

hepsiburada

Connecting Past, Present and Future

EXECUTIVE SUMMARY

SUSTAINABILITY REPORT 2024





About the Report

Since 2022, we have been transparently sharing our environmental, social and governance (ESG) strategies, performance, and practices with all our stakeholders through our sustainability reports.

We at Hepsiburada transparently share our sustainability approach, priorities and performance with all our stakeholders through our third sustainability report, which we published this year under the title "Hepsiburada 2024 Sustainability Report" ("the Report").

The report covers our activities, performance and outputs for the period from January 1, 2024 to December 31, 2024. It is prepared in compliance with the Global Reporting Initiative (GRI) 2021 standards, and includes our contribution to the United Nations (UN) Global Compact (UNGC), which we signed in 2022, Women's Empowerment Principles (WEPs) and the United Nations Sustainable Development Goals (SDGs). Our detailed financial statements and financial report are available on our investor relations [website](#).

¹ Hepsiburada refers to D-Market Elektronik Hizmetler ve Ticaret A.Ş., Doğan Portal ve Elektronik Ticaret A.Ş., D Fast Dağıtım Hizmetleri ve Lojistik A.Ş., and D Ödeme Elektronik Para ve Ödeme Hizmetleri A.Ş. This report does not cover our operations outside of Türkiye.

Our detailed financial statements and reports are available on our Investor Relations website.

Our Brands Covered in the Report

hepsiburada

hepsilojistik

hepsipay

hepsiJET

hepsiburada
global

hepsiburada işOrtağım

hepsiAd

Please contact us at crsustainability@hepsiburada.com to learn more about the Hepsiburada Sustainability Report, or to submit any questions, comments or suggestions.





A Message from our CEO

With the goal of creating long-term value for our stakeholders, we launched our Hepsiburada, Always by Your Side! strategy.

Dear Stakeholders,

In 2024, Hepsiburada turned a new page in its long-running journey, adding increased momentum to its strategic transformation and taking further steps in its social benefit projects. In 2025, Kazakhstan-based Kaspi.kz acquired a majority of our shares—an important step supporting sustainable growth. This strategic partnership will give a new impulse to both Hepsiburada's and our country's digital economy by creating synergy. For us, this development is not only an acquisition but also a fresh start with two powerful organizations coming together to create bigger impact by completing each other.

As the global e-commerce industry enjoyed a strong growth trend in 2024, Hepsiburada sustained its share in this growth and added to its financial and operational performance. Our gross merchandise value (GMV) reached TL 188.6 billion and we increased our revenues by 11% to TL 57 billion. Our total number of orders increased by 16% to 131 million and the current number of our customers increased to 12.2 million. Hepsiburada's leading role in digital trade was further consolidated by high rates of customer satisfaction, increased operational efficiency and a 218% increase in our EBITDA.

Yet, we believe and always underline that 'leadership' cannot be confined to turnover, product sales or orders. At Hepsiburada, we are well aware that leadership is only possible through creating benefits for all our stakeholders and contributing not only to our company but also the entire ecosystem we are a part of. To that end, we integrated our sustainability approach into our financial and operational achievements, and designed and started to implement a new strategy under the motto: "Hepsiburada: Always by Your Side!" This strategy helps us design our technology and services to make a long-term positive contribution to society, the planet and our business partners under the respective headings: "Standing by the Planet", "Standing by the Ecosystem", and "Standing by Trust". For us at Hepsiburada, sustainability is not only a holistic approach to reduce our environmental impact, but also an effort to increase our social benefit, build trust and transform our business model.

We have recently applied a double materiality approach to our materiality analysis to better understand the environmental, social and governance impacts of our business and the expectations of our stakeholders. This analysis provided us with fruitful guidance in setting our strategic priorities and contributed to making our sustainability strategy more effective.

We act with the mission of improving people's lives by developing innovative products and services.

Nilhan Onal Gökçetekin
CEO





A Message from our CEO

Through the Trade and Technology Power for the Earthquake Region Program, we contribute to the employment of 120,000 people and the livelihoods of more than 480,000 individuals.

hepsiburada

Share of Female Employees

44%

Share of Female Managers

39%

As part of our environmental responsibility, we calculated our Scope 1, 2 and 3 greenhouse gas emissions for 2024, and we are making improvements according to our emissions reduction plan. We identified our climate-related risks and opportunities, and added momentum to our efforts to increase efficiency in our operations, reduce emissions and enhance circular business models. We optimize our logistics, manage waste effectively and use 100% recyclable cargo packaging to minimize our operational footprint; and as part of these practices, we are now running a project called "Replace the Old with the New at Your Doorstep" to reuse old phones and thus contribute to the circular economy. With this service, over 20,000 devices were collected in 2024 and a total of 38,000 devices were recycled or refurbished and put into reuse. Also, HepsijET participated in the Europe-wide PROMISE project, as part of which we are continuing to develop more environmentally friendly, efficient and people-oriented urban logistics solutions, and undertaking pioneering sustainable logistics projects.

A core part of our corporate culture and main priority is to increase women's employment and encourage them into leading positions. Of our team, 44% consists of women employees, and 39% are women leaders. As such, we've adopted strong policies and practices to ensure a fair and equal work environment. To fulfill our commitments to the UN Global Compact (UNGC) and the UN Women's Empowerment Principles (UN WEPs), we see diversity, equality and inclusion as an integral part of how we do business. This approach supports women's empowerment in both the workforce and in the entrepreneurship

ecosystem, while also helping us to achieve our company's long-term success vision.

Thanks to our leading position in the sector, we manage multiple projects and collaborations to empower women entrepreneurs in e-commerce and work to involve more women in the economy. One such effort is the Power of Technology for Women Entrepreneurs, under which we aim to reach 120,000 women entrepreneurs by 2030. Another of our initiatives is the Women Entrepreneurs of Türkiye Program, which we run in collaboration with the Ministry of Family and Social Services, contributing to women's empowerment in e-commerce, assisting them in maintaining and growing their businesses in a sustainable ecosystem.

We are also working to contribute to the earthquake-affected region for lasting welfare. To this end, we started and are still implementing the Trade and Technology Power for the Earthquake Region Program. More specifically, we are supporting the regional economy and cooperate with women entrepreneurs and cooperatives in Adana, Hatay and Kahramanmaraş with a series of Specialized Centers for E-Commerce in those great cities. Thanks to the Program, businesses in the region have achieved close to TL 10 billion of trade volume on Hepsiburada, while the overall number of businesses operating through Hepsiburada has gone beyond 10,000. Moreover, we helped 120,000 people in the earthquake region to be employed, contributing to the livelihoods of more than 480,000 people. In addition, we implemented education and development projects for nearly 250,000 children and over 300 youngsters.

For us at Hepsiburada, digitalization is not only a matter of technology, but also the core of enriching customers' shopping experience and rendering our business sustainable. For this reason, we are developing and implementing projects assisted by data and artificial intelligence, thus improving customer experience, optimizing logistics operations and increasing our overall efficiency. In this way, we are transforming both our own operations and our sector, and supporting sustainable growth.

At Hepsiburada, we take firm steps in environmental, social and governance issues, and lead with our innovative approaches, while also striving to sustain a fair, equal and inclusive corporate culture. This, however, is only the beginning for us. In the coming period, we will further advance in e-commerce thanks to the momentum we attained by the Kaspi.kz acquisition, and we will increase our innovative capacity so that we shape the bright future of Türkiye's digital economy and e-commerce ecosystem. In this transformation journey, we will not compromise our focus on sustainability and the collective values we have created with all our stakeholders.

