



Doğuş Otomotiv
Corporate Responsibility Report
2011

"Future Friendly"

Contents


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About The Report

The Scope and Boundary of the Report

Doğuş Otomotiv 2011 Corporate Responsibility Report has been prepared in accordance with application level B of the GRI (Global Reporting Initiative) International Reporting Framework, version G3.1 Doğuş Otomotiv 2011 Corporate Responsibility Report is the third public report our Company has released annually.

| | | C | C+ | B | B+ | A | A+ |
|-----------|---------------------|---|---------------------------|---|---------------------------|---|---------------------------|
| Mandatory | Self Declared | | Report Externally Assured | | Report Externally Assured | | Report Externally Assured |
| | Third Party Checked | | | | | | |
| Optional | GRI Checked | | |  | | | |

Report Data

The financial data is the consolidated data of Doğuş Otomotiv Group. Unless otherwise stated, the data displayed at Doğuş Otomotiv 2011 Corporate Responsibility Report consists of the social, environmental and economic performances of Doğuş Otomotiv Servis ve Ticaret A.Ş.¹ and Doğuş Oto Pazarlama ve Ticaret A.Ş. actualized during the period January 1, 2011 and December 31, 2011. We are currently working to include other Authorized Dealers and Service Centers in our report.

¹ Doğuş Oto Pazarlama ve Ticaret A.Ş. is the retail, sales and after sales company of Doğuş Otomotiv Servis ve Ticaret A.Ş.

The Company's IT department, under the leadership of Strategic Marketing and Corporate Communications Directorate and with the support of the Consultant company, developed a data collection system on Dođuř Otomotiv's intranet system to improve the acquisition of the performance data for social, environmental, ethical and economic issues from all departments of the Company in 2011. Custom login authentication to the system, which was designed according to the expectations of the GRI G3.1 Reporting Framework, has been provided for the members of the Corporate Responsibility Work Group, wherein all units of Dođuř Otomotiv are represented. As a result of the data collected in the trial version and progress made in 2011, we intend to record Corporate Responsibility performance into the system on a regular basis every month in 2012. After enabling the complete and healthy use of Dođuř Otomotiv Corporate Responsibility Data Collection System, additional arrangements will be made to the system to organize and facilitate the data entry for the Company's Authorized Dealers and Service Centers as well.

For feedback, comments and suggestions,

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About Doğuř Otomotiv

Performance Summary*

ECONOMY

| TL Million | 2009 | 2010 | 2011 |
|---------------------------|--------|--------|---------|
| Sales (Units) | 50,979 | 88,850 | 112,399 |
| Market Share (%) | 8.9 | 11.2 | 12.6 |
| Used Car Sales | 10,746 | 12,550 | 15,659 |
| Net Revenues | 2,129 | 3,428 | 4,808 |
| (EBIT) Operating Profit | 78 | 202 | 240 |
| Net Profit for the Period | 31 | 150 | 142 |

ENVIRONMENT

Energy Consumption

| | 2009 | | 2010 | | 2011 | |
|--|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|
| | Doğuř Otomotiv | Doğuř Oto | Doğuř Otomotiv | Doğuř Oto | Doğuř Otomotiv | Doğuř Oto |
| Natural Gas ² m ³ /GJ | 224,475/ 8,757 | 536,826/ 20,942 | 230,250/ 8,982 | 595,760/ 23,241 | 283,250/ 11,046 | 701,594/ 27,362 |
| Gasoline ³ lt/GJ | 343,949/ 11,359 | 367,474/ 12,136 | 439,081/ 14,501 | 410,150/ 13,545 | 651,619/ 21,503 | 327,957/ 10,822 |
| Electricity ⁴ kWh/GJ | 2,290,312/ 8,245 | 6,828,641/ 24,583 | 2,419,550/ 8,710 | 7,242,241/ 26,072 | 2,804,580/ 9,816 | 7,359,032/ 25,756 |
| Total (GJ) | 28,361 | 57,661 | 32,193 | 62,858 | 42,365 | 63,940 |

CO₂ Emission

| CO ₂ (ton) | 2009 | 2010 | 2011 |
|-------------------------|--------|--------|--------|
| Electricity Consumption | 6,051 | 6,411 | 6,272 |
| Natural Gas Consumption | 4,534 | 4,919 | 5,865 |
| Company Cars | 426 | 574 | 695 |
| Employee Transportation | 182 | 185 | 183 |
| Business Trips | 103 | 90 | 101 |
| Total | 11,296 | 12,179 | 13,116 |

Water Consumption

| Per Vehicle Sold (m ³) | 2009 | 2010 | 2011 |
|------------------------------------|------|------|------|
| | 1.35 | 0.89 | 0.66 |

*Except for tables with separate values for Doğuř Otomotiv and Doğuř Oto, all figures are consolidated values of Doğuř Otomotiv.

²Increase in Natural Gas Consumption was driven by the heavy winter conditions in 2011.

³Increase in Gasoline consumption was driven by the increase of test and pool vehicles' usage.

⁴Increase in Electricity Consumption is driven by the increased lightning need of Vehicle Delivery Department caused by delivery frequency.

Waste

| Type of Waste (kg) | 2010 | | 2011 ⁵ | |
|-------------------------|----------------|-----------|-------------------|-----------|
| | Doğuş Otomotiv | Doğuş Oto | Doğuş Otomotiv | Doğuş Oto |
| Oil and Fuel Filters | 2,746 | 32,320 | 3,379 | 32,670 |
| Contaminated Waste | 1,647 | 1,634 | 1,431 | 2,294 |
| Contaminated Packages | 3,051 | 5,094 | 2,463 | 6,180 |
| Liquid Waste Antifreeze | 0 | 952 | 0 | 243 |
| Brake Liquid | 0 | 517 | 0 | 397 |

Paper/Cardboard Recycling (Çevko)

| (kg) | 2010 | 2011 |
|------|---------|---------|
| | 423,324 | 489,113 |

Logistics Cage Export

| | Annual Number of Volkswagen Trailers | Improvement on the Basis of the Number of Trailers | Fuel Saving (lt) | CO ₂ Emission (ton) |
|-------------|--------------------------------------|--|------------------|--------------------------------|
| 2009 | 408 | 130 | 104,000 | 240 |
| 2010 | 400 | 159 | 127,200 | 305 |
| 2011 | 464 | 136 | 108,800 | 251 |

Environmentally Friendly Vehicles⁶

| | Sales Number (Retail) | | Average Emission per Vehicle CO ₂ Compound (g/km) | |
|---------------------------------------|--------------------------|---------------------|---|------------------|
| | 2010 | 2011 | 2010 | 2011 |
| Volkswagen Passenger Cars | 39,822 | 55,550 | 144 | 130 |
| Audi | 9,656 | 12,064 | 158 | 150 |
| SEAT | 5,113 | 6,059 | 141 | 131 |
| Bentley | 14 | 10 | 394 | 387 |
| Lamborghini | 4 | 6 | 323 | 338 |
| Porsche | 390 | 442 | 222 | 204 |
| Volkswagen Commercial Vehicles | 24,018 | 26,361 ⁷ | 175 | 172 ⁸ |
| All Brands Average | 79,017 | 100,492 | 155 | 143 |

⁵Changes in 2011 waste quantities are based on systematic and planned initiatives of Waste Management Process at Doğuş Otomotiv. Waste is collected regularly and all necessary actions are taken for proper disposal.

⁶All Brands exclude Scania, Krone and Meiller. Krone and Meiller branded vehicles are not motor vehicles; Scania brand does not make CO₂ measurements as this is not required for any vehicle in the heavy segment. Emission values are based on retail sales units. Values used for calculations are based on standard drive of vehicles.

⁷Some of the vehicles within the body of Volkswagen Commercial Vehicles do not have CO₂ values. This value has been calculated excluding those vehicles. The calculations are compatible with the data declared in the previous years.

⁸Some of the vehicles within the body of Volkswagen Commercial Vehicles do not have CO₂ values. This value has been calculated excluding those vehicles. The calculations are compatible with the data declared in the previous years.

About Doğuř Otomotiv

SOCIAL

| | 2009 | 2010 | 2011 |
|--|-------|-------|-------|
| Employees | | | |
| Total Workforce | 1,665 | 1,652 | 1,779 |
| % of Females | 20.23 | 20.97 | 21.42 |
| Work-related Accidents | 4 | 4 | 11 |
| Community | | | |
| Total Community Investments (Donations and Aids) (TL Thousand) | 735 | 815 | 2,053 |

| Customer Satisfaction Survey Results⁹ | | 2009 | 2010 | 2011 |
|---|--------------------------------|--------|--------|--------|
| Sales | Volkswagen Passenger Cars | 100.78 | 104.73 | 111.30 |
| | Volkswagen Commercial Vehicles | 101.83 | 103.92 | 111.09 |
| | Audi | 101.37 | 101.33 | 104.53 |
| | SEAT | 93.76 | 95.80 | 100.89 |
| | Porsche | 90.77 | 99.95 | 96.59 |
| After Sales Service | Volkswagen Passenger Cars | 80.01 | 89.12 | 94.73 |
| | Volkswagen Commercial Vehicles | 79.87 | 90.02 | 95.17 |
| | Audi | 80.49 | 88.72 | 96.43 |
| | SEAT | 77.08 | 89.58 | 95.29 |
| | Porsche | 85.62 | 96.47 | 102.63 |

⁹Maximum Survey Score is 120.

Doğuş Otomotiv - Turkey Dealer Network



Service points for Volkswagen, Audi, SEAT, Porsche and Scania brands of Doğuş Otomotiv are marked as of June 2012.

Doğuş Otomotiv has the widest brand portfolio and services network within its sector in Turkey. Our Company, Turkey's leading distributor in the wholesale import market, is the representative of 14 international brands - each of which is the leader of its field among passenger cars, light commercial vehicles, heavy commercial vehicles, industrial and marine engines, and cooling systems.

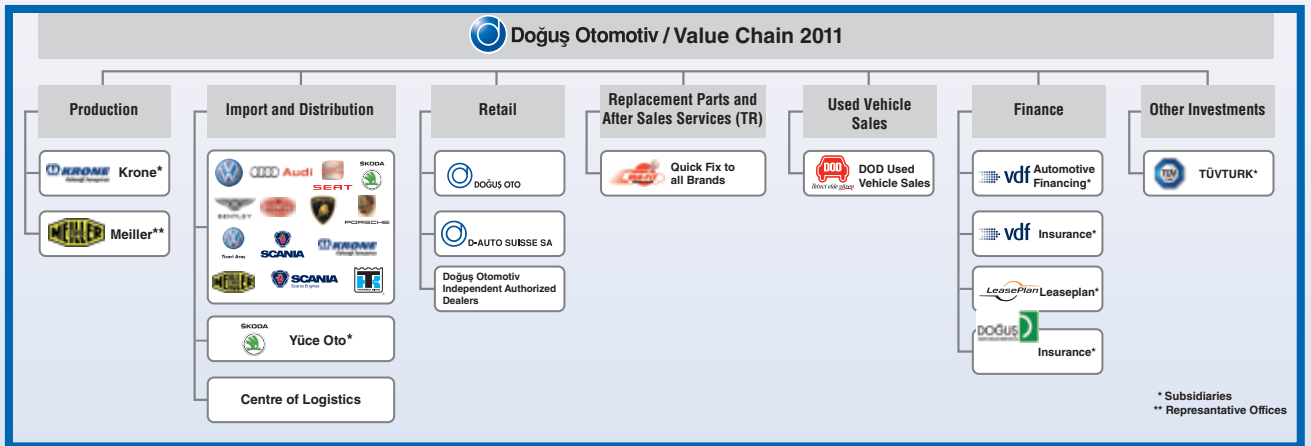
Doğuş Otomotiv is the only company in the world which brings all the Volkswagen Group brands together under a single roof. The Company is gradually expanding its portfolio of services in line with the strategy to be present at every stage of the automotive value chain, in addition to its activities in the fields of import and distribution. Together with the services in the fields of consumer financing, spare parts and accessories trading, logistics and customer services, used car trading, fleet leasing, quick after sales service, vehicle inspection, and insurance services, Doğuş Otomotiv has signed agreements in important manufacturing investments with Meiller Doğuş Damper Plant, which started operations recently in Sakarya, and (in partnership with the Krone Company) the trailer factory built in Tire, Izmir. Doğuş Otomotiv also invests abroad, carrying its successful operation in Turkey abroad: The Porsche Authorized Dealership and Service Centre D-Auto Suisse was established in Lausanne,

About Doğuř Otomotiv

Switzerland as a result of trustworthy co-operation with Volkswagen Group, and has achieved major sales success in 2011 as well.

Doğuř Otomotiv offers both retail and corporate customers a wide product portfolio: Volkswagen Passenger Cars, Audi, SEAT, Skoda, Bentley, Bugatti, Lamborghini, Porsche, Volkswagen Commercial Vehicles, Scania, Krone and Meiller. We offer over 80 models of these brands. Additionally, Doğuř Otomotiv provides distributorship in the industrial and marine engines market through the brand Scania Engines, and in the cooling systems market through the Thermo King brand. The operations for Used Vehicle purchase and sales are conducted with the DOD brand.

Doğuř Otomotiv 2011



Doğuř Otomotiv broke its own record, with total sales exceeding 110,000, in 2011. As one of the important players of Turkish automotive industry, our Company has resumed its growth strategy, focusing on the principles of service quality and efficiency. In addition to reaching the sales target set at the beginning of 2011 for the international brands represented, Doğuř Otomotiv increased its market share within the total industry to 12.6%.

Doğuř Otomotiv placed its customers at the focal point of its work in 2011 as well. That it knows the sector very well, has the ability to identify needs correctly, and responds rapidly and proactively has enabled Doğuř Otomotiv's successes to continue on a rising slope in

2011 as well. Despite of the increase in the after sales service entries, the availability level was realized as 96% in 2011.

Doğuş Otomotiv's outstandingly successful operations in 2011 gets respect now on both national and international platforms. Volkswagen Turkey is always among the first places in the worldwide research conducted by Volkswagen AG, our business partner in manufacturing. Volkswagen Turkey entered the top three in the world ranking of Sales and After Sales Service Satisfaction Surveys carried out in 2011, and in a similar way, took its place among the highest in brand image research conducted by Volkswagen AG as well. The successful performance of Volkswagen Turkey is held up as an example for the other countries by Volkswagen AG. Additionally in 2011, Doğuş Otomotiv won the first prize in "Twin Cup World Finals" which Audi AG organizes in after sales services field among authorized service centers around the world, in which 66 teams from 35 countries compete.

In 2011 Doğuş Otomotiv Bursa facility was put into service offering employment opportunities for 254 people. With this investment, the number of employees employed at our retail Company, Doğuş Oto, exceeded 1,200. Also, Doğuş Otomotiv Ankara will begin service in the last quarter of 2012. Thus, our Company, which has provided service to its customers in 186 thousand square meters in 2011, will expand to 200 thousand square meters with the retail facility investments in Bursa and Ankara by the end of 2012.

About Doğuř Otomotiv

Structural Changes in 2011

There was no major organizational change, merger or a change in senior management during 2011. Doğuř Otomotiv's total assets are TL 1.9 billion; more than 50% of the publicly traded shares belong to international investors. Retail investments in Doğuř Oto Kartal and Bursa facilities reached to TL 88 million for 2011 in total. (TL 70 million for Doğuř Oto Kartal facility and TL 18 million for Doğuř Oto Bursa facility were invested in 2011.)

Renovation work was initiated at plaza showrooms in Volkswagen Authorized Dealers and Service Centers for the renewal and adaptation according to the new module concept.

The investments, in nine authorized dealerships and eight authorized service centers were finished and put into operation in 2011; the activity of four authorized dealers and seven authorized service centers ended.



Featured

Awards

- Most Appreciated Companies in Turkey, Among Top 3 Most Appreciated Companies in Automotive Sector, Capital Magazine.
- Traffic is Life!, In-house Social Responsibility Practice Award, CSR Solutions Marketplace 2011, Corporate Social Responsibility Association of Turkey, CSR Europe.
- Traffic is Life!, Jury Special Award, CSR Solutions Marketplace 2011, Corporate Social Responsibility Association of Turkey, CSR Europe.
- Best Website of the Year, Altın Örümcek (Golden Spider) Web Awards.
- Best Distributor in Europe Survey, 7th in Vehicle Sales Category, 16th in revenues ranking, AutoBiz 2011.
- Volkswagen Transporter, Best Vehicle Award, Otohaber Magazine Readers Awards 2011.
- Volkswagen Caddy, Best Vehicle Award 2nd Prize, Otohaber Magazine Readers Awards 2011.
- Volkswagen Amarok, Best Vehicle Award at Pick-up Segment, Otohaber Magazine Readers Awards 2011.
- Volkswagen, Crystal Apple Advertising Award 2011, Best Advertising in Automotive Sector.
- Polo GTI, HotHatch Automobile of the Year Award 2011, Top Gear Magazine Turkey.
- Volkswagen Passenger Cars, Volkswagen Distributor of the Year Award, 1st Place Worldwide.
- Volkswagen Passenger Cars, Gladiators, Digital Application of the Year, Association of Automotive Distributors.
- Volkswagen Passenger Cars, After Sales World Cup 2011 Award.
- Audi Sales and After Sales Service, Audi Twin Cup 2011 First Prize, Audi AG, 1st Place Worldwide.
- SEAT, Among top 3 brands increasing customer satisfaction, IACS 2011, SEAT S.A.
- AVEK Otomobil, Doğu Otomotiv - SEAT Authorized Service Center, Top Service People Award, SEAT S.A.
- DOD, Crystal Apple Advertising Award 2011, Automotive Service Supplier Best Advertisement.

