 August 2025 and publicly disclosed. It entered into force as of the date of its approval by the Board of Directors of Doğuş Holding A.Ş. The Holding Sustainability Committee is responsible for the implementation of the policy and the execution of the related processes. Together with its associated procedures, the policy is reviewed as required, and any necessary updates are made and communicated to the relevant stakeholders.