I would like to take this opportunity to extend my sincere thanks to all our stakeholders who contributed to the preparation of this report, especially our teammates, and all those who have been supporting us on our sustainability journey. Committed to our mission to improve people's lives through innovative products and services, we will continue to work together for a more livable, fairer and more sustainable future.

Respectfully,
Nilhan Onal Gökçetekin



Highlights in 2024

We updated our materiality analysis with the double materiality methodology.

We developed the sustainability strategy "Hepsiburada: Always by Your Side".

We have identified our climate-related risks and opportunities.

TL **188.6** billion
gross merchandise value (GMV)

TL **57.0** billion
total revenues

218.4%
EBITDA growth rate

8,061
active HepsMat delivery points

1.38 million
packages delivered via HepsMat

39%
female employees in executive positions

437
women working in STEM positions

36 hours
of average training time per employee

3,662 hours
of leadership development training

E-commerce, entrepreneurship and marketing training for young entrepreneurs,
71% of them women, through the "A Promise for Tomorrow Program"

6,000
new businesses starting their e-commerce operations in the earthquake-affected region

250,000+
children reached under the "A Smile is Enough" project

18 million
labels saved thanks to the Joint Barcode System

26
new electric vehicles added to the fleet

58%
less plastic packaging use

70%
recycled material in bags

100%
use of cellulosic, recyclable materials in cardboard packaging

100%
use of recyclable plastics in inserts



Türkiye's Hepsiburada

At Hepsiburada, we carry out our mission to improve people's lives by developing innovative products and services.

Customer satisfaction is at the core of our business, while offering over 280 million product varieties in more than 30 categories to our customers. In addition, we bring more than 100,000 businesses together via our marketplace model. We operate with our Smart Operations Center, the largest in Türkiye and the region, our industry-leading R&D activities, and innovative solutions, thus contributing to the development of the e-commerce ecosystem in our country. As a result, ours has been the most recommended e-commerce site in our country for the last two years.

We create value for all our stakeholders through our innovative brands and services such as HepsijET, Hepsipay, Hepsilogistics, HepsAd and Hepsiburada Global. We adopt the principle of transforming the power of technology into social benefit, and we introduce thousands of women entrepreneurs to e-commerce through our Power of Technology for Women Entrepreneurs. By doing so, we aim to support more people in playing their part in economic life by seizing the advantages of digitalization and e-commerce.

We have been continuing our 25-year journey with the spirit of innovation and entrepreneurship. We, Türkiye's Hepsiburada, are the one and only company representing Türkiye on NASDAQ, the world's technology stock exchange.



We connect our customers with over 280 million products across more than 30 categories.



Business Model

With our hybrid business model that combines 3P and 1P models, we enhance the e-commerce experience.

At Hepsiburada, we have a hybrid business model that combines 3P and 1P models. Our operations are predominantly based on our online platform and almost 70% of product sales are made on this platform through the marketplace model referred to as "3P" or "third party". In addition to the marketplace model, in the direct sales model called "1P" or "first party", we buy products in bulk from suppliers and list, store and deliver orders to our customers under the vendor name "Hepsiburada" on our platform.

70% of sales
are generated
through the
Marketplace (3P)
model.



Hepsiburada Business Model

Direct Sales (1P) Model

In the Direct Sales Model, we source products in bulk, typically holding inventory for specific products at our warehouse centers or supplier warehouses to sell directly to customers. On our online platform, Hepsiburada appears as a vendor of products to be directly sold.

Marketplace (3P) Model

Our marketplace model brings together consumers and vendors offering a wide range of products. Vendors registered on our online platform set up their own stores to list and sell their products. In this model, vendors are seen as the owners of the products they list on our platform and are responsible for pricing, selling and managing their inventory. In addition, registered vendors benefit from our "integrated ecosystem" that offers various value-creating services such as access to financing, next-generation advertising technologies and solutions (HepsiAd), competitively-priced and practical door-to-door delivery solutions (HepsiJET), and operational solutions such as warehousing, addressing, packaging, invoicing and returns (HepsiLogistics).

FBM Model*

In this model, vendors provide their own storage, packaging, shipping and after-sales services.

* Fulfilled-by-Merchant

HepsiLogistics Model**

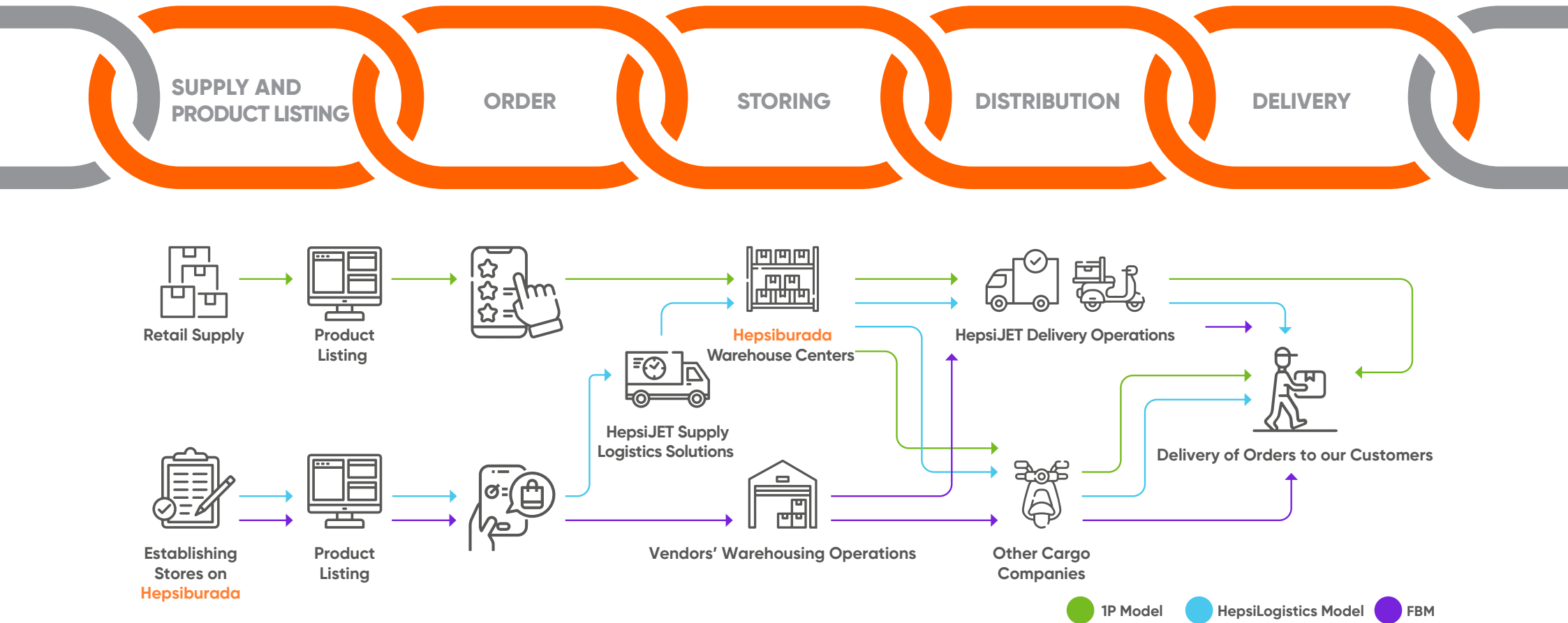
Hepsiburada undertakes the storage, packaging, shipping and after-sales services for the sales of related products.