About Dođuř Otomotiv

Associations and Memberships

- TAİD Association for Heavy Commercial Vehicles
- ODD Association of Automotive Distributors
- KALDER Turkish Quality Association
- COGAT Corporate Governance Association of Turkey
- ÇEVKO Environmental Protection and Packaging Waste Recovery and Recycling Trust
- TÜSİAD Turkish Industrialists' and Businessmen's Association
- DEİK Foreign Economic Relations Board
- RVD Advertisers Association of Turkey
- DENTUR Turkish Marine Industry Association
- AKÜDER Accumulator and Recycling Industrialists Society
- PETDER Turkish Petroleum Industry Association
- UNGC United Nations Global Compact

Sectoral Cooperations

Receivables/debt risk between Dođuř Otomotiv and the Authorized Dealers and After Sales Service Centers is minimized through cooperation with vdf Factoring, an affiliate of Dođuř Otomotiv. Company spokespeople participate in the summits related to automotive industry and communicate their result-oriented opinions corresponding to the sectoral needs.

Traffic is Life!¹⁰ Cooperations 2011

“Traffic is Life!” - Turkey Science Centers Foundation

A Traffic Safety corner for pre-school and primary school students was prepared in Şişli Science Center, an enterprise of Turkey Science Centers Foundation, for use between September 2011 - September 2012. At the corner, games and visuals to help students steer their traffic safety perception towards proper behaviour were designed in cooperation with an expert academician and an exhibition curator.

“Traffic is Life!” - İstanbul Provincial Directorate of National Education - Doğuş Media Group

A competition regarding the traffic-themed slogan is organized at the events held in high schools selected in İstanbul province in cooperation with İstanbul Provincial Directorate of National Education, Doğuş Otomotiv and Virgin Radio Turkey, a Doğuş Media Group, radio channel.

“Traffic is Life!” - Ayhan Şahenk Foundation

At the Street Fair for the Kids organized by Ayhan Şahenk Foundation, a traffic training track was established and the basic traffic rules were explained to the children by expert trainers of the subject.

ODD Membership and Activity in Public Policies

We have been a member of Association of Automotive Distributors (ODD), which aims to ensure continuity and development in the automotive industry in our country. Also Doğuş Otomotiv’s CEO is a member of the ODD Board, and various Doğuş Otomotiv employees are working actively on the committees of ODD (Human Resources, Technical, Regulatory and Legal, Communications, Trade Fair, Marketing committees). Within the context of these tasks carried out at ODD, Doğuş Otomotiv contributes to the studies for the development of the sector.

¹⁰ Detailed information about Traffic is Life! is included in the Community Engagement chapter of the report.

About Dođuş Otomotiv

The committee consisting of the Human Resources teams of the ODD member companies works on projects that could be useful to the sector. The project chosen for the year 2011 was the establishment of painting and bodywork ateliers in two industrial vocational high schools in İstanbul, to address the sector's needs for trained painting and bodywork employees. For this purpose, two schools were selected from among five, which had the license to open those classes in İstanbul. Cost analysis and technical drawings of the project were completed and fundraising began to cover the costs.

World Economic Forum

Our Company spokespeople regularly attend the World Economic Forum, a non-profit organization held annually with the participation of the world's leading politicians, businessmen and intellectuals. During the Forum, global business leaders and politicians come together to seek potential solutions of businesses and their respective contributions to social problems, and address common solutions for community development and global problems. The Forum participants from among Dođuş Otomotiv's senior executives contribute to panels from their visionary perspectives and share experiences with other participants for the development of our country and our sector.

Chairman's Message



To Our Esteemed Stakeholders,

Since the establishment of our Company we have placed the Corporate Social Responsibility awareness in the forefront and made it the basis of our activities. Today, I can proudly state that participating in activities that enhance our value to the community by responsible business practices and our vision for sustainability hold priority at Doğuř Otomotiv. We are aware that our initial duty is to take responsibility for the development of the community as a corporate citizen, while doing our job in the best way. With the 14 prestigious brands we represent encompassing close to 80 models, nearly 900,000 vehicles of car park and the superior service we provide to our customers at 500 service points, we are not only the leading institution in the automotive sector in which we operate, but also a pioneer in sustainability performance in the Turkish business world.

As a company undersigning the United Nations Global Compact (UNGC), we have released the first Corporate Responsibility report in Turkish automotive sector. When the concepts of Corporate Responsibility and Sustainability were already in the close focus of all Doğuř Otomotiv business processes, the business world was recently starting to use the terminology. In this, the third reporting year, we can observe that our efforts toward Corporate Responsibility, targeting a sustainable life for next generations, set an example to other companies.

In addition, there have been important and extraordinary developments on a global scale. While there were serious transitions within the world economy, our country was able to demonstrate successful and promising results attracting global attention. As Doğuř Otomotiv we continued with solid activities toward providing added value to our stakeholders and to our country. The positive outputs of our year-long efforts, focusing on efficiency and quality, assisted us in plotting our roadmap.

Our world has been thoroughly changed recently, covering economic, political and also socio-economic areas. We have seen that many traditional rules have gradually lost their effectiveness and have thereby made room for new understandings. Compared to past years, there are huge differences both in business world dynamics and the community's perception of companies. Communities expect companies to be good corporate citizens, while demanding excellent service and products. It is at this precise point, I believe, that companies who have embraced Corporate Responsibility, have the capability to predict the future and lead the change will be the ones who can carry their existence to forthcoming years. Only companies with these attributes can manage their existence and reputation successfully. In addition, it is a fact that there are vast responsibilities and duties for the business world to create a sustainable future. In this new era, companies need to leave their posts as spectators only and take the responsibility, and the risks, leading their own communities to ensure the safety of the future of our planet. With every passing day, the need of world for responsible companies increases further.

Doğuş Otomotiv is aware of our responsibilities towards our stakeholders. We steer our activities with the goal to provide a balance between the economic growth of our Company and the community's social and environmental development, and we are determined to, and make major efforts toward, becoming an exemplary corporate citizen as well. We believe that our business success depends on community development. We strengthen the relation between our Company and the community and, with our customers at our side, reinforce our cooperation with future friendly approach. The roadmap of our Company is clear and explicit; it is sustainability. To produce a viable future for next generations, we shape and continue our activities under the guidance of Doğuş Otomotiv values. We progress with confident steps, keeping our continuous and sustainable growth targets, and our management understanding, creating opportunities and open to change. Today, when reflecting on the activities that were shaped in order to increase the quality of life of all the customers touched by our products and services, I believe that we have exceeded our goals.

Chairman's Message

The publication of the “Doğuş Otomotiv Code of Ethics” in 2011, the result of work completed by an extensive work group, delineates the ethical way of doing business based on global standards and articulates our primary responsibility towards society. Beyond laws and regulations, this code represents the ethical understanding of doing business at every stage of our operations; it has been, in terms of content, context and transparency, a first among Turkish companies, including those in our sector. Doğuş Otomotiv Code of Ethics has the features of an important document that sets an example in Turkey as a publicly disclosed and comprehensive corporate Code of Ethics, explicated with case studies and examples. It announces our ethical way of doing business to all our stakeholders, including the employees, at the outset.

The year 2011 has been an important year for Doğuş Otomotiv within the context of our Corporate Responsibility Platform Traffic is Life!, where very important activities occurred. Our strategy was to embrace the understanding of Corporate Responsibility within the Company first. It is my opinion that messages delivered to external stakeholders through employees, who are role models for the community, are more effective and accurate, so two training courses designed for all Doğuş Group employees, “A First Aid Approach in Traffic and Awareness” and “Safe Driving Techniques” were given in 2011. Additionally, “Advanced Driving Techniques” training was delivered to employees who need to drive intensively in the field. We prepared a traffic safety training aimed at employees of Authorized Dealers, to promote traffic safety awareness to our customers and to raise awareness about responsibility in traffic driving; it was shared online with our Authorized Dealer and After Sales Service network in Turkey. The employees of Authorized Dealers thus trained have delivered accurate and useful information regarding traffic safety to over 50,000 customers, and continue to do so during the vehicle purchase processes. As part of our responsibility consciousness, we have renewed our vehicle delivery procedures and included chapters related to traffic safety. By doing so, we remind our customers of important rules regarding traffic safety at vehicle purchase transactions as a final word as well.

The ecological environment is also among the key stakeholders for Dođuř Otomotiv. The expectations of our natural environment, and the necessity to protect it, have always been among our priorities. In my opinion, this understanding underpins our goal to be a **future friendly** company. The conversion to wind power for the electrical energy consumed at Dođuř Otomotiv ayırova Headquarter buildings was completed and certified in 2011. These efforts contribute significantly to Dođuř Otomotiv’s goals for renewable energy use and resetting of carbon emissions due to electricity consumption, and will further decrease water consumption and encourage waste management and the use of environmentally friendly vehicles, all specified as environmental focus areas.

Since the first release of the Corporate Responsibility report, every kilometer we have come has opened a new door on the journey, and stimulates our enthusiasm. In the last three years we proved that we approached the Corporate Responsibility issues strategically and in the sense of business management, considered Corporate Responsibility not just a ‘project’ but an ongoing and self-improving process through review of all processes and openly defined goals. All my colleagues have worked diligently to make Dođuř Otomotiv a sustainable company, and they continue to do so; today our progress can be noticed by many external stakeholders as well. We will continue as a **future friendly** and sustainable company with measurable objectives, with the support of all our stakeholders, in the coming years.

Yours faithfully,

Aclan ACAR

Chairman

CEO's Message



Dear Stakeholders,

Doğuş Otomotiv is the leading automotive distributor in Turkey today, having broken into its long-term run exactly 18 years ago, aiming always to raise the bar in the industry through quality-oriented operations and to carry out activities that will be effective in the development of the country in which it operates. Considering the progress of Doğuş Otomotiv over the years, we see how it continuously seeks to improve, always aiming at going further in this process

regardless of the circumstances. Today, that purpose underlies our visionary stance, a source of inspiration for companies both in our own sector and in other sectors; it encompasses our commitment to success, our ambition for doing the best with accuracy and permanence, and our understanding of consistent improvement.

Among the fundamental priorities at Doğuş Otomotiv are the continuity of its success and leadership in future, acting with a management approach concerned with the rights of the community and the habitat in which it operates. We will continue to share our quality-oriented way of doing business, practices implemented in our services and products with a standard of excellence. Our values have directed us since our establishment and are the most precious heritage of the Company. These values are the basis of our Corporate Responsibility approach. They guide us in all areas, from organizational structure to business processes, from products and services to business strategies, and encompass our aspect to the community. We apply our vision of continuous development, on which we base all business processes, to our Corporate Responsibility performances as well. In keeping with this understanding, while providing the best service to our stakeholders at every stage of the automotive value chain, we seek to protect our stakeholders' right to live in a sustainable world as well.

Pioneering in the sector also with its Corporate Responsibility approach and performances accordingly, Doğuř Otomotiv released the first Corporate Responsibility report of the sector three years ago. Today we continue along this long path with solid and confident steps, proudly sharing our third Corporate Responsibility report in compliance with GRI (Global Reporting Initiative) international reporting standard, with all stakeholders. Doğuř Otomotiv's focal point in the last three years has been to develop and grow together with the community in which it operates. We continue effective and sustainable business strategies that we follow in our operations as well as activities toward adding value to community, by expanding on established bases, and further deepening the areas where we are already present.

We commit to the geography in which we operate, our country, and community we touch as our area of responsibility. We prepare an environment wherein all stakeholders (including our employees, business partners and suppliers) can accompany us as we proceed. Last year we determined the areas to be improved in order to achieve perfection in all the areas our Company affects, directly or indirectly, implemented and disseminated the improvement plans that we prepared, and paid special attention that all such practices be sustainable. Following this strategy, our Company has achieved many valuable gains resulting from remediation applied to social, environmental, economic and ethical issues of responsibility in 2011. We continued to measure variables that determine the quality of our operations; these developments were noted, and will increase effectiveness of our future efforts even more. As Doğuř Otomotiv, we are aware that to establish a dialogue based on transparency and honesty with stakeholders creates benefits both for the Company and for all interested parties. I believe that the high credibility we have today is one of the most valuable outcomes of our way of doing business within the ethical management culture. To carry this point of view forward, we founded an "Ethics Work Group" to conduct "Code of Ethics" study according to international standards, in our Company in 2011. The "Doğuř Otomotiv Ethical Principles Procedure" was formed as the result of studies over the course of nearly a year and completed the preparation process of Doğuř Otomotiv Code of Ethics, to be applied

CEO's Message

in 2012. It is such code in Turkey that has not been adapted from global sources, and that conforms to international standards.

Additionally, the environmental protection and conservation of the nature in which we live, and the resources we consume, are among the most important precisions of the Company. With that in mind, we carried out awareness programs concerning environmental protection within the Company in 2011 and performed various practices to reduce natural resource consumption in comparison to the previous year and give back to nature. We completed research to transform the electrical energy we consume to wind energy, to reduce carbon emissions; energy used by the Company headquarters in 2011 was entirely converted to renewable wind energy. We also continue our works on the virtualization of computer servers, which are among the most significant consumers of energy. Within the scope of our responsible and sustainable practices, we delivered several training sessions to our stakeholders in 2011. We provided blue collar warehouse employees with training for protection from the occupational diseases as they face with more risk factors because of their job descriptions, and organized several occupational trainings to support the continuous development of employees. Furthermore Doğuş Otomotiv Business Ethics Principles were added on to the context of the contracts signed with all suppliers. We will shape our future sustainability practices according to the results obtained from stakeholder expectation analysis and customer satisfaction research.

In 2011, we resumed and accelerated research within the scope of the **Traffic is Life!** Corporate Responsibility platform, reflecting the importance we attribute to traffic safety in our area of impact (the automotive industry as a whole). We delivered Traffic First Aid Awareness and Safe and Advanced Driving Techniques training to more than 1,000 Doğuş Group employees in 2011. We provided online training to the Authorized Dealers' employees, updated our vehicle delivery processes, and reviewed our delivery procedures, giving traffic safety information to the customers during vehicle delivery. We conducted awareness activities through various communication channels and activities for our employees first, then

for customers, children and young people, and aim to continue with community engagement efforts in relation to traffic safety in 2012 as well.

Undertaking a locomotive responsibility for our country's economy, Dođuř Otomotiv will continue to add value to all stakeholders in its impact within the framework of Corporate Responsibility approach in the coming years. Dođuř Otomotiv will continue its efforts focused on customer satisfaction and efficiency and support our country's economy while pursuing to spread the sustainability understanding to all the areas it can reach, and further deepen it in the fields of operations where it is active. I invite all of our stakeholders to walk together with us on our Corporate Responsibility journey; I believe in my heart that, together, we can create a sustainable world to leave for future generations.

Yours faithfully,

E. Ali BİLALOĐLU

CEO

Corporate Responsibility

Corporate Responsibility Commitments

At Doğuş Otomotiv, we consider the customers our key stakeholders and operate on the principle of providing them excellent service at every stage of the automotive value chain. This principle is the basic reason for the existence of Doğuş Otomotiv.

Only if we focus on our customers' satisfaction and be a responsible member of society in which we live;

WE CAN

- be a part of a valuable brand for our shareholders,
- provide the best working environment for ourselves,
- represent a meaningful value for the community.

Doğuş Otomotiv's magnitude can be sustainable with this understanding.

Corporate Responsibility Strategy

Doğuş Otomotiv will continue to be an exemplary corporate citizen in Turkey and globally providing highest level sustainable and innovative solutions for its social and ecological stakeholders in the automotive value chain.

Our Corporate Responsibility strategy is to become an indispensable business partner for our stakeholders by focusing on continuous growth in the automobile value chain, and delivering outstanding performance with complete, timely and accurate service. We evaluate, monitor and manage our performance according to stated priorities, determined in line with our policies.

As Doğuş Otomotiv, we defined our understanding of Corporate Responsibility taking into consideration the requirements of global standards, our priorities directly related with our operational impact, and the expectations of our stakeholders.

Corporate Responsibility is the method we use while determining the solutions we develop for the social, economic and environmental issues of our industry, and our corporate behaviour pattern covering all our operations.