** Applies to vendors using Hepsilogistics solutions in the Direct Sales Model and also in the Marketplace Model.



Value Chain

We are active in all 81 provinces across our country, and seamlessly manage all our operations including storage, distribution and delivery after product listing and purchase by customers. We offer quality services thanks to our warehouses in strategic locations, our route optimization efforts and both our own distribution network and the cargo companies we cooperate with.





Sectoral Outlook and Trends

We closely follow trends in the e-commerce sector and shape our business model and strategies in line with these changes.

The e-commerce sector plays a leading role in the rapidly growing and dynamic digital economy. In recent years, new opportunities and challenges have emerged for e-commerce companies, driven primarily by technological advances and changes in consumer habits. At Hepsiburada, we observe all these opportunities and challenges, evaluate the sectoral outlook and analyze current trends.



70%
of sales are
generated through
the Marketplace
(3P) model.

Responsible Marketing
Changing Consumer Expectations
Sustainability in Logistics Operations
Artificial Intelligence Technologies
Pricing Pressure
Legal Regulations on Sustainability
Data Security and Privacy



Financial Performance

In 2024, we sustained our growth with strong financial and operational performance.

The global e-commerce retail sales volume is projected to reach approximately US\$ 6 trillion in 2024. Over the next four years, this figure is expected to increase by 31% to close to US\$ 8 trillion by 2028. This growth is currently supported by the spread of digitalization, changing consumer habits and accelerating technological innovations.

At Hepsiburada, we continued to be a part of this growth and to shape the sector with our robust infrastructure and user-focused services. In 2024, we strengthened our financial and operational performance and continued to create value for both our users and business partners through investments in improving the customer experience.

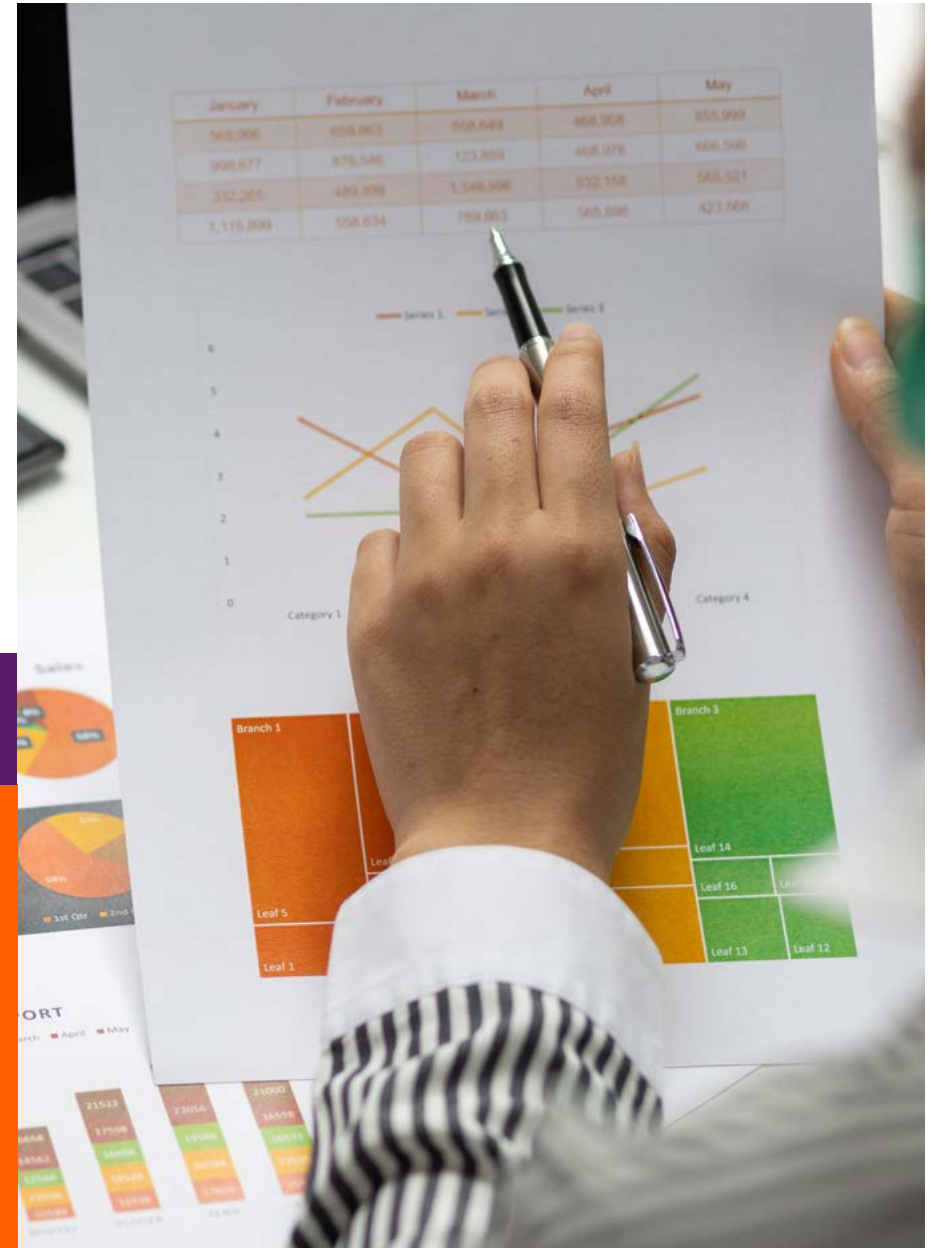
2024 Financial and Operational Highlights

- In 2024, our gross merchandise volume (GMV) reached TL 188.6 billion with a 12.1% growth compared to the previous year.
- We increased our revenues by 11.1% to TL 57.0 billion.
- Total orders increased by 16.2% to TL 131.4 million.
- The number of active customers reached 12.2 million with a 2% increase compared to 2023.

- Our customers' order frequency increased by 14% to an average of 10.8.
- The number of active vendors on our platform was 100.2,000.
- The share of marketplace sales in GMV increased by 2.9 points to 69.8%.
- Our EBITDA grew by 218.4% to TL 2.07 billion.
- Our EBITDA margin improved to 1.1%.
- In 2024, we generated TL 3.70 billion of free cash flow.

Gross Merchandise Value (GMV)

188.6
billion TL





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Hepsiburada: Always by Your Side!



Hepsiburada, Always by Your Side!

With our technology and services, we work to create positive value for society, the planet, and our business partners, and we promise to always be by their side – today and in the future.



Standing by the Planet

Combating Climate Change
Sustainable Logistics Solutions
Innovative Packaging



Standing by the Ecosystem

Inclusive Workforce
Women's Entrepreneurship
Supporting SMEs



Standing by Trust

Digitalization and Innovation
Responsible Marketing
Ethical Business Conduct



Strategic Approach

With our 'Hepsiburada, Always by Your Side!' sustainability strategy, we commit to standing by our planet, our stakeholder ecosystem, and trust.

We work to create positive value for society, the planet and our business partners with our technology and services, and we promise to be there for them tomorrow as we are today.