Corporate Responsibility Vision



- We believe in the importance of our **employees' contributions** in ensuring our existence as a strong and trustworthy corporation at each stage of the automotive value chain.
- We give importance to the **reputation** of the brands we manage in the eyes of our stakeholders and ensure that this reputation grows in parallel with our performance in all of our fields of responsibility.
- We are aware that the right to safer, healthier, more environmentally friendly and more comfortable transportation is a part of **social welfare**.
- We ensure continuous improvement through **dialogue** platforms with our employees, customers, Authorized Dealers and After Sales Service Centers and all other key

Corporate Responsibility

stakeholders, based on a service understanding based on open communication, respect and tolerance.

- We regularly ascertain our key stakeholders' expectations, and **co-operate** with them to respond to these expectations as fully as possible.
- As one of the most important representatives of international **trust and quality** understanding in our country, we make efforts to progressively increase our stakeholders' awareness and our performance on this vision.
- Through activities to be embraced by the young generations and to influence their behaviour, we call attention to the vital importance of **traffic safety**.
- We conduct planning and establish and implement policies to minimise possible negative impacts of our activities on the **environment**.
- We are well aware of the vital importance of our employees' social, mental and professional contributions for the Doğuş Otomotiv Group and consider their **health and safety** our top priority.

Accountability Principles

Inclusivity: We establish dialogue with our stakeholders in order to respond to them in parallel with our strategy and vision in fields related to sustainability, and make efforts to reach all our key stakeholders and find out their expectations. Our material issues are established in accordance with all our stakeholders' expectations.

Responsiveness: We share open, comprehensible and accessible information in keeping with our stakeholders' expectations and our sectoral priorities.

Materiality: As Doğuş Otomotiv, we develop our performance and establish our goals in accordance with our social, environmental, ethical and economically material issues. Our stakeholders' expectations and the impact of these expectations on our Company help us in establishing our priorities.

Policies

Doğuş Otomotiv has been releasing Corporate Responsibility Reports in compliance with the GRI (Global Reporting Initiative) since 2009. Corporate policies about the performance areas reported within this framework were studied by sub-committees composed of the Corporate Responsibility Work Group members in 2010, and the policies prepared were approved by the Corporate Responsibility Steering Committee. Our policies were published within the context of Corporate Responsibility Report 2010 and shared over the website¹¹.

| Corporate Responsibility | | | | | |
|--------------------------|-----------------------------------|----------------------------|--------------------------------|--------------------------------------|--------------------------|
| Economic Development | Environment | Employees | Human Rights | Customers | Community Engagement |
| Financial Efficiency | Water | Sustainable Employment | Discrimination | Customer Health and Safety | Traffic Safety |
| Economic Fluctuation | Waste Management | Employee Satisfaction | Freedom of Association | Customer Satisfaction | Business Ethics |
| OEM (Producer) | Energy | Employee Health and Safety | Child Labour and Forced Labour | Education and Information Disclosure | Community Development |
| Suppliers | Logistics | Equal Rights | Rights of Local Communities | Responsible Marketing | Cooperation and Dialogue |
| | Environmentally Friendly Products | Dialogue with Employees | | | |
| Strategy and Management | | | | | |



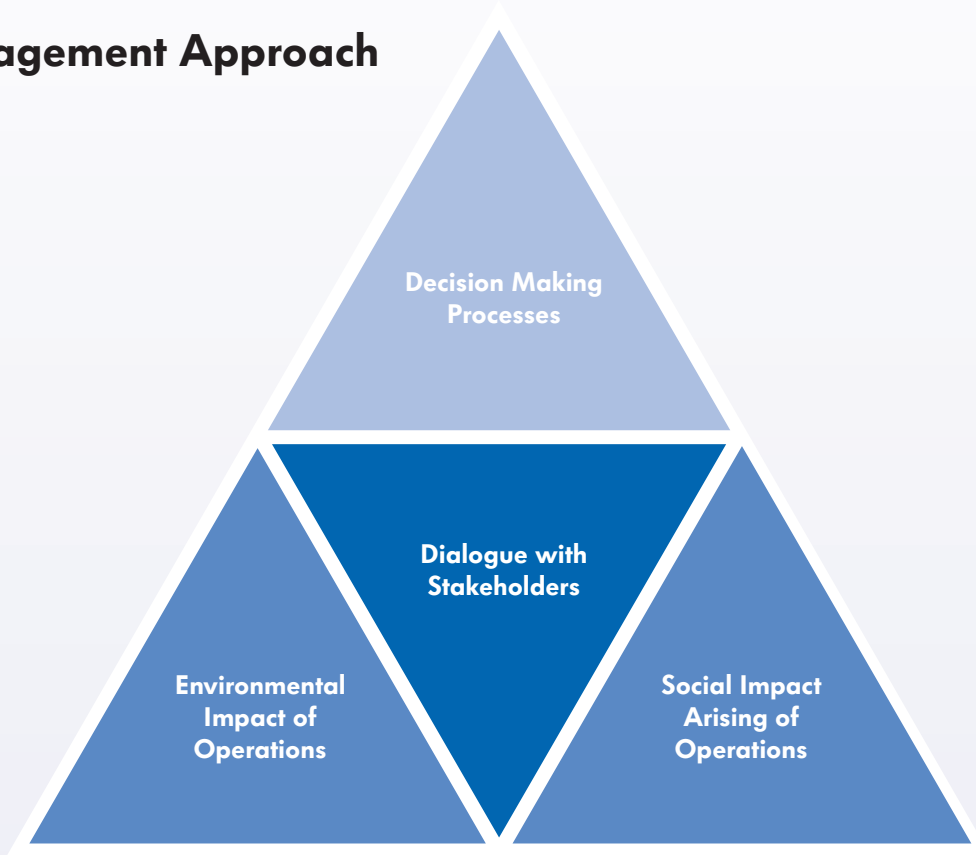
Subsequent to our works to determine our material issues in social, environmental, ethical and economic areas in 2009, as Doğuş Otomotiv, we conducted expectation analysis for all our stakeholders in 2010 and published the analysis results in Corporate Responsibility Report 2010. We plan to repeat the Stakeholder Expectation Analysis biannually, the next time in 2012.

Our medium and long term social, environmental and economic goals are arranged under 6 main headings according to the “materiality” and “stakeholder expectations” studies. Our performance, under the headings of Economic Development, Environment, Employees, Human Rights, Customers, and Community Engagement are relayed to our stakeholders in compliance with our Accountability Principles every year on a regular basis. Our goals in these areas, in relation to Corporate Responsibility, are discussed under these headings as well.

¹¹ <http://www.dogusotomotiv.com.tr/en/corporate-responsibility/corporate-responsibility/corporate-responsibility-strategy.aspx>

Corporate Responsibility

Management Approach



Decision Making Processes

The Doğuş Otomotiv Executive Committee also acts as the Corporate Responsibility Steering Committee to better cultivate a systematic and managerial approach towards Corporate Responsibility (CR)-related areas with regard to social, environmental and economic responsibility performances. The CR Monitoring Committee is chaired by Doğuş Otomotiv's Chief Executive Officer. Meetings occur on a regular basis throughout the year. The CR Monitoring Committee consists of the General Managers of each brand that Doğuş Otomotiv represents and the General Manager responsible for Financial and Administrative Affairs of Doğuş Otomotiv. CR Steering Committee is responsible for approving the Corporate Responsibility Work Group¹²'s studies, policies and goals during the year, giving feedback on these issues to steer the Corporate Responsibility Work Group and developing strategies to create awareness about such issues within the Company.

¹²CR Work Group, which includes Doğuş Otomotiv Brand Representatives and related Unit Managers, comes together on weekly regular meetings during the year. Work Group is chaired by the Director of Strategic Marketing and Corporate Communications.

The duties of the members of the Dođuş Otomotiv Corporate Responsibility Work Group include: participating in regular weekly meetings, tracking the CR performance of the department each member represents, developing recommendations about new areas of performance, collecting data required for CR Report and entering them into the system, giving support for awareness raising about CR-related areas in their own departments.

Based on the Corporate Responsibility Management Approach, Dođuş Otomotiv focuses on issues such as developing new strategies regarding social, environmental, ethical and economic issues when needed, setting targets, strengthening the dialogue platforms with stakeholders, predicting risks about CR-related areas, monitoring performances, enabling creation of awareness within the Company and making Corporate Responsibility an integral part of brand management, and marketing activities.

Considering the social, environmental and economic expectations of the key stakeholders, Dođuş Otomotiv makes every effort to carry its activities about Corporate Responsibility in the automotive value chain beyond international standards.

Environmental Impact of Operations

Dođuş Otomotiv acts from a perspective focusing on the protection of the environment at all its decision making processes, in order to minimize its environmental impact. Respect towards the environment is of top priority for Dođuş Otomotiv in the life cycle of services at each stage, assuring that stakeholders pay close attention to this issue. In keeping with the environmentally friendly strategies for production, sales and after sales service of the brands represented, and in line with Dođuş Otomotiv Corporate Responsibility strategies and policies, it is Dođuş Otomotiv's indispensable management approach to reduce environmental impact arising from its activities.

Social Impact of Operations

Because of its services in the automotive value chain, Dođuş Otomotiv has large impact with all the employees within the Group including the Authorized Dealers and After Sales Service

Corporate Responsibility

Centers and affiliates, hundreds of thousands of customers, business partners, suppliers and other key stakeholders. As a Company aware of its responsibilities within this social sphere, Doğuř Otomotiv’s primary goal is to ensure an ethical and fair management approach, pioneering in the sector and serving as a model.

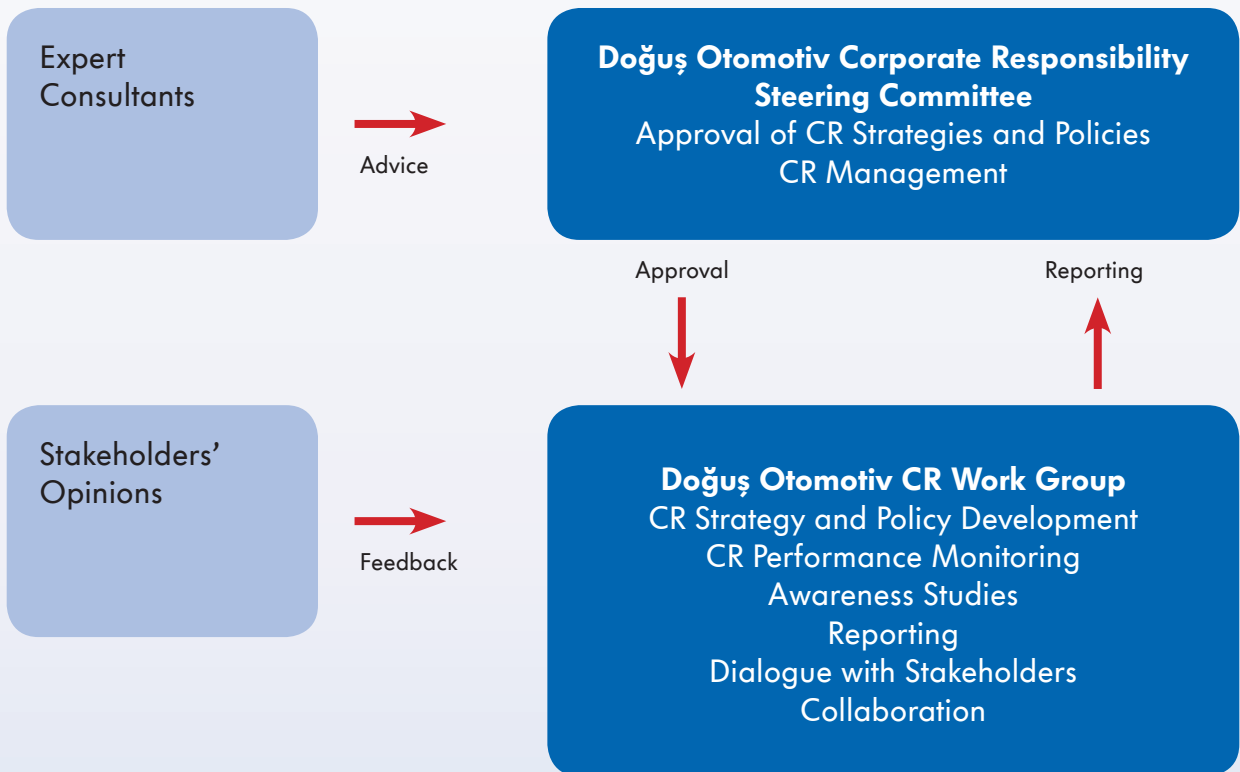
Dialogue with Stakeholders

The policy to consider the stakeholders’ expectations at all decision making processes, define goals in line with these expectations, and develop continuous, transparent and regular dialogue with stakeholders has underpinned the corporate leadership understanding at Doğuř Otomotiv as the leading automotive distributor of Turkey for seventeen years, regards every platform that it might come together with the stakeholders and ask for their input as a part of the business process.

Successful in the fields which it operates, sharing its gain with the community and fulfilling its responsibilities, Doğuř Otomotiv is a corporation that wins the trust of the public with its size and stance and has adopted corporate governance and ethical principles. It has an active role in corporate communications and communication management. The Company offers information within a definite perspective and directs industry-related developments as well. As a Company aiming to be close to its stakeholders, Doğuř Otomotiv conforms to the principles of high business ethics and integrity. It is important, in terms of Doğuř Otomotiv’s business goals, strategic growth and social studies, to be perceived as a company that pays attention to the stakeholders’ evaluations and respects the protection of their benefits, investigates and continuously monitors expectations, and offers creative service beyond expectations. Doğuř Otomotiv plays an active role in non-governmental organizations and vocational institutions in relation with the business world, in accordance with its pioneering and leading position. Doğuř Otomotiv’s corporate communications activities and relationships are based on integrity, transparency and responsiveness. Communication strategies and applications of Doğuř Otomotiv are managed and run by the Strategic Marketing and Corporate Communications Department of the Company. All information related to the Company and Company Spokespeople is prepared by the Strategic Marketing

and Corporate Communications Department and communicated with the stakeholders in an accountable and transparent way, putting the integrity principle in the forefront.

Corporate Responsibility Management Chary



Ethics and Corporate Governance

Doğuř Otomotiv's stakeholders highly expect that operations will be executed according to the understanding of social and corporate ethics, with ethical and fair decision making-processes. Management of all our processes from this perspective is our corporate principle, because this understanding is directly related with our Company's brand reputation and because of Doğuř Group's values which we are a member of. In addition, Ethical Business understanding has been a part of our corporate strategy and vision since it was founded.

In pursuit of financial, environmental and social goals, Doğuř Otomotiv considers compliance with ethical principles and professional behaviour a priority condition.

Corporate Responsibility

Ethical Principles

It is essential that all Doğuř Otomotiv Group employees and executives abide by the following ethical principles:



Doğuř Otomotiv's Understanding of Business Ethics

Doğuř Otomotiv's understanding of business ethics involves the highest level of ethical standards in our corporate policies, our way of doing business and our behaviour. In other words, moral standards have existence at every area of our business life. Our Company units, technological assets, financial and operational activities, shortly all our business processes fully reflect an understanding of ethical business conduct beyond the scope of moral traditions and values.

Doğuř Otomotiv Code of Ethics

An Ethics Working Group was formed within the body of our Company in 2011 to formulate a Code of Ethics at international standards that would include ethical processes and related

case studies covering Doğuş Otomotiv business processes directly. As the result of this year-long study, Codes of Ethics of various global companies were reviewed and actual examples were compared with the Doğuş Otomotiv Ethical Principles Procedure, other procedures and related areas of practice. The necessary studies for the operational implementation of the Code of Ethics were conducted in collaboration with executives from the Human Resources department. As a result, the preparation process of the Code of Ethics was completed and an Executive's Application Flow Chart was designed. The result of these studies will be presented to Doğuş Otomotiv Senior Management, feedback will be evaluated, and the Code of Ethics will be put into practice in 2012.

Doğuş Otomotiv Code of Ethics demonstrates our understanding of ethical business conduct in a detailed and comprehensive way, not only to the Company executives and employees, but indeed to all stakeholders with whom we work including our suppliers.

Social Media and Business Ethics

In 2011, Social Media Access and Communication Procedure was completed and released to explain the rules to which the employees must conform in access to social media. This procedure defines the rules Doğuş Otomotiv Group employees are expected to comply when they use and communicate on platforms that enable internet users to share content and information, including comments on social media (social networks like Facebook, Twitter, Blogger, Ning, and LinkedIn, blogs, social bookmarking sites, video/photo sharing sites, forums) and news sites. Doğuş Otomotiv employees are expected to primarily abide by all the current legal regulations regarding the use of internet during their use of social media. Private, confidential information and documents, commercial secrets about our Company, or any corporation or organization that we have relations with, cannot be released or shared on social media platforms. No Doğuş Otomotiv employee may use disturbing, racial, ethnic, religious, discriminating, offensive or insulting statements in the social media environment. Employees are obliged to act according to the Company's Ethical Principles and Code of Ethics in their social media communications.

Corporate Responsibility

Corporate Governance¹³

Doğuş Otomotiv Board of Directors¹⁴

| | |
|-------------------------|---|
| Aclan Acar | Chairman of the Board of Directors |
| Süleyman Kadir Tuğtekin | Vice Chairman of the Board of Directors |
| H. Murat Aka | Member of the Board of Directors |
| E. Ali Bilaloğlu | Member of the Board of Directors |
| Özlem Denizmen Kocatepe | Member of the Board of Directors |
| Hasan Hüsnü Güzelöz | Member of the Board of Directors |
| Nevzat Öztangut | Member of the Board of Directors |
| Cem Yurtbay | Member of the Board of Directors |

Committees of the Board of Directors

| | |
|--|--|
| 1. Audit and Risk Committee | H. Murat Aka, Nevzat Öztangut |
| 2. Dealer Committee | Cem Yurtbay, E. Ali Bilaloğlu |
| 3. Human Resources and Remuneration Committee | Aclan Acar, Hasan Hüsnü Güzelöz, E. Ali Bilaloğlu |
| 4. Strategic Planning and Business Development Committee | Özlem Denizmen Kocatepe, E. Ali Bilaloğlu, Süleyman Kadir Tuğtekin |
| 5. Ethic and Corporate Governance Committee | Nevzat Öztangut, Özlem Denizmen Kocatepe |
| 6. Discipline Committee | Hasan Hüsnü Güzelöz, E. Ali Bilaloğlu |

¹³ For Doğuş Otomotiv Corporate Governance Principles Compliance Report: http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012328164051617_3.Bolum.pdf

¹⁴ Mr. Ferruh Eker and Dr. Yılmaz Argüden are selected as independent Board members of Doğuş Otomotiv Servis ve Ticaret A.Ş. with the resolution of General Assembly dated 30th March 2012.

Risk Management and Internal Control Mechanism

Corporate Risk Management was established to define the uncertainties that may affect the Company, manage the risk-taking profile, and provide reasonable assurance in order to achieve corporate goals. It is influenced by from employees, top management and the Board of Directors, provides support for setting strategies, and has an effective role throughout the whole Company. Risk Management Committee's powers are granted by the Board of Directors. Its task is to provide consultation on risk management applications and coordinate the related work.

Within the context of probability, impact, and process, risks are classified as financial, operational, strategic and external risks. The Board of Directors and Audit & Risk Committee are briefed by Executive Board Presidency within the context of Risk Management where all the risks are monitored as per their content by the related departments and General Directorate of Financial and Administrative Affairs.

The Financial Controlling Department was established to monitor and improve the internal control system in August 2007. The department operates under the General Directorate of Financial and Administrative Affairs. The essential operational areas of the department are: firstly, strengthening the Company's control environment, monitoring operations binding the Company and/or bearing financial consequences, identifying potential risks and taking appropriate measures, rendering the targeted outcomes and efficiency, ensuring the reliability of reports on the financial situation, complying with the current legislation and procedures, informing the stakeholders accurately, and providing proactive support to the management authorities on all these issues.

Doğuş Otomotiv has an Internal Auditing Department that conducts audits under the direction of the Audit and Risk Committee. This department operates within the framework of Doğuş Otomotiv Internal Audit Department regulations prepared in accordance with the International Standards for Internal Auditing. The department audits and reviews the Company's processes and internal control activities in line with the predefined goals on a regular and systematic basis within the annual audit plan which was prepared risk-based, and approved by the Board of Directors.

Corporate Responsibility

The Audit and Risk Committee, formed from members of the Board of Directors, carries out its activities as defined by Audit and Risk Committee Charter. The Audit and Risk Committee assists the Board of Directors in its oversight role in accounting, auditing, internal control system and financial reporting applications.

The in-house regulations and practices with regard to conflict of interest are explained in detail in the Doğuş Otomotiv Corporate Governance Principles Compliance Report¹⁵ and Doğuş Otomotiv Code of Ethics.

Corporate Responsibility Goals

| Impact Area | Goal |
|-----------------------------|--|
| Environment | To reduce water consumption |
| | To reduce paper consumption |
| | To raise customers' awareness on environmentally friendly vehicles |
| | Improvements in logistics |
| Employees | To create new employment |
| | To provide audits and improvements needed in areas related to Employee Health and Safety |
| | Open Door Policy |
| | To increase employee satisfaction |
| Customers | Customer Satisfaction |
| | To deliver safe and economic driving techniques trainings to the sales teams, to add these trainings to the customer vehicle delivery procedures |
| Community Engagement | Awareness activities related to Traffic is Life! Platform |
| | To publish the Code of Ethics and relevant trainings |

¹⁵ For Doğuş Otomotiv Corporate Governance Principles Compliance Report:
http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012328164051617_3.Bolum.pdf

Stakeholder Engagement

Doğuş Otomotiv believes that the most important and most strategic approach to improve Company brand reputation and stakeholder confidence is establishing dialogue with stakeholders, and regularly questioning the stakeholders' expectations regarding social, environmental, ethical and economic issues. Therefore the Company utilizes every kind of dialogue platform with great importance, recognizes that feedback is an opportunity for corporate improvement and communicates with stakeholders with the concept of mutual trust.

Stakeholder Engagement Strategy

Focused on continuous and reciprocal communication, the Doğuş Otomotiv Stakeholder Engagement Strategy was determined by Doğuş Otomotiv Corporate Responsibility Work Group by workshops held in 2009. Every kind of dialogue platform with key stakeholders is used through the feedback. Doğuş Otomotiv Stakeholder Engagement Strategy is based on medium and long term performances of awareness development, continuous and open communication, feedback and improvement in the areas related to Corporate Responsibility.



Corporate Responsibility

Focus Areas in Stakeholder Engagement

| | |
|--|--|
| Customers | <ul style="list-style-type: none">• Customer Satisfaction• Traffic Safety Programs- Traffic is Life!• Sales and After Sales Services |
| Employees | <ul style="list-style-type: none">• Employee Satisfaction and Loyalty• Internal Communication Programs• Open Door Policy |
| OEM | <ul style="list-style-type: none">• Quality, System and Process Management• Platforms for Right and Timely Communication• Strategy Focused on Continuous Development |
| Authorized Dealers and After Sales Services Centers | <ul style="list-style-type: none">• Improvement and Support Programs• CR Awareness and Communication Platforms• Auditing and Monitoring |
| Suppliers | <ul style="list-style-type: none">• Awareness Studies• Standards• Contribution to Local Economy |
| Affiliates | <ul style="list-style-type: none">• Common CR Strategy and Goals• Continuous Communication Platforms• Economic Development |
| Investors and Shareholders | <ul style="list-style-type: none">• Transparency and Accountability• Reporting and Feedback• Platforms for Right and Timely Communication |
| Community | <ul style="list-style-type: none">• Business Ethics• Awareness Works on Traffic Safety - Traffic is Life!• Environmental Responsibility |

Remarks of Our Stakeholders

Authorized Dealers and After Sales Service Centers

“I know that Dođuş Otomotiv conducts activities related to social, environmental and ethical responsibilities and attributes importance to this issue. I think this is a feature that extensively distinguishes the Company among the others. The performances that attract my attention most are: raising public awareness with Traffic is Life! Platform, supporting protection of the environment through efforts for waste management and ELVs (End of Life Vehicles), highlighting the environmentally friendly features of the products of brands represented; use of BlueMotion Technology and sales of environmentally friendly vehicles, support given to ŐiŐli Industrial Vocational High School, investments on information technologies that will ensure time and cost savings, and leadership among its competitors.”

Engin Yazıcı

Deputy General Manager
Avek Otomotiv

“I think Dođuş Otomotiv is a company that fulfils its corporate responsibilities. In my opinion, Dođuş Otomotiv was able to raise public awareness on education and responsibility about traffic with the Traffic is Life! Platform. It has served for purposes such as compliance with traffic rules, safety of life and property inside the vehicle, reduction of incidents of injury-death through the various events organized.”

Sami Yıldırım - Sales Manager

Nilay Matracı - Director Sales and After Sales Services
Audi Őenyıldız Authorized Dealer and After Sales Service Center

Corporate Responsibility

Customers

“I follow Dođuş Otomotiv’s Corporate Responsibility activities on Facebook and Twitter.”

Fatih Ünsal

“Before anything else, you are stressing the importance of using seat belts by your Traffic is Life! Project.”

Gökhan Çelikkalkan

“I saw on television the other day, children were given training under the project Traffic is Life! It is wonderful that you raise children’s awareness on this issue at such an early age.”

Ercan Tüfekçi

“I know your Traffic is Life! Project and find it very successful. I often see it in Volkswagen advertisements.”

Hakan Ürkmez

Investors

“We think that Dođuş Otomotiv gives importance to its environmental and ethical responsibilities due to the standards provided through TÜVTURK.”

Banu Bařar

Director
Bofa Merrill Lynch

““I think Dođuş Otomotiv is a company that puts importance on its social, environmental and ethical responsibilities.”

Ünal Kurtaran

Director
BARCLAYS | Global Emerging Markets

“It is important for us that Dođuş Otomotiv is a company fulfilling its social, environmental and ethical responsibilities and we take this into consideration, since our Company signed the United Nations Principles for Responsible Investment; it is vital that the companies in our portfolio demonstrate compliance with these standards. Especially corporate customers, and many individual customers care about companies that act responsibly and refuse to invest in non-responsible companies. As a Company engaged in portfolio management, we are required to report how we consider UN Principles for Responsible Investment in our daily work to our customers and United Nations on a regular basis. We think Dođuş Otomotiv is doing a good job by disclosing its Corporate Responsibility performance regularly, demonstrating that it is a good corporate citizen.”

Ari Metso

Managing Director
Taaleritehdas

“I think Dođuş Otomotiv has achieved a seriously high awareness with Traffic is Life! Platform in particular. It contributed hugely to raising awareness of traffic safety with this campaign. Increasing the activities for school-age children and communicating the issue to a wider audience are important steps for solving the traffic problem, which causes thousands of people to die each year.”

Onur Marsan

Analyst
Garanti Investment-Research

Corporate Responsibility

Employees

“Doğuş Otomotiv is among the leaders of the industry with regard to community responsibility programs. Examples of our projects executed in social areas are: our Traffic is Life! Project, educational laboratory projects with vocational high schools, and the use of waste food to feed animals on street. Furthermore, our Company’s awareness of environmental and ethical issues is also very high. Collection of waste batteries within the Company, in-house notes reminding electricity conservation, double-sided printing of our printers and especially the Global Compact that was signed by our Company can be counted as examples.”

Cem Özkaya

Volkswagen Passenger Cars Sales Manager

“As one of the most admired companies in Turkey, Doğuş Otomotiv also reflects its social responsibility awareness through all the services offered and projects realized, while performing the highest level of customer satisfaction in all areas of the automotive value chain with the understanding of customer-focused service. “Traffic is Life!” project is one of the best indicators of this point of view over the years. I believe Doğuş Otomotiv will fulfil its responsibility in achieving sustainable development goals by creating or supporting projects for the benefit of its stakeholders in the future as well. ”

Zeynep Karaca

Volkswagen Commercial Vehicles Advertising and Public Relations Executive

“Corporate Social Responsibility has now settled into Doğuş Otomotiv’s DNA. The company not only maintains certain projects such as “Traffic is Life!” and “Co-operation with vocational high schools” but also brings environmental and social awareness into the daily life of all employees. Conscious consumption of water, electricity and paper, voluntary aid projects, waste collection projects are just a few examples.”

Tilbe Düğencioğlu

Audi Marketing Executive

“The fact that Doğuş Otomotiv implements projects, particularly active and tangible awareness-raising projects concerning social and environmental issues indicates sensitivity about this issue, and also gives spirit to the employees. I find it very positive that they support the schools in the neighbourhood socially, and make the contribution be truly social by involving volunteer employees in such support beyond financial aid.

Instead of embracing a notion of “there is nothing to improve” about the environment (since it is not a manufacturing company), awareness-raising and useful practices like waste battery collection corners and, sympathetic warnings on electrical switches point out the importance given to this issue.

In addition, ethics is a multi-layered matter within Doğuş Otomotiv. As a corporate approach, practices not complying with the Code of Ethics are not tolerated, either within or outside the Company.”

Ufuk Akdere

Volkswagen Passenger Cars Brand Sales Coordination Executive

“I think Doğuş Otomotiv is a company exceedingly caring about its social, environmental and ethical responsibilities. Its sensitivity about especially social and environmental issues is remarkable and at an easily observable level from outside. The fact that we, as employees, feel it, and that I take positive feedback from the people around me as well are indications of how right our quest is.

The best examples are the aids made to schools, active charity campaigns against natural disasters, tree-planting campaigns, waste battery collection, warnings for efficient use of electricity and water.

When we come to the ethical issues, commitments were made about human rights, labor force, environment, and anti-corruption, with the signing of the United Nations Global Compact in 2010. Subsequently, our product and service policies were determined and our ethical rules were clearly defined through the Code of Ethics. I think all these constitute the most lucid indicator of the Company’s intentions and goals with regard to Corporate Responsibility.”

Mustafa Emre Sendenel

Volkswagen Passenger Cars Planning Logistics Specialist

Message from the CEO of Dođuş Oto —



To Our Esteemed Stakeholders,

Dođuş Oto continues to operate with an understanding of ethical and transparent business conduct, accepting our social culture values of honesty, reputability, ethical behaviour, and compliance with the laws as principle for a sustainable future.

Our Company maintains this attitude not just for the Company but also with the consciousness of being useful to society. It manages its environmental impact areas by reducing energy and water consumption, using environmentally friendly technologies and

products, planning waste and scrap management.

Dođuş Oto, one of the living components of our group which is closest to the customers and lives together with them, works aiming at providing high quality service beyond the expectations. Creating value with the most reasonable cost for our customers, it moves rapidly forward toward constant superior service in the automotive retail industry and being the most preferred Dealer in the service sector.

Operating from a dynamic and reciprocal relationship with our customers and providing them with perfect, efficient service promotes and demonstrates enthusiasm in discharging our social and environmental responsibilities.

Activities toward improvement continue to increase customer satisfaction and loyalty. Goals and targets are determined measuring customer needs and expectations, and the community's expectations within the scope of these works. Procedures related to customer complaints and satisfaction are refined and applied.

As the largest and most distinctive member of this organization, Dođuş Oto, providing many kinds of services at a single point to its customers, in facilities with the highest level of compliance with brand standards, the use of original spare parts, 24-hour road assistance service, technical superiority (attested by the awards received at both national and international competitions in the field of after sales services), and fair and reliable business practices, to ensure that we are an ideal corporate solution partner for retail and corporate customers.

Doğuş Oto Pazarlama ve Ticaret A.Ş. provides service in the provinces of Istanbul, Ankara and Bursa through 31 Authorized Dealers and 30 Authorized After Sales Service Centers. We employ 1,217 persons in an overall area of 186,000 m² for Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, SEAT, Porsche and Skoda, and DOD brands Doğuş Otomotiv represents.

Acting in knowledge that the most important aspect of sustainability is the valuable human resource, our Company strives to provide a safe and healthy work environment, with respect for employee rights, and fair wages without discrimination among its employees.

A trustful, respectful environment formed reciprocally with the employees is one of the most significant factors of a company's development. Lean Management and suggestion systems are implemented for the benefit of our Company and the personal development of our employees, projecting the ideas and suggestions of the employees.

We emphasize the promotion of the continuous development of the employees and the maintenance of employee satisfaction, loyalty, and motivation at a high level. In-house communication activities are executed in line with this.

Doğuş Oto carries out a variety of artistic activities available to both customers and employees to celebrate and enhance cultural values. 'Doğuş Oto Orchestra' (a music group consisting of only Doğuş Oto employees) was established in 2011. The group performs for various organizations.

Theatre activities are held for the children of our employees and customers and customers are given practical training on handicrafts on special days, to contribute to the cultural development of our customers, employees, and their families.

In line with the values of transparency, accountability and sustainability, Doğuş Oto supports projects contributing to Community Development. By increasing activities, that are conducive to individual progress and take part in the sectoral economy's development, and also activities related to environmental protection, Doğuş Oto will continue on its path together with the business partners, employees and stakeholders.