At Hepsiburada, we do not see sustainability as limited to reducing our environmental impact. For us, sustainability means increasing social benefit, strengthening trust and transforming our business model to create long-term value. We structured this approach through a strategic process based on the expectations of our broad stakeholder ecosystem, global trends and internal insights.

Our sustainability strategy consists of three main focuses:

- **Standing by the Planet:** We work to reduce our carbon footprint and develop solutions to minimize environmental impact in all our operations, from logistics to packaging. The focus is on combating climate change, sustainable logistics and innovative packaging solutions.
- **Standing by the Ecosystem:** We provide a healthy, fair and happy work environment for our employees, and we become stronger together by supporting our entire ecosystem, especially women entrepreneurs, SMEs and disaster affected zones. Inclusive workforce and

inclusive trade are the cornerstones of this focal point.

- **Standing by Trust:** We draw on innovation in all our business operations and maintain our transparent and responsible way of doing business based on ethical principles and customer trust at every step. Digitalization, data security and responsible marketing are our main priorities in this area.

The "Hepsiburada: Always by Your Side!" approach is not just words: it forms the basis of our way of doing business, our strategic decisions and our understanding of value creation.



Materiality Analysis

We updated our materiality analysis using a double materiality approach.

At Hepsiburada, we conducted our materiality assessment based on the double materiality approach. During the analysis process, we conducted surveys and interviews with stakeholders. In addition, we performed desk-based research to evaluate external trends, competitor practices, and related risks and opportunities.



We evaluated
23 topics
within the scope of the
materiality analysis.



Materiality Analysis

We identified our material ESG topics in line with stakeholder expectations, management insights, and international standards.

In our materiality analysis, we mapped the topics based on their level of impact and strategic importance to identify our key priority areas.

As a result of our analysis, the following nine topics emerged as top priorities due to their significant societal and environmental impacts as well as their direct relevance to our business strategy:

- **Carbon Footprint**
- **Energy Management and Renewable Energy**
- **Circular Economy and Resource Use**
- **Packaging Management**
- **Women's Entrepreneurship**
- **Supporting SMEs**
- **Logistics Management**
- **Digitalization and Innovation**
- **Product Quality and Safety**





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Standing by the Planet



Combating Climate Change

Recognizing the private sector's responsibility in addressing climate change, we align and shape our strategies to reflect this commitment.

We consider the fight against climate change a shared responsibility and adopt a comprehensive environmental management approach aimed at reducing our carbon footprint and energy consumption.

A total of
839
person*hours of
environmental
training delivered
to employees and
subcontractors.





COMBATING CLIMATE CHANGE

Energy and Emissions Management

We have been regularly measuring and tracking our carbon footprint for the past three years.

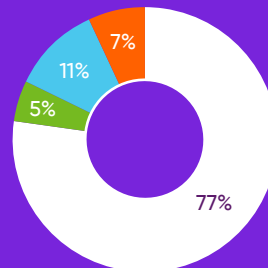
We recognize that the private sector has a transformative power in reducing greenhouse gas emissions. As we continue to grow, we are also well aware that we need to monitor the impact of our operations on climate change through continuous improvements. Thus, we focus on reducing our environmental impact in order to be part of the sectoral transformation as we are aware of limited resources. Accordingly, we have been measuring and tracking the greenhouse gas emissions associated with Hepsiburada's current operations and value chain for the last three years. In 2024, our total emissions increased by 46% compared to the previous year, with a 48% increase in Scope 1 emissions, primarily driven by our vehicle fleet. In the coming period, we plan to work out our road map to reduce greenhouse gas emissions by examining in more detail the areas where emissions are most concentrated. In addition, we plan to expand the boundaries of Scope 3 emissions and include critical emission categories for our operations in the calculation methodology.

Between 2022 and 2024, the increase in our vehicle fleet—particularly in heavy-duty and medium commercial vehicles—was the main factor contributing to the rise in total emissions. While emissions from buildings and vehicles remained stable, Scope 2 emissions increased by 31% year-over-year.

In 2024, 77% of our total energy consumption originated from our vehicle fleet, representing the largest share compared to company vehicles, buildings, and electricity usage. To improve energy efficiency, we utilize automation systems and have introduced 26 electric vehicles to reduce emissions. Our Shared Barcode System, launched in 2020, enabled savings of 18 million labels through approximately 16.8 million deliveries in 2024, helping us accelerate our processes. As part of our delivery services, we enabled customers to receive 1.38 million parcels from 8,061 HepsMat pickup points in 2024, offering flexibility in time and location.

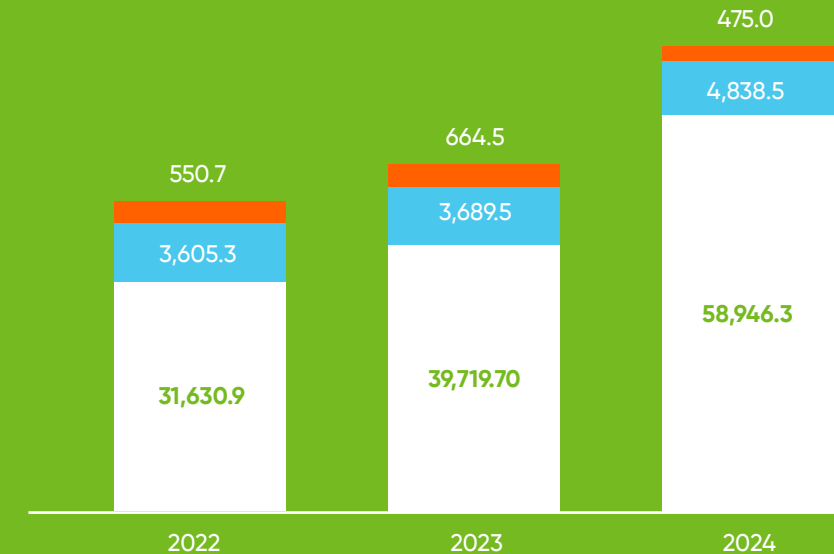
2024 Energy Consumption Breakdown

- Vehicle Fleet
- Electricity
- Buildings
- Company Vehicles



Greenhouse Gas Emissions (tCO₂e)

- Scope 1
- Scope 2
- Scope 3



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Sustainable Logistics Solutions

Through HepsijET, we support sustainable logistics solutions by participating in the PROMISE project carried out across Europe.

At Hepsiburada, we are aware that our technology and innovation power can help reduce the impacts of our logistics operations, and so, we continue to develop innovative approaches to enhance our operational efficiency.

With more than 171,000 m² of warehouse space across 10 centers, 22 transfer hubs, 249 branches in 81 provinces, and our HepsijET delivery network, we provide pre- and post-sales logistics services to over 2,000 e-commerce partners. Transport accounts for 77% of our energy consumption and 87% of our greenhouse gas emissions. In 2024,

we took a major step toward decarbonizing transportation by adding 26 electric vehicles to our fleet.