Yours Respectfully,

Zafer BAŞAR

CEO Doğuş Oto



Economic Responsibility

Economic Responsibility

Doğuş Otomotiv specified the performance areas concerning its Economic Impact Area in 2010, and published them in the Corporate Responsibility Report. In keeping with this, our performance within the economic impact area is monitored and improved under the following headings: Financial Efficiency, Economic Fluctuation (Risk Management), OEM Relations, Suppliers, Dialogue Platforms with Stakeholders directly related to impact area and the affects of Climate Change on Business Continuity.

| Focus Area (Economic Responsibility) | Goal | Method |
|--------------------------------------|--|--|
| Financial Efficiency | Effective use of resources | Lean Management, Budget Management, Score Cards |
| Economic Fluctuation | Proper budget and risk management | Managing Risks, Taking Financial Measures |
| OEM | Proper and timely dialogue, high standards | Taking Precautions According to Conditions, Improving OEM Standards |
| Suppliers | Equal opportunities and CSR awareness | Dialogue and Disclosure |
| Dialogue with Stakeholders | Continuous progress in transparency and accountability | Stakeholder Engagement and Expectation Analyses |
| Climate Change | Awareness among stakeholders | Regarding as Sectoral Risk, and Awareness Raising/Assessment, Evaluation |

Financial Efficiency and Economic Fluctuation

While anxious suspense arising from the lasting effects of the global crisis on the world's advanced economies continues, Turkey's economy generally preserves the momentum attained in the previous year. Doğuş Otomotiv, likewise, closely followed developments in the economy and endorsed significant achievements in 2011.

Despite the negative developments that emerged in the last quarter of the year and affected our sector directly, our brands broke many records in 2011; Doğuş Otomotiv achieved the highest sales turnover since its inception. The success we had in 2011, a year with news about the economic crisis at the front of the global agenda, gave hope and courage for the future, and positive expectations that the bottom of the crisis was left behind.

The future of the European economy, and the Euro, are subjects that left their mark on the year 2011 and will even shape the period in front of us. The difficulties of Greece, Portugal, Spain, Italy and Ireland due to debt burdens have caused the European Union to undergo serious examination in order to maintain the integrity and ensure fiscal discipline of the

Euro zone. While the European leaders were addressing how to emerge from the economic recession, all these developments in Europe (notably our country's most important trading partner) were closely followed by both government and business circles in Turkey.

In 2011, Doğu Otomotiv exceeded the 100,000-sales mark, passing over the sales target for all brands - a critical threshold for our Company. Once again, we are proud of this number; it expresses the highest sales success since our foundation and strengthened the Company's position in the sector in other aspects, like profitability and efficiency.

| TL Million | 2009 | 2010 | 2011 |
|----------------------------------|-------------|-------------|---------------------|
| Sales (Units) | 50,979 | 88,850 | 112,399 |
| Market Share | 8.9% | 11.2% | 12.6% ¹⁶ |
| Used Car Sales (Units) | 10,746 | 12,550 | 15,659 |
| Net Revenues | 2,129 | 3,428 | 4,808 |
| Operating Expenses | 224 | 283 | 357 |
| EBIT (Operating Profit) | 78 | 202 | 240 |
| EBIT Margin | 3.6% | 5.9% | 5% |
| Gross Profit | 302 | 485 | 597 |
| Gross Profit Margin | 14.2% | 14.1% | 12.4% |
| Net Profit for the Period | 31 | 150 | 142 |
| Net Profit Margin for the Period | 1.4% | 4.4% | 3% |

¹⁶ Data excludes Krone - Meiller.

Economic Responsibility

| Doğuş Otomotiv Consolidated | 2009 | 2010 | 2011 | 2010/2011 change (%) |
|------------------------------------|-------------|-------------|-------------|-----------------------------|
| Number of Sales | 50,979 | 88,850 | 112,399 | 26.5 |
| Sales Revenues (TL million) | 2,129 | 3,428 | 4,808 | 40.26 |
| Number of Employees ¹⁷ | 1,665 | 1,652 | 1,779 | 7.69 |

| Economic Development Figures (TL) | Doğuş Otomotiv | Doğuş Oto |
|--|-----------------------|--------------------------|
| Paid for Employee Benefits and Salaries | 39,827,666 | 29,883,799 |
| Paid to the Government | 143,700,244 | 672,937,710.50 |
| Paid for Social Investments | 2,022,437 | 30,971.48 |
| Paid to the Suppliers | 4,068,400 | 72,837,343 ¹⁸ |

Risk Management

As in previous years, Doğuş Otomotiv conducted analyses of financial risks that were predefined or pre-emptively monitored, using several scenarios, in 2011. Unlike 2010, follow-up of inventory risks and sensitivity analyses about plans of action were carried out under the heading of Financial Risks, and improvements were effected in the light of these analyses. In addition, the infrastructure of the study on the identification of Operational Risks was completed in 2011; the whole study will be launched in 2012.

¹⁷ Doğuş Otomotiv employee figures are 570 for 2009, 566 for 2010 and 562 for 2011 respectively. Employee numbers do not include interns and Dassa employees.

¹⁸ Purchasing figure excluding Group Companies, Associations, Foundations and State Agencies.

Operational Risks:

- Brand Sales/Marketing Risks
- Market Risks
- IT Risks
- HR Risks
- Corporate Behaviour Risks
- Media and Social Media Risks
- Climate Change and Natural Disaster Risks
- Administrative Affairs Risks
- Logistics Risks
- General Legislation Risks
- Sectoral Regulation Risks

Climate Change and Operational Risk Management

Climate change has been considered in our first Corporate Responsibility Report (2009); subsequently it was placed among financial and operational risks within the context of materiality and focus area studies in 2010; and the necessary steps for raising awareness, process revisions etc. were taken.

Efficient use of natural resources, initialization of the use of renewable energy sources and efforts toward the development of employee awareness are all important performances regarded under the rubric of climate change.

Doğuş Otomotiv has made commitments to manage medium and long term risks that may stem from climate change, and to ensure that the improvements required be accomplished. The most significant indication to this is that our Company started to provide wind power for the energy used at Çayırova Headquarters in 2011. Thus, a notable attempt was made to achieve zero emission target at all central buildings and operations.

Economic Responsibility

Climate Change and Operational Risks

Climate change poses risks for companies in all sectors as well as for the earth as a whole, but measures taken regarding this problem also bring opportunities with them. Companies which embrace an economic model with low carbon-emission levels, a measured carbon footprint and initiatives for reduction will be poised to become the market leaders in the coming years.

Under these circumstances, it is of vital importance that companies closely follow the climate change risks emerging around the world, take the necessary measures regarding risks resulting from this economic transition and use the advantages this understanding creates in a timely fashion.

In today's business world, paying attention to climate change strategies, carbon management and calculation - accounting of greenhouse gas emissions, especially in developed and developing markets, are significant new factors for building reputations, cutting costs, improving earnings and gaining competitive advantages.

It is a matter of necessity in today's rapidly changing business world that Turkish companies competing on world markets participate in this change and take the required steps in a timely fashion as well.

Doğuş Otomotiv considers risks stemming from climate change among its operational risks. Our Company accounts climate change risk as a part of policies and procedures related to Business Continuity both in environmental and economic responsibility policies, and regards all awareness and efficiency activities conducted for this purpose as business opportunities.

In order to increase the sensitivity of Authorized Dealers and After Sales Service Centers regarding issues like waste management (lubricant, filter, accumulator, tire, etc.), Employee Health and Occupational Safety, and Environmental Protection, related circulars were revised and information was relayed with the support of After Sales Services of the brands, within the scope of Corporate Responsibility awareness activities.

Threats and Opportunities

Recall

An employee is assigned at both Dođuř Otomotiv and Authorized Dealers and After Sales Service Centers with the single responsibility to follow recall campaigns. Completion rates are tracked and reported in recall campaigns. After-sales Regional Managers and Technical Support Managers visit the Authorized After Sales Service Centers, control and audit the recall campaigns and relay the needed information. Thus, preparations for the recall campaigns sent by the manufacturers are made according to the content of the after sales service campaigns, the parts required are provided and open, clear, and campaign instructions guides are translated into Turkish. Additionally, technical details about recall campaigns are recorded, in the Turkuaz System and follow-up, reporting and transactions are made through the Turkuaz System.

Logistics Department

Changes in the CTSP (Customs Tariff Statistics Position) of vehicle spare parts delay the import of parts. CTSP is a 12-digit code taken from the compliant system standardized by the World Customs Organization for the identification and classification of products all over the world. The first 6 digits of this code are determined by the system and countries are not allowed to make any changes. It determines which areas the imports of the product should be grouped and evaluated in. Thus CTSPs are grouped and the products with the same CTSP groups are loaded together, so unnecessary waiting is prevented during import. Dođuř Otomotiv's risk management strategy for these logistics-related issues was intended to prevent any damage because of changes in published regulations, communiques, and the import regime.

Audi

70% of the Audi product range was affected by the SCT (Special Consumption Tax) increase for vehicles at the end of 2011. As the result of support received after discussions with OEMs and special campaigns, less recession occurred in comparison with the total market and the premium segment. In cases of exchange rate volatility, Audi organizes vehicle imports according to exchange rates. Risks are managed through model-based campaigns to avoid the effects of fluctuation in bank interest rates.

Economic Responsibility

SEAT

In cases of exchange rate volatility, SEAT organizes vehicle imports according to exchange rates. Campaigns are designated working in tandem with vdf in the event of fluctuations about bank interest rates that affect consumers adversely.

Volkswagen Commercial Vehicle

In 2011, many changes and developments took place concerning our industry and brand. The Central Bank's decisions (valid from July 2011) aimed at narrowing the volume of credit, affected passenger car and commercial vehicle sales negatively. A second development was the increase of the SCT (Special Consumption Tax) applied to light commercial vehicles of and over 2 thousand cc, from 10% to 15%. Its negative effect was not apparent compared to the total market because the market share of the light commercial vehicle segment affected from the SCT increase was only 10%. The impact on business was minimized through campaigns regarding these two occurrences, and the opportunities that were availed. Caddy and Transporter campaigns were designed without reflecting the 5% SCT increase acted in October 2011 to the customers. Credit campaigns were also resumed with vdf, an affiliate of Doğuř Otomotiv.

Krone

Krone trailers are assembled after import. In order to minimize the adverse impacts on cost fluctuation because of in exchange rates, in the event of a long assembly time, exchange risk is mitigated collaborating with our Authorized Dealers in the last two years.

Dođuř Oto

Despite the growth in the After Sales Services market in 2011, fluctuation in exchange rates and the SCT increase affected service entries of Volkswagen Commercial Vehicles. Economic conditions and after sales service costs influence our customers' use of Authorized Service Centers for the vehicles used commercially. Manufacturer-warranty practices and brand segment campaigns seek to mitigate these situations.

Community Investments

Doğuş Otomotiv manages all its community investments under the rubric of the **Traffic is Life!** Program.

Additionally, financial contributions are provided to the Darüşşafaka Association to support equal opportunity in education; TİM (Türker İnanoğlu Maslak Show Center) to contribute to arts and culture; and other community activities. An annual donation of USD 500,000 is given to Darüşşafaka Education Institute, which accepts students by examination and aims to raise modern, self-confident leaders who are lifelong learners, researchers, questioners, and responsible to the community, environment and family. In keeping with the principle to support arts and culture, an annual contribution amounting to USD 300,000 is made to TİM (Türker İnanoğlu Maslak Show Center).

Our support for equal opportunities in education was extended with the collaboration with TürkPetrol (Turkish Petroleum) Foundation, providing scholarships to university students. As part of this agreement, our Company offers scholarships with no provisions to successful students of engineering and technical faculties of public universities in Istanbul.

Additionally, our long term collaboration with the Vocational High Schools continue, the number of schools we support has reached 94.

Local Employment

Doğuş Otomotiv operates under the policy of local employment in order to contribute to the economic welfare of regions it operates. In this way, it seeks to fulfil its share of responsibility to improve living conditions in its locations; 113 employees (22.5% of headquarter employees) are residing at Çayırova – Gebze (Kocaeli) region where our Company headquarter is also situated.

New Volkswagen Authorized Dealers were brought in service in Uşak, Manisa, Eskişehir, Elazığ and Düzce in 2011, and employ a total of 234 people, supporting the development of the local economy.

Economic Responsibility

Lean Practices and Financial - Operational Efficiency

Approximately 60 process improvement projects were executed within Doğuř Otomotiv in 2011; the equivalent of the financial efficiency expected from these projects is close to TL 350,000.

Lean Leadership Program

The 5th and 6th waves of the Lean Leadership Training Program were actualized with the purpose to make all the Company units acquire the competency needed to carry out our operations in compliance with the lean application methods, underscoring the awareness of continuous improvement and development. The training of the 7th Wave Lean Leaders is completed and their projects continue. Additionally, a workshop was organized in 2011 with the attendance of all Lean Leaders.

The agenda of this workshop, held on April 5, 2011 included the functioning of the suggestion system, opinions and advice of Lean Leaders about the functioning of the suggestion system, 5th Wave Lean Leaders' project presentations, and the ceremony for presentation of certificates.

Results of the workshop formed a basis for the renovation and improvement of the suggestion system.

Eleven Lean Leader Candidates, who successfully completed the training and implementation, presented their training projects to members of Doğuř Otomotiv Board of Directors and Executive Committee. 5th and 6th Wave Lean Leaders' contributions through their training projects were valued at TL 617,000 per annum on average.

A total of fourteen Lean Leaders were developed in the 5th and 6th Wave Lean Leadership Trainings, held in 2011. The Lean Leaders implemented 14 Kaizen Projects. After the completion of 6th Wave Lean Leadership development Program, the number of the Lean Leaders working actively within Doğuř Otomotiv has increased to 64, and within Doğuř Oto to 23. 7th Wave Lean Leader Candidates, successfully completing the training period on 17-18 November 2011, will implement their projects in 2012.

Examples from Lean Projects

Information Technologies - Enhancement of Internal Customer Satisfaction

A lean project was conducted to increase internal customer satisfaction during the year. The project aimed at increasing internal customer satisfaction through faster responses to the requests of employees. Several solutions were recommended, as the instant requests coming to the hardware teams constitutes 70% of the total requests.

Logistics Department

Seven broad lean projects were conducted to improve business processes within the Logistics Department during the year. The sub-units of the Logistics Department actualized their respective projects to automate their business processes, minimize the margin of error, and provide cost and time saving. With the implementation of projects, a total of 896 man/hours savings per annum were achieved.

After Sales Services

Through the improvement projects related to the technician productivity method used at Authorized After Sales Service Centers, a 10% increase in productivity and a 10% increase in efficiency of the service centers are projected.

In addition to this one, RASE project studies also continue in accordance with Excellent Service in After Sales Service principle. Three of the Regional Managers train Authorized After Sales Service Centers, analyze processes, and take measures to enhance the quality of service offered to customers. The project will be disseminated to all the Authorized After Sales Service Centers in the coming years.

Sales and Marketing - Corporate Communications

As a result of efforts for retrieval of lost customers, some 15% of after sales service and sales customers were won back; additionally, customer visits to the after sales service centers increased by 78% through reminders at vehicle inspection time.

Economic Responsibility

Procurement Department

The Procurement Department has launched several projects such as renting photocopiers, instead of using cartridge photocopiers to reduce cartridge expenses; scanning documents and archiving them on the computer systems to reduce paper consumption; benefiting from the pre-defined advantages of telecommunication companies for the international GSM communication in order to reduce the expenses.

Strategic Marketing and Corporate Communications

There has been a recent change in the communication channels and methods worldwide. Vast communities can access information very quickly. Communication channels are shifting from traditional to social. Therefore, our Company has designed and developed a social media defence system (for the brands under the umbrella and distributorship of Doğu Otomotiv) concerning the social media, where both accurate and misleading information can reach vast communities quickly. Additionally, in order to relay information to the stakeholders quickly, the media web site has been activated in line with the transparency principle. The assessment, monitoring and measurement processes for the management of sponsorship requests, an important area for reputation management, have been revised and an effective reporting system has been developed.

Volkswagen Commercial Vehicles

Nowadays, market conditions as well as the competitive atmosphere and environment and undergo rapid changes. Acting ahead of changing market conditions is important in order to be distinguished among competitors. Keeping up with the expectations of customers and remaining in close contact with them are now among important operations. Indeed, the ability to relate closely to our customers is among the most critical factors that enable our presence and distinguish us, in the competitive environment. Selling Crafter requires product expertise and customer follow-up. To this end, the creation of teams devoted entirely to Crafter sales enhances the quality of the service provided to customers, enables an increase in sales, and hence in the market share of the brand. The intention, with this application, is to increase sales

in 7 regions where the competition is intense and potential is higher, and become more even competitive. At least 3,000 customer visits are expected within the context of the project. As the result, technical and sales-related knowledge level of the employees will advance and they will be able to respond to customer demands and needs with the knowledge level needed to meet the customer expectations.

OEM (Original Equipment Manufacturers) Relations

OEM Standards

Volkswagen Passenger Cars

Supported by Volkswagen AG, Volkswagen Passenger Cars Turkey has been included into ATP (Advertising Tracking Pool) system within the context of KPI reporting in order to enhance OEM standards. Carried out four times in a year, KPI reporting measures the perception level of the brand's communication. ATP measures the benefits provided to the brand through advertising. Additionally, media reports have been aligned with global standards in cooperation with Volkswagen AG.