Through HepsijET, we joined the Europe-wide PROMISE project and developed a sustainable and efficient delivery model aligned with the 15-minute city concept via a pilot implementation in Bursa. Our AI-powered Shipment Forecasting project optimizes workforce and vehicle planning to reduce energy use and carbon emissions. In 2024, we launched our Pickup Route Optimization project to reduce vehicle count and travel distance, making collection processes more efficient and environmentally friendly. In the same year, we improved planning and efficiency through our Last-Mile Delivery Route Optimization project. Our Main Route Optimization project aims to deliver more with fewer vehicles, thereby reducing fuel consumption. The Order Consolidation project helps us lower packaging volume, generate savings, and minimize environmental impact. Furthermore, our Smart Warehouse Platform enables multi-management, route and material optimization to reduce both costs and our carbon footprint.

We collaborate with academia and local authorities to drive sustainable transformation in logistics.



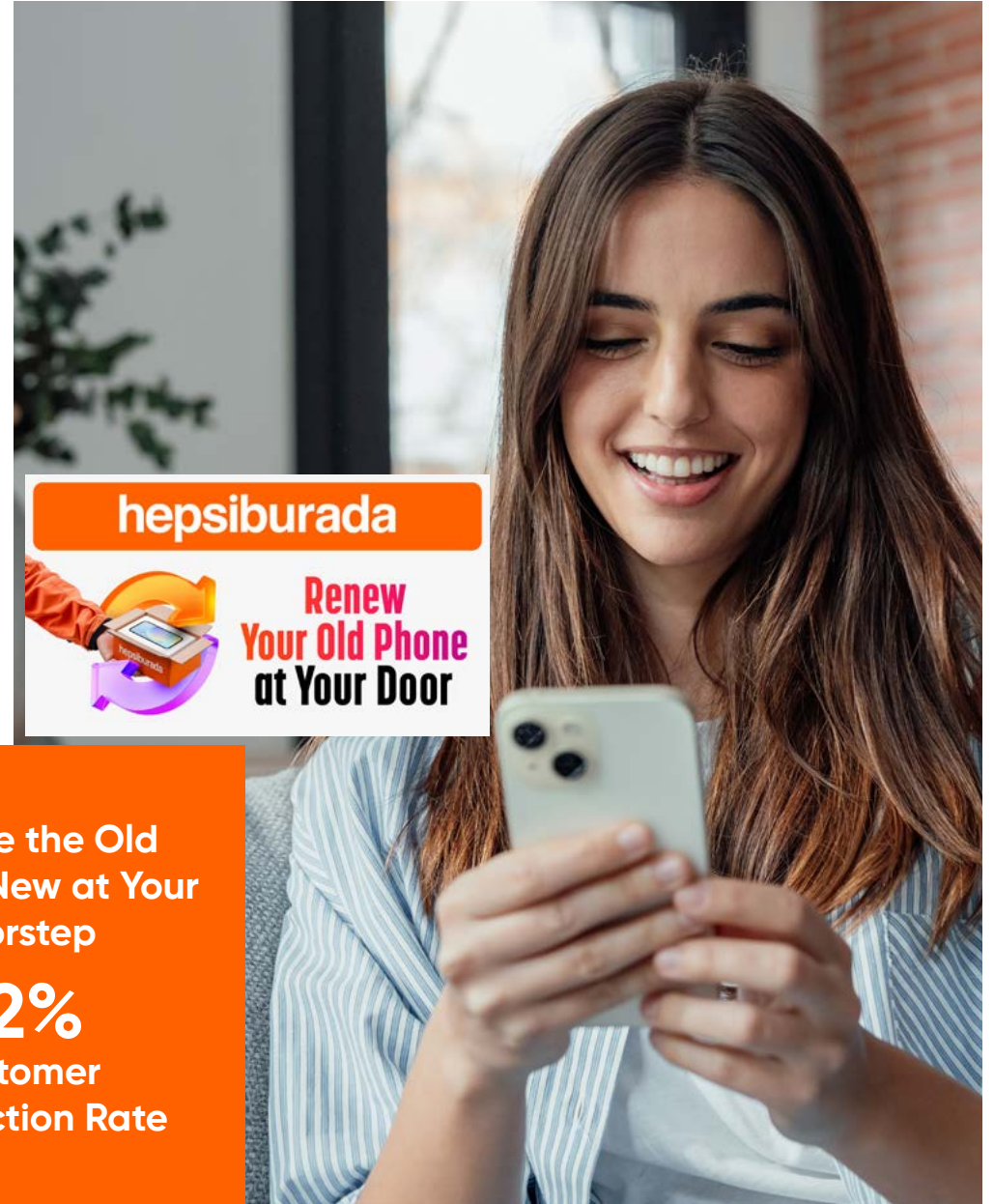
Waste Management

Through our 'Replace the Old with the New at Your Doorstep' project, we brought 38,000 old devices back into the circular economy.

We prioritize recycling and reuse by sorting waste at the source and reporting it, considering landfill disposal as the last resort. With our action plan for 2025, we continue to implement environmental and operational improvements. In 2024, Hepsiburada generated a total of 865 tons of plastic waste and 1,309 tons of cardboard/paper waste. Among the waste sent to licensed recycling companies were 865 tons of plastic, 76 tons of chemical waste, and 71 tons of food waste. We are integrating circular economy practices into our business model and developing processes to reduce waste arising from returns and surplus inventory. Undamaged returned products are put back on sale, while damaged items are directed to technical service or second-hand sales processes. We also monitor excess stock and products approaching expiration with conscious waste management efforts.

Renew at Your Doorstep

In 2024, we expanded our "Renew the Old" project—which aims to reduce electronic waste—by launching the "Renew at Your Doorstep" service. With this initiative, we collect old phones directly from customers' homes and deliver them to refurbishment centers. A total of 38,000 old devices were either recycled or refurbished and put back into use.



Replace the Old
with the New at Your
Doorstep

92%
Customer
Satisfaction Rate

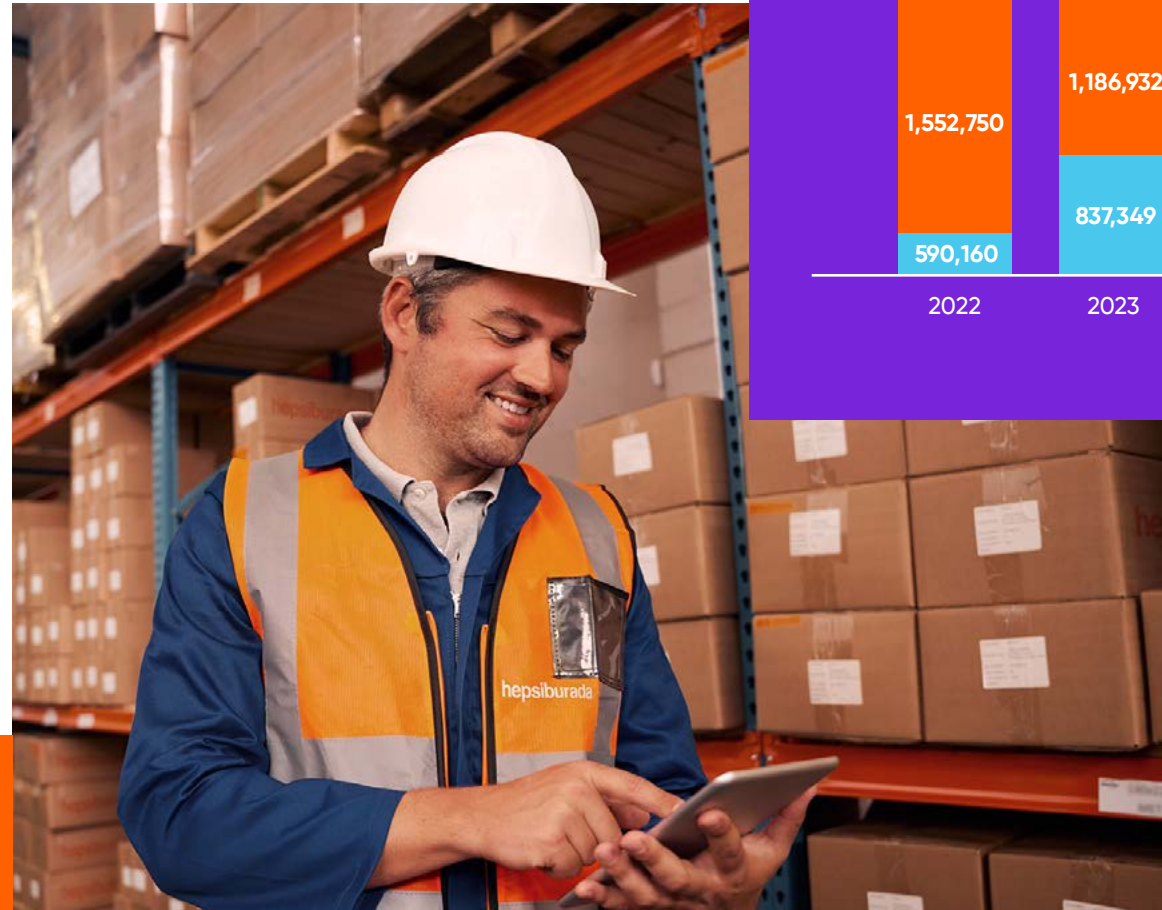


Innovative Packaging

Packaging waste is one of the top priorities in our sector, and at Hepsiburada we focus on reducing packaging-related waste.

We develop sustainable and responsible solutions to reduce the environmental impact of packaging processes. Our packaging is made from 100% recyclable cardboard, and we use recycled materials in filling and plastic bags. In 2024, we increased the share of recycled content in plastic bags to 70%. With software developed by Hepsiburada engineers, products are shipped using minimal packaging, which reduces material usage and waste.

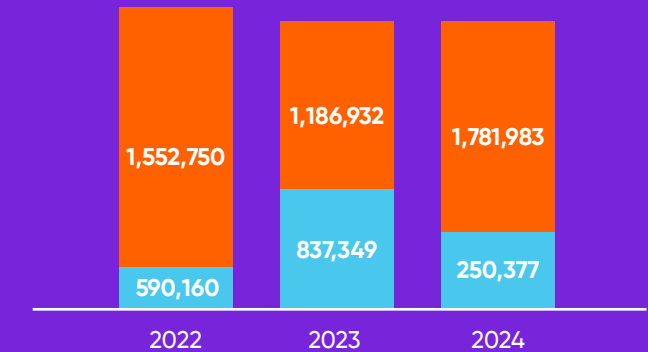
In 2024, by recycling packaging waste from our warehouses, we enabled the recovery of approximately 864,000 kg of plastic and reduced our environmental impact. In the same year, we reduced plastic use in packaging processes by 58% and transitioned to cardboard-based and sustainable materials.



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Packaging Materials Utilized for Products (kg)

Plastics Cardboard





Water Management

At Hepsiburada, we prioritize the efficient use of water across all our operations.

At Hepsiburada, we place importance on the efficient use of water across all our operations. In line with our industry and business model, water is primarily used for domestic purposes in our offices, warehouses, and branch locations. Within this scope, we have intensified our efforts to identify opportunities for water conservation and reduce overall consumption.

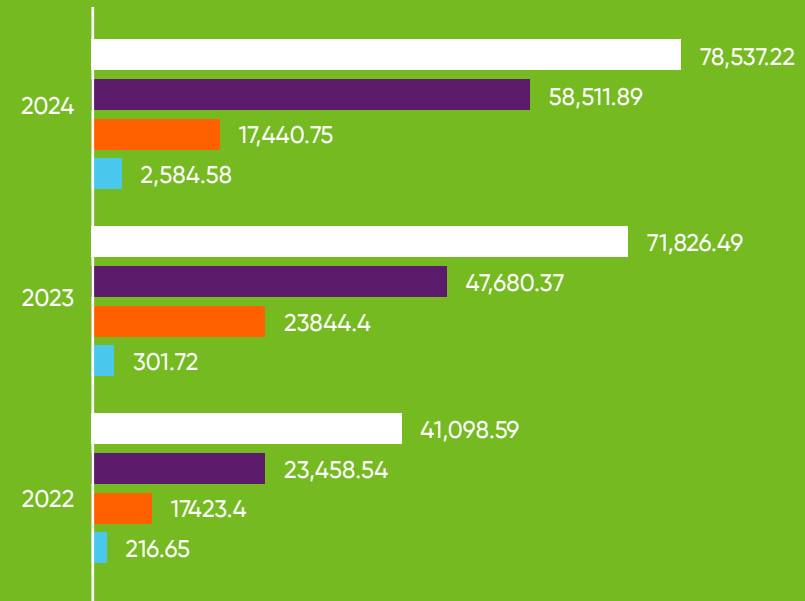
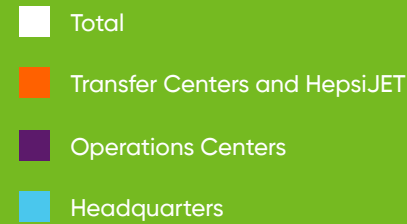
In 2024, we observed a limited increase in our total water withdrawal. One of the key factors behind this rise was the integration of our new headquarters in Sancaktepe into the system. On the other hand, we successfully reduced water consumption by 32% at our Trump Tower

offices and by 27% at our operational centers. However, at our transfer centers, water consumption increased by approximately 23% due to the expanding service network and growing volume of operations.

In the coming period, we will continue to explore new opportunities to reduce our water footprint and increase water reuse.



Water Withdrawal by Years (m³)





Standing by the Ecosystem

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Inclusive Workforce

We conduct our activities with the awareness that our people are the most important factor in our journey to success.

We view our human resources as the driving force behind our journey to success, and we are committed to providing all employees with an equal, inclusive, and safe working environment. We embrace differences such as gender, age, and ethnicity as assets and maintain a zero-tolerance policy toward any form of discrimination.

**Zero
tolerance for
discrimination**





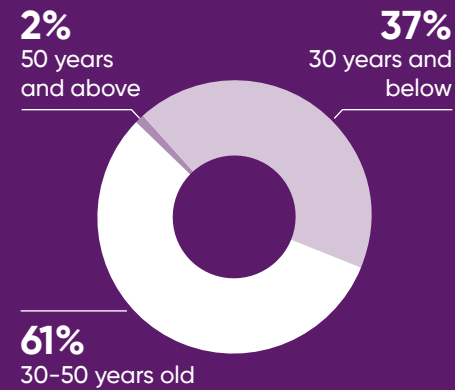
INCLUSIVE WORKFORCE

Employee Demographics

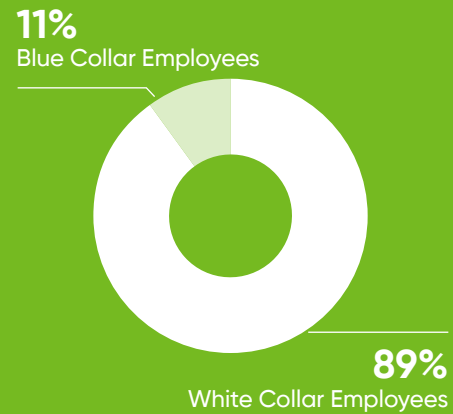
As of the end of 2024, we employ over 3,500 people.