Significant successes were recognized regarding compliance with and accomplishment of the criteria and goals determined by Volkswagen AG in 2011 as well; Volkswagen Passenger Cars was awarded the Volkswagen AG After Sales World Cup.

Audi

Audi Turkey became among the top twenty in Audi AG worldwide sales numbers ranking in 2011, demonstrating that we have become one of the major markets for Audi AG. Due to our status, monthly meetings are held with Audi AG and ideas on sales/marketing issues are exchanged intensively. Strategy meetings (AC Meeting) are held twice a year, with the participation of all departments. As our product portfolio has expanded lately, highly intensive meetings were conducted toward the creation of vehicle hardware suitable to the Turkey market and increasing of vehicle availability. In addition, unit-stock planning and upper model-based action plans were made for the years 2013 - 2014.

Economic Responsibility

Volkswagen Commercial Vehicles

Volkswagen AG includes Doğuş Otomotiv in the decision-making process from the beginning of the product development phase. Volkswagen AG often asks Turkey's opinions in sales and marketing channels since Turkey is one of the largest and most important markets. In addition to this, strategic planning meetings are held with the manufacturer twice a year. Regular meetings are organized on a monthly basis in order to enable continuous communication, and allow actions to be taken quickly as well. Closely following the Turkey market in 2011, long term inventory planning was discussed with the OEM representatives. OEMs were consulted to ensure that the factory could meet the demand, as well as about additional quotas to maintain the high sales figures.

Scania

All of the Doğuş Otomotiv Scania Authorized Dealers and After Sales Service Centers are included in the DOS (Dealer Operating Standards) system of Scania CV AB. Twenty of our 21 Authorized After Sales Service Centers have the DOS certificate (95% certification rate). DOS Certificate is a document that provides Scania customers with the assurance of high quality product and service across the world. Also, planning and follow-up meetings are held with Scania CV AB in the issues of sales, marketing and after-sales services on a regular basis. Follow-up studies on Turkey market strategies and key performance indicators (KPI) are carried out with close relations with OEMs.

A DIS (Dealer Improvement Study) run together with Scania CV AB, targets ways to minimize labor, energy consumption and the use of raw materials in Authorized After Sales Service Centers.

All our Authorized After Sales Service Centers are audited for service operating standards (called DOS 3) once a year. DOS 3 emphasizes environmental issues and defines environmental standards strictly.

After Sales Services Regional Managers audit environmental and occupational safety during their visits to Authorized After Sales Service Centers. There are mechanical and chemical treatment systems at all Authorized After Sales Service Centers and candidates are expected to have these systems at newly launched facilities.

A separate and protected area for recycling and scrap materials is obligatory to support the recycling operations of Authorized After Sales Service Centers.

An employee satisfaction survey was applied to the Authorized After Sales Service Center employees in 2011, and actions were taken in many areas in response to suggestions about improving work conditions, increasing educational levels, and institutionalization.

OEM Dialogue Platforms

Volkswagen Passenger Cars and Commercial Vehicles

Regular meetings related to marketing and product issues are held with relevant departments of Volkswagen AG throughout the year; the agendas include the situation of the market in Turkey, fluctuations in the exchange rate, market expectations, marketing activities, and forthcoming launches.

Audi

Meetings are held with Audi AG for annual goal-setting and planning twice a year (Spring and Fall period). Any issue about sales, marketing, and after sales services is discussed at these meetings and objectives are agreed upon. Within the context of Business Continuity Meetings, which have been held 6 times in the last 2 years, unexpected situations and the new actions to be taken are discussed.

SEAT

Meetings for sales, marketing, planning and product issues are held with the relevant departments of SEAT S.A. during the year. The situation of the market in Turkey, fluctuations in exchange rates, sales and production, stock numbers, vehicle supports, marketing activities and launches are discussed at these meetings.

Scania

Semi-annual Sales and Marketing Meetings are attended by Scania CV AB and distributors from all around the world, and an annual Round Table Meeting focuses on Sales and After Sales Services for the Turkish market. Through these meetings with Scania After Sales Services

Economic Responsibility

department and Scania CV AB authorities, activities about people, environment and business development that were carried out abroad are brought into compliance with the Turkish market. Exemplary After Sales Service Centers are visited abroad, exemplary activities are reported, and compliance with our market is scrutinized.

In addition, Sales and Marketing budget meetings are held for Turkey market twice a year.

Porsche

Regular meetings related to sales, marketing and after sales services are held with executives of Porsche Central and Eastern Europe throughout the year; the agendas include the situation of the market in Turkey, annual targets, fluctuations in the exchange rate, competitors, marketing activities, supports and after sales services, where targets are agreed upon. Additionally, there are three regional sales and marketing meetings, which are mostly held in parallel to various global launches and activities, and an annual Porsche Importer Operations Meeting (PIOM) abroad.

Suppliers

Doğuş Otomotiv had continuing relationships with 360 suppliers in 2011 and Doğuş Oto had 246.

The Suppliers List is reviewed and renewed according to Supplier Quality System Audit Question List, based on the criteria given below, at least once a year (in July). The firms with at least two of the criteria keep their places in the Approved Supplier and Evaluation List. These criteria are applicable to any firm which might be added to the list. The Supplier and Evaluation List is approved by Doğuş Otomotiv Finance and Administrative Affairs Director.

Criteria for Supplier Selection:

- ISO 9000 Certificate/TSE Quality Certificate/Certificate of Approval by the Manufacturer
- Doğuş Otomotiv audits
- References
- Long-term work experience
- Being selected by the Group Companies

A supplementary protocol was added to the agreements signed with our suppliers in 2011. Pursuant to the protocol, all the suppliers are expected to manage risks in economic, environmental, and social areas in compliance with Doğuş Otomotiv policies. This application aims to ensure that all suppliers embrace our Corporate Responsibility vision, and raise their awareness thereto.

With the revision of the Approved Supplier and Evaluation List, supplier firms are audited in situ, should the need to control compliance of the product and/or service arise.

The suppliers are encouraged to improve themselves, through sector-based supplier visits during the year. Evaluation criteria are to be prepared and implemented according to the supplier ranges in 2012. Supplier evaluations and questions will be prepared based on the sector. Separate criteria are applied to printing houses and promotional product manufacturers. Our goals in 2012 include determination of performance targets related to these issues, and processing them into the score cards of the related employees.

Procurement from local suppliers amounted TL 362,362,878 in 2011. The ratio of local procurement to total procurement is approximately 9%.



Environmental Responsibility

Environmental Responsibility

| Focus Area (Environmental Responsibility) | Goal | Method |
|--|---|--|
| Water | Reducing the water used in all operations | Awareness, Measuring, Monitoring Mechanisms, Targeting |
| Waste | Waste Management, Awareness of Authorized Dealers and Customers | Waste Line, Waste Recycling Boxes, Pilot Study, Measuring, Monitoring, Targeting, Job Descriptions |
| Energy | Establishment of energy consumption monitoring mechanisms, Awareness | Measuring, Monitoring, Targeting, Thermal Isolation and Efficient Use of Daylight, Stable Temperatures, Employee Compliance, CDP Reporting |
| Logistics | Reducing environmental effects, considering environmental effects in planning | Awareness, Measuring, Monitoring, Targeting, Environmentally Friendly Vehicles, Training, Advanced Technology |
| Environmentally Friendly Products | Support for the introduction and a better understanding of the products | Disclosure, Dialogue Platforms |

The ecosystem of the automotive industry undergoes a wide change due to the changeable expectation of consumers, rapid development of technology, globalization, the new mergers and acquisitions, and collaborations. We live in a new century within which the people's approach to the concept of mobility will also change rapidly. Multi-model transportation systems are becoming more and more widespread and more smart tools are used to meet the consumers' demands for environmental responsibility, safety and information. Automotive companies are competing with each other to develop new business models that will uphold their responsible growth. In this dynamic new era, Doğu Otomotiv believes that the key to success in the next decade is customized mobility solutions for individuals, innovative sales techniques in the retail sector, global regulations and applications, and comprehensive partnerships and cooperations.

Doğu Otomotiv believes that the companies that will lead these changes are candidates to become the companies of the future. Constantly moving its environmental performance forward, as a distributor within the automotive ecosystem, Doğu Otomotiv commits to:

- Strengthening customer confidence,
- Creating change in its impact area with its Authorized Dealers and After Sales Service Centers network,
- Creating awareness of waste management and efficiency,
- Using resources efficiently, by recognizing the ecological environment as a key stakeholder.



Green IT

Software research was made in order to reduce the energy consumption of the computers used within the Company. In 2012, users of computers left on after the working shift will receive warnings or the necessary software will be activated to turn the computer off if needed.

450 functional desktops and 53 laptops were donated to Ayhan Şahenk Foundation, Yavuz Selim Primary School, Association of Kemalist Thought, Necati Bey Primary School, Contemporary Education Foundation, and Namık Kemal Primary School.

The need to increase capacity to meet the technological needs of our Company was addressed by virtualizations (instead of buying 12 more servers) in 2011. Thus, electricity savings were achieved and significant energy consumption for cooling systems was avoided as well.

Environmental Responsibility

Our New Spare Parts Warehouse with Daylight-Use

All efforts for the construction of Spare Parts Warehouse, among Doğu Otomotiv's new investments, are respectful to the ecological environment and focused on savings. The architectural planning of the warehouse includes a roof system for maximum benefit from daylight and energy-efficient lighting equipment.

Environmentally Friendly Vehicles

Volkswagen Passenger Cars and Commercial Vehicles



Volkswagen AG aims to spread environment-friendly technologies to all its models; the environmentally friendly technologies in Polo (at the bottom of the model range) and Touareg (at the top) are applied the same way.

Since 2010, customers have been offered models that were developed and produced with this main intention. We pay attention to use the engines, transmissions and moving parts with the lowest CO₂ emissions from among the various options offered by the manufacturer. BlueMotion Technology engine options, available in Touareg and Passat models launched at the end of 2010, constitute the first examples of these initiatives.

TSI and TDI engines, which are products of the “Downsizing” strategy within BlueMotion Technology, high efficiency 6-speed manual/6 and 7-speed “DSG” transmissions, “Start/Stop System”, “Brake Energy Recovery” and “Weight Reduction Technologies” are utilized

in the New Tiguan model, the successful compact SUV model launched in 2011. The Tiguan boasts an average fuel consumption of 6.5 lt/100 km and CO₂ emission of 152 g/km, which are really impressive values for an SUV, due to these environmentally friendly technologies; they are offered with an option of 1.4 TSI 122 PS engine in combination with 6-speed manual transmission.



In 2011, we continued our initiatives in environmentally friendly products with Polo BlueMotion and Golf BlueMotion models, which reflect responsibility toward ecological environment within its technological infrastructure as well as the body design. Furnished with “Start/Stop System”, “Break Energy Recovery” and “Tires with Low Rolling Resistance“, both of the two BlueMotion models are presented with an aerodynamic spoiler and lowered chassis to reduce air friction coefficients. The models’ weights have also been optimized. Polo BlueMotion holds the title of being the most environmentally friendly five passenger diesel automobile, due to 3.4lt/100 km overall fuel consumption and 89 g/km CO₂ emissions. Similarly, Golf BlueMotion is among the most environmentally friendly models of its class with 3.8 lt/100 km overall fuel consumption and only 99 g/km CO₂ emissions.

The Touareg Hybrid is another model launched in 2011. It proves that high powered, heavy SUVs can be environmentally friendly and economic as well. The Touareg Hybrid has a combination of 3.0 V6 TSI engine and a compact and light electric engine. Despite its enormous power of 380 PS and 2,315 kg weight, it has only 8.2 lt/100 km average fuel consumption and 193 g/km CO₂ emission. The electric engine can move the vehicle alone and hence provides real electric driving experience. Classified as “Full Hybrid”, Touareg Hybrid has evidential value that high powered, luxury equipment can show respect for the ecological balance as well.

High efficiency is, similarly, a common feature for all the other Volkswagen Passenger Car models which do not have “Hybrid”, “BlueMotion Technology” or “BlueMotion” labels and were put into market in 2011. One of the most successful outcomes of “Downsizing” strategy, 1.2 TSI 105 PS gasoline engine used in Jetta, is one of the best possible examples. This

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engine can gain its traction power (175 nM) that is even more than the traditional 1.6 liter volume atmospheric engines, from even less volume, and it has 5.7 lt/100 km average fuel consumption and 134 g/km CO₂ emission.

Volkswagen Passenger Cars carried out the think blue roadshow in 20 Authorized Dealers and 18 provinces in 2011 as a contribution to the “think blue” concept initiated by Volkswagen AG’s goal to be the most environmentally friendly brand. 920 people participated in the event with Polo and Golf BlueMotion test vehicles.

Volkswagen Passenger Cars had carried out 29,888 km of roadshow as of September, 2011, in 18 provinces, at 20 Authorized Dealers. Economic and ecological driving trainings were delivered to 920 people with 4 Polo BlueMotion and 4 Golf BlueMotion automobiles.

2011 BlueMotion Vehicle Sales Figures

| Total Number of Polo Sales | Total Number of Polo BlueMotion Sales | Total Number of Golf Sales | Total Number of Golf BlueMotion Sales |
|----------------------------|---------------------------------------|----------------------------|---------------------------------------|
| 14,963 | 1,012 (6.7%) | 9,929 | 423 (4.3%) |

All our vehicle models of Volkswagen Commercial Vehicles available in Turkey reduce the emissions of greenhouse effect gases further each passing day, in line with EU5 norm. BlueMotion tests of Caddy, Caravelle and Crafter vehicles continue. When the tests give positive results, these cost-saving and environmentally friendly models will be put on the market.

Volkswagen pays high attention to the natural environment, in addition to performance factors, while developing new technologies. The 2.0 BiTDI engine used in Amarok is highly eco-friendly with its low CO₂ emission value.

The New Crafter model, more environmentally friendly than its previous version, came onto the market in September 2011; it achieves low fuel consumption by virtue of its new engine in compliance with Euro 5 exhaust emission standard, consumes 7.9 liter fuel in 100 kilometers (12% less consumption), and decreases its carbon emission by 19%. Sales price,

maintenance costs and low fuel consumption brings an average of 12% reduction to the cost of usage of the New Crafter.

Audi

Audi believes that the easiest way to increase productivity is through innovation. Continuously setting the pace for the entire automotive industry, it has proved that high efficiency is the outcome of a sustainable strategy; therefore precautions to decrease fuel consumption and emissions are included in the standard equipment in each Audi. Highly comprehensive technologies are combined with a model-specific manner, and consistently applied to the entire vehicle fleet. Audi developed one of the most successful diesel technologies around the world with TDI. The combination of direct injection and turbocharger provides high efficiency with superior traction. The apex of these applications is 3.0 TDI Clean Diesel, used in Audi's A4 Sedan automobile. This engine already complies with EU6 exhaust norm, which will come into force across Europe in 2014. Downsizing technology used in TFSI® gasoline engines also has high performance in environmental productivity. 2.0-liter TFSI engine was selected "Engine of the Year" for five consecutive years. Audi has opened a new era about efficiency with Q5 Hybrid Quattro. In the long term, it is hoped that this vehicle will provide transmission to electrical, and zero-emission, transportation. The potential of the thrifty TDI and TFSI engines is to enhance efficient transfer of power to the road via the dualclutch S tronic gearbox, which has fewer rotations and shorter shifting times. In addition, the aerodynamic design of Audi Quattro series provides low air resistance and low-lift force, enabling fuel savings.

Audi will bring hybrid models onto the market in Turkey in 2012. Having lower emission values, these vehicles have recently attracted attention with their environmentally friendly features and efficiency values. This technology is present in Audi A6 - A8 and Q5 models and will be available in many products in the model range through the coming years.

Audi also invests in new technologies within the context of its environmentally friendly vehicles strategy. Technologies such as Audi pre-sense plus, Audi Side Assist, Audi Lane Assist (advanced driver and passenger support systems) and adaptive cruise control are available in a wide range of models in the Turkish market. Audi Turkey trains personnel

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at Authorized Dealers and After Sales Service Centers regarding these technologies, and relays information regularly through social media (e.g. Facebook, Twitter) to raise customer awareness. Detailed information about all accessories of Audi brand is available on the intranet site Product Portal, which is developed to raise the knowledge level of the Authorized Dealers. This portal aims to provide the Authorized Dealers with the most accurate information in the shortest time.

SEAT

All of our products have reduced the emission of environmentally harmful gases in accordance with the EU5 norm. For example, Ibiza 1.2 TDI CR 75hp has low fuel consumption values, in compliance with Euro 5 exhaust emission standards: it consumes, on average, 3.8 liters fuel per 100 kilometer; its CO₂ value is 99 g/km.

SEAT's Alhambra 1.4 TSI 150 hp DSG Ecomotive vehicle with the "Start&Stop" feature was put on the market in 2011. These vehicles have lower emission values, and have been equipped with highly advanced, environmentally friendly technologies and efficiency values in recent years. While consuming 7.6 liters of fuel per 100 kilometers on average, these models have 178 g/km CO₂ values. TSI technology and the latest technologies that uphold performance and driving comfort as well as reduce consumption and emissions are used in SEAT brand vehicles.