As of the end of 2024, Hepsiburada has a total of 3,594 employees, of which 1,580 are female and 2,014 are male. The vast majority of our workforce (89%) is white-collar and the rest (11%) is blue-collar. Our company has a young and dynamic team, with 43% of employees under the age of 30, 56% between the ages of 30 and 50, and 2% over the age of 50. At the same time, we have 405 employees in our sales teams and 1,027 employees in our warehouse centers.

Employees by Age



Employees by Category





Diversity, Equality and Inclusion

In 2024, the number of female employees working in STEM positions increased by 18% compared to the previous year, reaching 437.

At Hepsiburada, we are committed to creating an inclusive, fair, and respectful work environment for all our employees. We base our human resources processes on principles of equity and fairness and openly share all our policies and practices with our employees. As a signatory of the UN Women's Empowerment Principles (WEPs), we reinforced our commitment to gender equality in 2024 through new initiatives.

Gender Equality

As a company that advocates for gender equality, we support women's participation in the workforce, their presence in leadership roles, and the acquisition of essential competencies. We implement equal opportunity and affirmative action principles in recruitment and promotion processes, and we carry out programs that promote women's leadership. As of 2024, women make up 44% of our employees and 39% of our managers. The number of women working in STEM positions increased by 18% compared to the previous year, reaching a total of 437.

To support the return of women to work after childbirth, we offer part-time work, up to six months of unpaid leave, daycare assistance, and nursing rooms. In 2024, 100 female and 53 male employees benefited from maternity/parental leave, and 89 female employees returned to work afterward. The same year, we also launched our menstrual leave policy under the "We Stand by You at Hepsiburada" leave program.

2023'den
beri Birleşmiş
Milletler
Küresel İlkeler
Sözleşmesi
imzacısıyız.

hepsiburada



Talent Management and Development

At Hepsiburada, people are at the heart of our success. Retaining existing talent, attracting new professionals, developing employees' skills and competencies, and supporting them in their career journeys form the foundation of our corporate culture and sustainable growth vision. Under the umbrella

of Hepsinstitute, we offer various development programs through a blended learning model that combines classroom, virtual, and digital platforms. We structure our development model in alignment with our strategic goals. While we offer leadership development for managers, orientation and coaching for young

talent, and competency and professional development opportunities for all employees, we also support new team members through our digital onboarding program. Our performance management system, hepsiUP, progresses across three dimensions: business objectives, competencies, and leadership.





Employee Engagement and Well-being

We consider employee engagement and well-being among our top priorities and develop programs that address our employees' needs. In 2024, 1,947 employees participated in our Employee Engagement Pulse Survey, with our engagement score rising from 34% to 41%, and our turnover rate declining from 43% to 30%. We also benefit from regular feedback mechanisms such as the Heartfelt Pulse Survey, Pulse Surveys, and Employee Satisfaction Surveys.

Compensation and Benefits

Our compensation and benefits policy is determined based on market trends, internal equity, and employees' competencies, education, and experience. We support both the professional and personal lives of our employees through performance bonuses, health insurance, meal allowances, company cars and phones, employee discounts, service awards, and special occasion gifts. We also promote work-life balance through hybrid and part-time work options, flexible hours for parents, daycare support, and nursing rooms.

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Occupational Health and Safety

At Hepsiburada, we prioritize providing a healthy and safe working environment for all employees and continuously develop our occupational health and safety (OHS) practices in accordance with ISO 45001 and legal regulations. In 2024, we implemented trainings, drills, and preventive action plans with the goals of reducing workplace accidents, improving ergonomics, raising awareness, and ensuring 100% legal compliance. That year, we delivered a total of 8,349 person-hours of OHS training to employees and 36,724 person-hours to contractors.

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Social Investments

Through our social investments, we focus on creating value for all our stakeholders, particularly street animals, children, youth, and women.



HepsiYürekten



HepsiGönülden

248

Volunteers

225

Hours Active
Volunteering

9

Volunteering
Project

At Hepsiburada, we consider social benefit an integral part of our business and integrate projects that focus on social impact and the empowerment of disadvantaged groups into our business processes. By 2030, we aim to reach 5 million people, support 120,000 women entrepreneurs, and contribute to the employment of 120,000 individuals in earthquake-affected regions through a trade volume of TRY 10 billion by 2025.

In 2024, under our corporate social responsibility umbrella "HepsiGönülden," we donated a total of TRY 184,376 to various non-governmental organizations. Through our "HepsiYürekten" program, we support more than 100 NGOs and turn shopping into acts of goodwill by offering advantages such as commission discounts, free shipping, and e-commerce support. Our "Promise for Tomorrow" program provides disadvantaged university students with education and internship opportunities in digital commerce and entrepreneurship. With our "A Smile is Enough" project, we delivered books, stationery, and toys to over 250,000 children and organized workshops and activities. Through our "Support for Furry Friends" project, we provided food, ID chips, and health booklets for stray animals.



Women's Entrepreneurship

We aim to reach 120,000 women entrepreneurs by 2030

We prioritize supporting women entrepreneurs through e-commerce to enhance their participation in the labor force and create qualified employment. Through our projects and partnerships, we aim to reach 120,000 women entrepreneurs by 2030.

Through our "Power of Technology for Women Entrepreneurs" project, we support women entrepreneurs by offering access to

e-commerce, training, and our platform—helping them overcome digital barriers and strengthen their contributions to the economy. With our "Entrepreneurial Women Overcoming Financial Barriers" project, we collaborate with banks to improve women's access to financial resources, offering credit and training support. In the "Women's Labor, Foundation of the Future" project, we partnered with UN Women and KAGIDER to sell products made by women affected

by earthquakes on a non-commercial basis. In 2024, we continued supporting cooperatives that are exclusively based on women's labor and their own production. As part of this support, we offer benefits such as a permanent 1% + VAT commission rate, free shipping, product photography support, complimentary HepsiAd credits, free integration services, discounted pre-accounting tools, and financial literacy training.



Supporting SMEs

Through the projects we carried out in the earthquake-affected region, we enabled over 6,000 businesses to establish an online presence.

At Hepsiburada, we support the digital transformation of SMEs by leveraging the opportunities of e-commerce. Through solutions in areas such as marketing, logistics, financial access, and education, we help SMEs reach broader customer bases.

Trade and Technology Power for Earthquake Zones

Launched in 2023, our "Trade and Technology Power for Earthquake Zones" program provides e-commerce, logistics, employment, and social support to a wide range of stakeholders, including SMEs and women entrepreneurs. Covering 11 provinces, this program accelerates the market access of regional products and offers education and marketing support to businesses via e-commerce specialty centers in Adana, Hatay, and Kahramanmaraş. In less than two years, the program has reached a trade volume close to TRY 10 billion, helped over 10,000 businesses enter e-commerce, contributed to the employment of 120,000 individuals, and supported the livelihoods of more than 480,000 people. We have also implemented projects for 250,000 children and over 300 youth.