Vehicles with the Start&Stop feature came on the market in Turkey with the Alhambra model in 2011. Discussions continue with SEAT S.A. to bring new models of Start&Stop featured vehicles to Turkey market in the upcoming years.

Continuing in line with the environmental responsibility policies of SEAT S.A., tests of the new Leon Twin Drive Ecomotive and Altea XL Electrical Ecomotive will continue in 2012 with a view to the launch of hybrid vehicles in 2015 and electrical vehicles in 2016.

Scania

Scania has introduced LED lights that require less maintenance and improve road safety because of their longer life. Scania will implement LED lighting systems, which enable the user to see a wider area and be seen better in the traffic especially while driving at night, into its vehicles. A LED lighting system consumes only 25 Watt energy to produce the same amount of light with an equivalent 70-Watt halogen bulb. LED daytime running lights provide fuel savings by working with minimal energy consumption as well.

Scania's environmental policies encompass all efforts to reduce the impact on the environment to a minimum level. Carbondioxide and energy effectiveness, emission standards, policies, recycling and end-of-life treatment are all part of the Scania's environmental responsibility performance. The fact that we look at a product from life-cycle perspective is our fundamental reason to focus on the economical use of resources and energy, and providing low fuel consumption and low emissions.

Operations at Scania's production plants worldwide have permissions complying with national laws. Environmental impacts of these plants include air emissions, waste water discharges, waste products and noise. In addition to the conditions and legislation included in the permits, there are also the internal requirements and rules to be followed in each operation. More detailed information about Scania's global sustainability performance in Sustainability Report 2011 is available on website: <http://www.scania.com/scania-group/sustainability/index.aspx>.

Krone

New features of Krone's Ecoliner vehicles, launched in 2010, include a longer tarp and the mica flap covering the upside of the wheels, which reduce gasoline consumption by reducing wind resistance. Among Krone's outstanding environmental and productivity applications, Easy Tarp assists fuel economy by reducing wind resistance on the product surface with automatically controlled locking mechanisms on the tarp system, also providing practicality. Krone works for the reduction of greenhouse emission by showing an environmentally friendly approach to all production processes and products, through environmentally friendly practices which also increase the companies' productivity. Environmental responsibility understanding is Krone's focus in all operational processes, from the use of electric vehicles for pulling finished products out to the electric equipment used in warehouses.

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The first company using environmentally friendly painting systems in the trailer sector, Krone's anti-corrosion system has minimized the damage to the environment for years.

Porsche

Porsche aims to develop environmentally friendly ideas and innovative, green technologies in addition to providing superior driving performance for each vehicle. For this purpose, Porsche engineers conduct research and development activities to reduce fuel consumption, materials harming the environment, CO₂ emissions and to increase the use of recyclable materials. Porsche has reduced its CO₂ emissions by 1.7% on average annually during the last 15 years, a remarkable figure for the automotive industry.

DFI (Direct Fuel Injection) technology, which is successfully used at Porsche Cayenne, is also used at Panamera model. This engine with 8 cylinders and also with double turbocharger has improved fuel consumption and reduced carbon emissions. Same technology is equally effective in the Boxer engines with 6 cylinders. DFI reduces fuel consumption up to 13% and CO₂ emissions up to 15% in 911 models, and 15% and 16% respectively in the Boxter and Cayman S models depending on the transmission method.

One of the most significant features of all Porsche models is their light structure, which provides an advantage both for performance and environment. This is provided by the high level use of aluminium, plastics and high resistance steel which is more stable and lighter than classic steel. The effects are visible in the 911 Turbo model, which is among the lightest vehicles among its class with a total weight of 1,585 kg.

The auto start&stop feature that only works in combination with PDK (Porsche Double Clutches) is first used at the Panamera model. It reduces fuel consumption by 5-10% in inner city drives and hence carbon emissions.

Cayenne Diesel has proved that a diesel engine is possible with Porsche. It has a 3.0 lt V6 turbo engine, combining power with economic and environmentally friendly driving. Also, the 'hybrid' concept has been further improved with the 'parallel full hybrid' concept, which is significantly efficient and technologically advanced. This technology is used in Cayenne S Hybrid and Panamera S Hybrid models.

The ACC InnoDrive is a futuristic support system. It monitors the road ahead and provides information on engine, clutches and brake control for optimum fuel consumption at various speeds and driving dynamics, thereby enhancing the efficiency of the vehicle. Based on preliminary results, the ACC InnoDrive enables a potential fuel saving of approximately 10%. Efficiency and dynamism characteristics, that differentiate Porsche from other brands, are brought together in the ACC InnoDrive, also considering the comfort, based on driver's preferences.

In-house Environmental Awareness

In order to raise awareness among Doğuş Otomotiv employees regarding the protection of the environment; banners, pop-ups, information screens, in-office communications banners, battery waste cans, waste paper boxes, animal shelter, and message boards for the battery waste have been prepared.

Paper waste is sent to a contracted recycling company. One of the practices we initiated to reduce paper consumption is that all the printers used within the Company are adjusted for double-sided printing. A banner was prepared giving messages to turn off the computers before leaving the office. Also, a warning was added at the bottom of Company emails not to print the emails on paper for environmental sensitivity.

In addition, documents distributed within the Company (Annual Report, Corporate Responsibility Report, training documents, Company News, etc.) are prepared for online use over the internet instead of written material. Waste battery boxes are located in every department in the Company. Posters and informative articles on the intranet system are prepared relating to waste management.

Economical driving techniques were also included into the safe driving techniques trainings that were given to our employees and the employees of Doğuş Group within the context of **Traffic is Life!**

Because performances of the three Authorized Dealer and After Sales Service Centers selected in 2012 will be incorporated within the context of the Corporate Responsibility Report, our applications for environmental awareness will become widely known among all our stakeholders.

Environmental Improvements

Doğuş Otomotiv takes the criteria about predicting and preventing the possible environmental risks into consideration in all the programs carried out within the context of process improvement

Environmental Responsibility

activities. In addition, it ensures that materials used in After Sales Services respect the environment, wastes are tracked and necessary measures are taken.

In 2011, regulations related to hazardous wastes, waste batteries, accumulators, lubricants and tires were prepared and shared with the Authorized Dealer and After Sales Service Centers. Preparations continue to make many of the Authorized Dealer and After Sales Service Centers an End-of-Life Vehicle Delivery Point. Authorized Dealers and After Sales Service Centers are briefed about environmental consciousness during the regional visits. Activities carried out to create environmental awareness are followed up by After Sales Services Regional Executives and After Sales Services Technical Support Executives during their visits to the regions.

Reducing the Use of Paint

Within the context of the project executed with the intent of reducing the use of paint at Doğuş Oto Ankara, paint use per vehicle was reduced by 28%. It is planned to expand the project to the other Doğuş Oto entities.

The primary objective of the “Paint Atelier Consumables Costs Reduction Project” is to reduce the use of consumables in the paint atelier to an optimum level and increase efficiency. Since it is not known to which level the materials can be reduced without causing a problem in quality, theoretical and practical trainings were carried out periodically during the project. As a result, use of standard amount of material per part was determined. It appeared to be a problem that employees had not been making it a habit to apply the current technical product information provided. Through the efforts and the process monitoring and control systems developed, material use habits of the employees have changed, and employees got feedback on their own performances regarding the cost and amount of the material they used. A decrease of **28%** in the use of paint used per vehicle and a monthly savings of about **TL 7,300** resulted.

Forms and procedures concerning the solutions and new manners of work developed within the context of the project were regulated and all involved employees were trained.

Paper Consumption

In the first phase of the applications initiated to ensure less paper consumption and create awareness among the employees on this issue, the use of printers with double-sided printing



started in 2011 with 104 (out of a total of 343) printers used in the Company's Çayirova Headquarters.

Additionally, paper saving was provided by diminishing the notebooks used in training sessions in size (6,000 notebooks a year). A total of 101 kg (60,000 sheets of A4) paper saving per year resulted, including the notebooks and notebook covers.

All the print materials produced for the corporate brand of Doğuş Otomotiv are on recycled paper. The amount of the paper collected and sent for recycling to Çevko during the year was 489,113 kg, saving over 8,300 trees. The amount of plastic waste sent to recycling was 1,364 kg.

Logistics

The spare parts that Doğuş Otomotiv needs to maintain operations are transported overland in Turkey. On average 24-26 vehicles per day depart from the spare parts warehouse. Stock orders are prepared in advance to make optimum use of the vehicles in terms of cargo space; the average rate of use is 85%.

Route Optimization

Route optimization is ensured by using advanced environmentally friendly technologies and vehicles in accordance with laws and regulations in Doğuş Otomotiv. The needs of Authorized After Sales Service Centers on the same or nearby routes are provided by the same vehicles.

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The number of delivery trips in Istanbul was decreased to 12 from 14 through the new route planning carried out in 2011.

Savings by Optimization of the Service Routes

| 2011 | Cost Savings (TL) | Fuel Savings (lt) | CO ₂ Saving (ton) |
|------|-------------------|-------------------|------------------------------|
| | 107,159 | 5,527.05 | 5.5 |

Green Energy Use

Our goal to create awareness on the issue was initiated with various on-site practices in 2010 and 2011. The electrical energy supplied was transferred to wind energy to reduce the carbon emissions stemming from electricity consumption in the Çayirova Center in 2011. The certification work toward renewable energy use was completed in 2011. Posters were hung in the Company and information on using energy conservatively was published on the intranet to create awareness on the issue among the employees as well. To reduce electricity consumption, light bulbs are replaced with energy saving products as they burn out. Research was made toward building a system which enables the electricity to turn off automatically inside of the Company at the end of the work hours, and studies have been initiated regarding the planning of the required investment.

Water Consumption

Water is consumed for domestic purposes at Doğu Otomotiv. There is no natural source of water affected by our total water withdrawal.

Gardens are irrigated using a 'weeping hose' system controlled by a time clock. In 2010, the flow rate settings were altered, decreasing the water pressure in taps used for general means.

There is no natural water source significantly affected by the water we discharge and dispatch for various reasons.

Doğu Oto started to measure the water consumption in the car wash divisions of all its branches in April 2011.



Waste Management

Fixed Assets and Scrap Sales Procedure is used to identify methods and responsibilities for the sale of packaging waste, damaged spare parts materials, fixtures and office equipment that are unusable condition or need to be renewed. This occurs through submission to the approval of the relevant department's manager.

Volkswagen-Audi-SEAT-Scania brands have been asked to issue a circular regarding the Regulation on Hazardous Wastes published by the Ministry of Environment and Urbanization of the Republic of Turkey in 2011. These brands sent circulars about the disposal of waste accumulators, waste lubricants, and waste filters to all their Authorized Dealers and After Sales Service Centers, drawing attention to the subject and informing about Doğuş Otomotiv's policy. The circulars include explanation of the regulations published in the official gazette by the Ministry of Environment and Urbanization.

Environmental Responsibility

Recovery of Packaging Waste

In accordance with the relevant notification of the Ministry of Environment and Urbanization of the Republic of Turkey, Doğuř Otomotiv companies are responsible for collecting and recycling packaging material within a recycling quota, determined annually by the same ministry, based on the amount of packaging put on the market.

Both the packaging of goods imported from abroad, and domestic packaging materials collected are examined and separated in the Spare Parts Warehouse; those which cannot be used any more are stacked in the scrap waste location and delivered to the contracted company.

Packaging materials separated in the regional spare parts warehouses in usable condition are sent back to the logistics center. Administrative Affairs Department makes the notification on packaging waste to the Ministry of Environment and Urbanization of the Republic of Turkey before the end of February each year.

There are several types of waste at Doğuř Otomotiv: paper-derived packaging, plastic bags, and wooden pallets; in 2011 these totalled, respectively, 667,299 kg, 2,835 kg, and 213,152 kg.

35% of packaging boxes and 100% of transportation pallets are recovered by recycling.

Cooperation with Anel Doęa

All of the waste accumulators and batteries are disposed by the recycling company Anel Doęa. The total amount of waste accumulators consigned to the company with documents is 33,902 kg from Doęuř Oto and 1,017 kg from Doęuř Otomotiv.

Cooperation was made with Anel Doęa about the disposal of hazardous waste and accumulators in 2011. Doęuř Oto paid TL 28,826.66 to Anel Doęa for disposal of hazardous waste, and Doęuř Otomotiv paid TL 3,913.30 as well. The total amount paid is TL 32,739.96 for 44,802 kg of hazardous waste.

There has been no leakage of chemical oils or fuels caused by Doęuř Otomotiv's operations.

Environmental Investments

| General Environmental Data (TL) | 2010 | 2011 |
|-----------------------------------|--------|--------|
| Paid for Waste Disposal | | 37,516 |
| Paid for Environmental Management | 10,360 | 11,760 |





Employees

Employees

Doğuş Otomotiv believes that the greatest power to maintain its business continuity and continue to offer strong, ethical and quality service in the future is its employees. It has the firm belief that reinforcing the efficient work processes of the employees (who are key stakeholders), with the understanding of responsibility is an essential contribution to both society and Company value. Doğuş Otomotiv has announced, in its policy¹⁹ in CR Report released in 2010, that the basis of its understanding of Corporate Responsibility depends on employees, and decent working conditions provided for them.

Placing employee satisfaction and loyalty at the top of the business goals, our Company believes that the main reason for the continuous increase in Corporate Responsibility performance is the employees' efforts concerning this issue and the awareness created.

The changing structure of the business world, with fluctuating expectations and conditions, require that companies not only manage the employees, but also collaborate with them, establish dialogue, and seek their expectations, wherein a far more efficient work environment is created, a more innovative and competitive company structure formed, and healthier relations established with the other stakeholders through the employees.

| Focus Area (Social Responsibility) Employees and Decent Work | Goal | Method |
|---|--|---|
| Employee Satisfaction | To be the best company to work for, to keep the employee turnover at minimum | Expectation Analysis, Surveys, Open Door Meetings, Continuous and Transparent Dialogue, Mother and Baby Policies, KPI |
| Employee Health and Safety | Zero accidents and maximum information disclosure | Training, Monitoring and Self-Audit Mechanism, Seminars Related to Mass Diseases |
| Sustainable Employment | Employee satisfaction and loyalty, contribution to local employment | Dialogue with Employees, Right Performance Management, Improvement Program According to the Survey Results |
| Equal Rights | Transparency in all processes, data monitoring mechanisms, taking opinion | Surveys, Evaluation Mechanisms, Information Disclosure, Dialogue |
| Dialogue with Employees | Open and transparent communication, direct dialogue platforms with senior management | Open Door Meetings, Suggestion Systems, Surveys |

¹⁹Doğuş Otomotiv Human Resources and Employees and Decent Work Policy is available on <http://www.dogusotomotiv.com.tr/en/corporate-responsibility/corporate-responsibility/corporate-responsibility-strategy.aspx>

Employee Health and Safety



An Employee Health and Safety (EHS) Committee consisting of 9 persons oversees Occupational Health and Safety at Doğuř Otomotiv. The labor force represented in the committee constitutes 7.32% of the total labor. The committee meets the last week of each month and makes a situation assessment on the issue. Doğuř Otomotiv expresses its sensitivity for occupational health and safety clearly in contracts with suppliers, and demands maximum care to this subject.

After Sales Service Officials, the After Sales Service Manager, Administrative Affairs Officer, Regional Director, After Sales Service Engineer, Nurse, Physician and Occupational Safety Specialist participate in the Occupational Health and Safety Committee meetings held regularly every month. Doğuř Oto began to utilize consulting services in addition to its own activities within the context of Employee Health and Occupational Safety in 2010.

The work site is visited by the Occupational Health Specialist before the EHS meeting every month. Hazards and deficiencies are observed within the framework of legal regulations, and the investigation report is submitted to the EHS meeting. The person responsible for the decisions taken, deadline, and outcomes are determined and follow-up is provided. **Annual Trainings Plan** is made for Doğuř Oto and the Logistics Unit; trainings are delivered within the frame of this plan. An Individual Record of each Employee's Personal Protective Equipment is maintained, so the change of all protective equipment can be observed over time. Following an accident at Doğuř Oto or the Logistics Unit, an **Internal Communication Form** is filled up and the causes and corrective and preventive actions are determined. **Near Miss Accident Training** is delivered at the same sites of operation. Relevant forms are available at dining and rest areas and feedback is taken from employees.

Employees

Regular measurements and reporting are as follows:

- Health surveys and reports within the scope of heavy and dangerous work
- Quarterly checks of lifting tools
- Noise measurements
- Ambient air measurement
- Measurement of heavy metal
- Measurements of thermal comfort
- Measurements of electrical equipment grounding
- Control and measurement of lightning conductors
- Measurement of lighting
- Completion of the security marks
- Carrier inspections

Doğuş Oto

Employee Health and Safety (EHS) Committees were established at all Doğuş Otos in September 2010, in compliance with the 80th Article of Labor Law and the Regulation for Employee Health and Safety Committees. The EHS Committee meets regularly once a month on a predefined day. EHS Committee meetings are chaired by the Doğuş Oto Regional Director.