HepsiTürkiye'den

We support regional development by bringing the products of local producers, women entrepreneurs, and cooperatives to e-commerce through the HepsiTürkiye program, which we launched in 2021. We offer producers special commission rates, photography support, geographical indication tagging, and promotional pages. We were awarded the gold award in the "Best Sustainability Team" category at The Hammers Awards for our HepsiTürkiye program.



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HepsiTürkiye'den





Supply Chain Management

At Hepsiburada, we place respect for fundamental human rights at the heart of our business and share this approach with our more than 11,000 suppliers. We prioritize all our suppliers' compliance with the "Third Party Declaration of Business Ethics and Compliance" and expect them to adhere to international standards such as preventing child labor, equality, occupational safety, and environmental responsibility. As of 2024, 97% of our suppliers are local companies,

and over 2.7 billion TL in total payments have been made. Additionally, 178 suppliers received 134 person*hours of training to support their compliance with business processes. We prioritize local business partners in our supplier selection process based on quality, delivery time, technical competence, and environmental and social responsibility criteria. We aim to further strengthen our auditing and monitoring processes in the coming period.

97%
Local
Supplier
Rate



Standing by Tryst

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Digitalization and Innovation

We improve accessibility on our website and mobile app, and enhance awareness through training and workshops for our employees.

At Hepsiburada, we see innovation not just as a technological element, but as the key to improving customer experience and sustainable growth. With our R&D Center, established in 2017, we develop projects in artificial intelligence, machine learning, and big data, strengthening data-driven decision-making processes.

Our Featured Projects in Sustainability and Innovation:

- Hepsi-Connect: Data Security and Integrity in Cloud Technologies
- Leonardo: High-Performance User Activity Collector
- Smart Solutions for Reducing Marketplace-Based Demand
- AI-Powered Inventory Management and Operations Analysis
- Sustainable Accessibility Transformation

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Information Security and Privacy

At Hepsiburada, we prioritize protecting personal data, information systems, and all information assets. We provide secure services with our ISO 27001-certified Information Security Management System. As a NASDAQ-listed company, we manage our financial processes in compliance with SOX and data privacy in compliance with KVKK at our subsidiaries. Our Information Security, GRC, and Data Privacy team, established in 2023, collaborates with the legal department at our subsidiary brands to manage processes such as contracts, data inventory, risk monitoring, and breach management. Our Information Security Risk Management Procedure assesses threats based on the CIA and manages them using mitigation, transfer, acceptance, and avoidance methods. In 2024, we strengthened this approach and increased our business continuity and security capacity with Cloud Technologies and Personal Data Inventory projects. The CSF Project, launched the same year, centralized the information technology and security controls of Hepsiburada and its subsidiaries.





Protecting Intellectual Property Rights

We view intellectual property protection as a fundamental element of a reliable and sustainable e-commerce system. To this end, we only permit the sale of branded and authorized products and take proactive steps to prevent illegal and unauthorized product sales. We aim to identify issues before they become a source of copyright infringement and manage this risk through information security policies.

We view the protection of intellectual property rights as the foundation of a sustainable and secure e-commerce ecosystem.





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Responsible Marketing

We adopt an approach that considers environmental and social impacts in our customer experience. We base our marketing strategies on sustainability principles and prioritize transparency in product selection. By increasing the variety and availability of sustainable products, we support environmentally conscious shopping habits and contribute to sustainable production and consumption.



Each year, we handle more than 140,000 customer notifications with a solution-oriented approach.

Customer Experience

We continuously improve the customer experience, raising satisfaction scores and service quality every year.

At Hepsiburada, we adopt a holistic improvement approach to meet customer expectations and provide a better experience. With a Net Promoter Score (NPS) of 74 in 2024, we are one of the leading brands in customer experience. To this end, we regularly monitor our NPS

score and customer demands, and utilize feedback to improve our service quality. In 2024, we resolved all 140,648 customer complaints submitted through our call center, WhatsApp, and solution center portals. We provided 5,104 hours of training to our customer relations teams, and 3,181 employees participated in this training. Our customer satisfaction score was 74%.

We are making the shopping process faster, easier, and more comfortable with projects we implement to enhance the customer experience. With our "Safely at Your Door" service, we deliver large-volume items safely with HepsijET XL teams, and with our "Tomorrow at Your Door" service, we deliver eligible items to your door the next day. With "Return at Your Door" our customers can effortlessly return products from home. Our Turkish Smart Chatbot Project, AI-Powered Product Review Improvements, and our Maestro platform digitize customer communication, ensuring fast responses, personalized content, and increased satisfaction.



ETHICAL BUSINESS CONDUCT

Corporate Governance

We embrace a governance approach that is fair, transparent, accountable, and aligned with corporate governance principles.

At Hepsiburada, we strive to comply with the laws and regulations we are subject to and conduct our operations with a transparent, fair, and accountable management approach based on ethical principles. Our Board of Directors, comprised of nine members, three of whom are independent, selects the CEO and senior executives and evaluates their performance. It also regularly monitors the implementation of company strategies, the effectiveness of internal control mechanisms, and compliance with legal regulations. It also assesses the significant risks facing the company and reviews potential solutions to mitigate these risks.

For detailed information, please review our [Company's Audit Committee Charter and Corporate Governance Principles](#).



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ETHICAL BUSINESS CONDUCT

Sustainability Governance

Through our Sustainability Management Leadership Team, which reports directly to the CEO, we ensure effective sustainability governance.

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At Hepsiburada, we manage sustainability issues in an integrated manner with our company strategy. We proceed with clear responsibilities, operational mechanisms, and reporting structures at the senior management level.

Sustainability Management Leadership Team

The Sustainability Management Leadership Team, led by the Vice President of Corporate Affairs, Communications, and Sustainability, brings together senior executives from various departments to develop the company's climate and sustainability strategy and set goals and policies. The team also conducts scenario analyses, communicates the results to senior management, monitors sustainability performance, and coordinates regulatory compliance and transition plans.



Risk Management

Risk management at Hepsiburada encompasses the monitoring of financial, operational, compliance, and fiscal risks and is conducted by the Board of Directors and senior management. The Risk Committee implements the Enterprise Risk Management procedure in line with approved policies, while the risk inventory creation, assessment, and reporting processes are coordinated by the Senior Internal Control and Risk Manager. Financial and regulatory risks are monitored through assessments led by the CFO. Furthermore, efforts are ongoing to address financial and sustainability risks such as exchange rates, interest rates, and climate change.

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Ethics and Compliance

The ethical principles that guide all business processes at Hepsiburada encompass employees, business partners, and third parties. Topics such as legal compliance, fair competition, conflicts of interest, and information security are conveyed to employees through orientation and annual training. In 2024, 6,140 employee*hours of ethics training were provided. The Ethics Committee evaluates violations within the scope of the disciplinary regulations and reports them to the Corporate Governance Committee. Violations can be reported through various channels, including the Ethics Hotline.



In 2024, no incidents of bribery or corruption were reported.

Combating Bribery and Corruption

At Hepsiburada, we publicly publish our anti-corruption and bribery policy, clearly defining the principles that employees and business partners must adhere to. Supplier contracts include a commitment to compliance, and no violations were reported in 2024. All employees attend mandatory training annually, and internal briefings on topics such as ethical behavior and gift policies are provided regularly.



Credits:

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2024 Sürdürülebilirlik Raporu