Participants include Regional Director, After Sales Services Manager, After Sales Services Engineer, Administrative Affairs Officer, Workplace Physician, Occupational Safety Specialist, Workplace Nurse and Division Foremen.

Ateliers are visited by Occupational Safety Specialist and Workplace Nurse on a monthly basis and necessary actions to be taken are followed up. Decisions taken in the previous meetings are reviewed from the meeting minutes and compliance of the cases assessed, and new problems, if any, are discussed.

An Annual Evaluation Report is prepared and sent to the Ministry of Labor and Social Security of the Republic of Turkey at the end of the year.

Activities within the EHS Context

- a) Annual Training Plan is prepared and training sessions are delivered to employees by the Occupational Safety Specialist and Workplace Physician (Occupational Health and Safety Basic Training, Accident Near-misses, Physical Factors, Ergonomics - Work-Related Musculoskeletal Disorders, Working with Lifting Equipment, etc.).
- b) Personal protective equipment in EN Standards most suitable for their work is provided to the employees.
- c) Internal Communication Forms are filled up after accidents at work, as the accident causes and corrective-preventive actions are determined. Annual Work Accident Follow-up Forms are used to track the rate of occupational accidents per employee and the number of days with work accident.
- d) "Near-Miss Accident Form" was created to enable employees to give feedback against potential EHS risks. "Near-Miss Accident" boxes were put into places easily accessible to employees (in workshops, dining hall entrances).
- e) "Hot Work Permit Form" is filled in for risky transactions, like welding, to keep job security and the risk of fire under control.
- f) Employee Health Risk Analyses were conducted for all Doğu Otos in 2006. A Corrective and Preventive Activities stage was opened in 2008 and closed in 2009.
- g) All employees in mechanics, bodywork and paint gained Certificate of Vocational Education, within the frame of "Vocational Training for Employees in Heavy and Dangerous Works".
- h) First aid training was provided to employees in accordance with the law.

Seminars related to epidemics and other aggregate diseases are provided for employees at Doğu Otomotiv. A one-hour seminar about Healthy Nutrition and Diet was organized with the participation of expert speakers at Doğu Otomotiv in 2011.

Dealer Development Department and Regional Directors follow the safety equipment that atelier employees should use and the implementation of rules concerning their use pursuant to the occupational safety instructions at Authorized Dealers and After Sales Service Centers.

Additionally, health screenings to the cleaning staff working at Doğu Otomotiv are planned for 2012.

Employees

MOVE THE WORLD

The world tour to draw attention to the fight against HIV/AIDS, Move The World, sponsored by Volkswagen Commercial Vehicles in July 2011, was hosted by Doğuş Otomotiv.

Under the leadership of the famous German activist Joachim Franz, the team came together with Ministry of Health of the Republic of Turkey officials, journalists and representatives of non-government organizations at the meeting held by Volkswagen Commercial Vehicles at Volkswagen Authorized Dealer Avek with the participation of Positive Life Association.



Occupational Disease Prevention Training for Blue Collar Warehouse Employees

In 2011, 568 man/hour training was delivered to a total of 71 persons employed by Doğuş Otomotiv and Gebze Service Center concerning risk factors occurring due to “heavy work conditions” in the warehouse. The training aimed to teach how to avoid disorders, halt the progression of existing disorders, move more conveniently and accurately, establish correct habits based on work responsibilities and working conditions.

One day of the training program was devoted to recognition of body segments, simplified anatomy of the spine and muscular-skeletal system, effects of gravity on the spine, the normal curves of the spine, axis of gravity and spine relations, the abnormal spine curves and their formation mechanisms, their effects on bone density, correct and incorrect postural positions, the most common work-related musculoskeletal disorders and ergonomic approaches,

preventive exercise programs based on risk groups, common musculoskeletal disorders without being connected directly to the work done.

The most common problems that warehouse employees of Doğuř Otomotiv encounter from work are the back, neck and spine disorders. An Occupational Health and Safety specialist delivered training on Occupational Health and Safety Principles, Near-Miss Accidents, Manual Handling, Health Problems Encountered in Manual Handling, Lifting and Protection Methods. Additionally, physician specialists at our facilities provided informative trainings. Warehouse employees are provided with warm-up exercises for back and neck every morning before work. The Warehouse Employees were inspected in the working environment by the EHS Specialist and Warehouse Authorities; movements that pose health risks during work are minimized. Evaluations by members of the EHS committee, deficiencies, and the tasks done are documented in the monthly meeting minutes. In addition, Warehouse Employees had back and neck X-rays taken at the annual periodic health screenings. Screening results were evaluated by the Company Physician and each employee was examined again.

Work Accidents

The total elimination of work-related accidents and establishing preventive mechanisms are priority; and monitored within the context of Doğuř Otomotiv’s Employee Health and Safety responsibility performance. Our goals in this regard are zero accidents and maximum information relays. There have been no accidental deaths to employees during the year at Doğuř Otomotiv and Doğuř Oto. The rate of lost days due to accidents is 162 in total at Doğuř Otomotiv and Doğuř Oto.

Equal Rights

The 4th clause of Doğuř Otomotiv Ethical Principles states under the heading of **Justice and Equality**: “We treat all of our stakeholders and each other justly and avoid discrimination.” Doğuř Otomotiv policy regarding “Employees and Decent Working Conditions” is applied without regard for religion, language, race, color, gender, age, ethnic origin, disability, citizenship, or other social status by statutory provisions.

Doğuř Otomotiv treats all employees equally and considers their rights with the same equality understanding. The efforts for the Doğuř Otomotiv Code of Ethics were initiated in 2011, which will clarify the issue in detail, and explain the Company’s approach to Doğuř Otomotiv employees more clearly with related case examples .

Employees

E-learning training with regard to human rights, including discrimination and equal opportunity, was added to the Company's intranet system; all employees have completed this training.

The job stratification infrastructure forms the basis of the remuneration system. Job stratification is determined for positions within the Company considering the magnitude of the assignment and remuneration is decided for those levels after market research and internal analyses. This system enables the remuneration to be the fair within the Company and competitive in the market. Gender is not considered in determination of salary or performance studies. Doğuř Otomotiv principles and policies forbid any kind of discrimination. Salaries of female employees are 2% higher than salaries of male employees at Doğuř Otomotiv.

Communication with Employees

Each Doğuř Otomotiv employee can communicate directly with his/her manager any time. Executives and senior managers share information about the Company's activities and operations at the Management Information Meetings every three months. All Doğuř Otomotiv employees are welcome to attend Communication Meetings organized by Human Resources Department to share HR processes when there is a change, and at years' end. Additionally, information about the Company is shared with the employees via intranet and e-mails on a regular basis.

Management Briefings

Management Briefings are held quarterly and include the participation of managers and upper level executives within the body of Doğuř Otomotiv to share information. Doğuř Otomotiv's periodical financial performance information is shared and other information related to the Company's achievements and future goals is communicated. Future plans of the brands under Doğuř Otomotiv distributorship, and new projects to be implemented strategically within the Company are submitted for the information of the executives who then relay information on the Company's vision and plans to their teams, sharing the Company's road map with all Doğuř Otomotiv employees transparently. Approximately 55 managers and upper level executives participate to the management briefings.

Doğuş Intranet

Doğuş Otomotiv facilitates rapid access of the employees to any information through the rich content of intranet, which is among the most important internal communication tools for Doğuş Otomotiv employees.

Doğuş Otomotiv intranet usage statistics for 2011 are as follows:

Number of visits: 1,456,691

Page Views: 2,536,726

Pages/Visit: 1.74

Employee Suggestion System

Through the Suggestion System, established to provide systematic evaluation of employees' suggestions to improve businesses processes and support the employees' contributions to the Company, 576 suggestions were received in 2011: 72 from Doğuş Otomotiv and 504 from Doğuş Oto. 175 of these suggestions were adopted (33 from Doğuş Otomotiv and 142 from Doğuş Oto), resulting in annual savings of TL 165,000.

Additionally, studies arising from 10 of the suggestions were completed and put into practice in 2011. The Suggestion Committee awarded prizes for 9 suggestions.

A major effort was made to renew the suggestion system in 2011, to make it more convenient, easier and more user-friendly. Among the new features of the renewed suggestion system:

- Supporting documents can be shared on the system.
- Any criterion - even a single a word - can be queried regarding any suggestion made till today.
- The steps after suggestion approval can be followed through the system.
- Every phase regarding a suggestion can be accessed from a single source.
- All evaluator notes, project statements, documents, returns, cost information, reports, and statistical data are also available.

Employees

Employee Benefits

The Dođuş Otomotiv Basic Rights and Responsibilities Procedure clearly states that all full-time Dođuş Otomotiv employees have the same rights; each employee is a key stakeholder of the Company. Health and life insurance, meals and transportation services are social rights available to all employees.

The Turkish Labor Law with regard to notification of employees prior to significant operational changes directly concerning them, and notice of termination, are as follows:

0-6 months seniority: 2 weeks

6 weeks - 1.5 years seniority: 4 weeks

1.5 years - 3 years seniority: 6 weeks

Over 3 years of seniority: 8 weeks

Employee Development

Taking into consideration open-for-improvement aspects of Dođuş Otomotiv and Dođuş Oto employees, development plan is prepared and trainings are provided in this context. These training programs are: General Manager Development Program, Director Development Program, Development Program for New Managers, Management Development Academy Program for the development for current managers, Executive Development Program for the executive profile and Potential Development Program for the high profile employees.

In addition, Internal Training Program was implemented to enable current employees to share their know-how and support them to develop a trainer identity within the context of career development.

Cooperating with Sabancı University, Bilgi University, Bahçeşehir University, Koç University and Yeditepe University, special discounts are provided for employees who want to enrol in masters' and doctoral programs.

A Values Training Program covering all levels at Dođuş Otomotiv and Dođuş Oto was also provided in accord with the need in 2011. Performed first at Bursa Region by Dođuş Oto, "Journey of Change" training is planned to expand to all geographical regions.

Internal Trainer Project

Doğuş Otomotiv Group initiated the Internal Trainer Project to enable the continuity of employee development even under changing working conditions, to increase motivation and loyalty and to communicate personal know-how to other employees, in November 2009.

Within the Internal Training program, 18 training sessions were executed and 160 man/day, 1,280 man/hour training was provided for 160 participants in 2011. The most important contribution of the program was the sharing of experiences and increasing of communication.

Internal Training Program is planned to continue, adding new internal trainers and trainings, every year.

Journey of Change

The purpose of Journey of Change training is to explicate to participants that change and transformation are never-ending processes in a competitive world, and that institutions aiming for excellence have to be renewed constantly. Topics cover the role of the participants in this process leading to the objectives of the organization, and how they can gain managerial skills to play this role (establishing effective communication, motivating himself/herself and his/her team, performance, motivation, managing through feedback and coaching). Subjects such as Professional Stance, General Communications, Customer Relations, Over-the-Phone Communication, and Meeting & Target Management were discussed in a detailed and practical way within the trainings, in which all Bursa Region employees participated. A total of 215 persons were given training during 20 days.

Employees

Authorized Dealers Development Academy

Doğuş Otomotiv organizes programs for development of not only its own employees but also business partners. Doğuş Otomotiv included the owners of all Authorized Dealers and After Sales Service Centers in “Authorized Dealers Development Academy” program in 2011. This program is projected to cover all employees of Authorized Dealers and After Sales Service Centers in the coming years. The program consists of 3 modules. The training subjects in these modules were prepared by conducting needs analyses and questioning the expectations. Along with the decision to proceed on an academic platform, it was decided to cooperate with İstanbul Bilgi University while preparing the educational content of the programs. General information on Corporate Responsibility and Doğuş Otomotiv’s policies are added to the trainings under a module. 102 persons from 67 Authorized Dealers participated in the trainings by the end of the first phase. The delivery of these courses to other professionals within the Authorized Dealers network is planned for 2013.



Performance Management

At Dođuő Otomotiv and Dođuő Oto, personal goals are determined in accordance with Company goals and strategies at the beginning of each year. If the departments have common projects with IT, the coordination is provided prior to goal setting process. Before each goal setting and evaluation process, meetings are organized with target expansion teams to ensure the smooth functioning of the process.

Dođuő Otomotiv determines common goals for General Managers as well. The same targets and weights are used for the same positions. During the evaluation period, support is provided by members of Target Expansion Teams at each of the brands/departments and regions, for the recording and revisions of the targets. The main duty of this team is to support the Human Resources Team ensuring a healthy process in accordance with the schedule.

Performance evaluation results have direct impact on the employees' overall income in both companies, and are taken into account in assignments, promotions, and preparation of development plans.

To reward individual performance at shorter intervals at Dođuő Oto, an employee of the month is selected at Sales/Support Function and After Sales Services separately for each region. TL 330 cash awards are given to the employees of the month. Also, employees of the year are selected from among the employees of the month at the end of the year.

Employee Loyalty and Satisfaction

Employee loyalty and satisfaction is measured and followed regularly through biennial research. An informative presentation related to ESS (Employee Satisfaction Survey) was presented to the Board of Directors, Executive Committee, Directors and Managers in 2011. Subsequently, actions were determined about the issues to be improved related to ESS in departmental and regional workshops at Dođuő Otomotiv and Dođuő Oto. All employees were informed about ESS results and the programs to be implemented were decided. Publication of a booklet containing quotations from the interviews with employees about the values is intended for 2012; the related activities are initiated.

Employees

Mother - Baby Policy

Working mothers are valued at Doğuř Otomotiv and studies on this subject are carried out according to the needs. Salaries of the employees are paid in full, without any deduction, within the period specified in the incapacity report. After the Maternity leave, employees are allowed one and a half hours per day for breast-feeding until the child reaches the age of one, as determined by the Labor Law. The employee determines herself at what times and how much of this period to use, and this period is counted in the daily working time. A breast-feeding room in the Company is also available for the mothers' use during working hours. Mothers can also connect to monitoring cameras in their homes via company computers through a software configured in the Company. In this way, mothers can follow the condition of their babies during the day and thus be much more peaceful and productive in the business environment.

Employee Volunteerism

It is among our primary goals in community engagement and human resources that our employees, conscious of their social responsibility, participate in voluntary programs to contribute to the society in which they live. The preparations within the Company in this regard continued in 2011. Implementation of the volunteerism concept adopted by all employees for the long term and benefiting all parties requires a learning process. So studies to begin a voluntary program of which strategy, objectives and implementation plan were completely determined will be realized in 2012.

A Voluntary Program Survey to ask the employees' opinions and suggestions occurred in 2011 as a part of stakeholder expectation analysis. Employees' views were asked to suggest volunteer programs that would include all employees of Doğuř Otomotiv and be permanent, and programs were determined that took the Company focus areas into consideration as well.

Within the scope of voluntary programs in 2011, all materials needed in both school and home environment (from clothing to stationery products, from books to sports equipment) were gathered by our employees and delivered to ayirova Sevgi Evleri, which tries to create a family environment for approximately 60 orphan children. In addition, life coach sponsorship of a child through the Koruncuk Foundation was provided, meeting all cash costs like education, clothing, social activities, and courses.

Within employee volunteerism programs carried out under Traffic is Life!, three viral movies were shot drawing attention to traffic safety, in which our employees played voluntarily. The production of the movies was completed and they were released on social and digital media, as a part of our ongoing community awareness activities relating to traffic safety. Additionally, in the movie developed as a public spot in collaboration with the General Directorate of Security of the Republic of Turkey, celebrities participated together with our volunteering employees.

Human Rights

Doğuş Otomotiv is committed to compliance with the United Nations Global Compact and all global voluntary codes regarding human rights (including the Universal Declaration of Human Rights) and to integrate the concept of Respect for Human Rights with all business processes, with its Human Rights Policy. Doğuş Otomotiv is proud of being one of the first Turkish companies that has publicly announced its Human Rights policy in Turkey.

There are no unions at Doğuş Otomotiv. Our employees have freedom of association. There are no restrictions to the subject.

Security staff working in our Company were provided human rights training in 2011.

Employees

Human Rights at Suppliers

Doğuş Otomotiv demands from the third parties with which it works that the provisions of human rights be honored, and their activities are executed in this direction. There are clauses for the prevention of child labor and of uninsured employees in contracts signed with subcontractors; these clauses will be added to the criteria for supplier selection and evaluation, to be reviewed in 2012. Suppliers signed a supplementary protocol including human rights in 2011. The **Doğuş Otomotiv Business Ethics Principles** were added to the appendix of all agreements and approval was taken from all suppliers. The mentioned agreement was signed by 100% of our suppliers in 2011.

No unfavourable situation regarding child labor/forced labor was encountered during physical audits of suppliers in 2011. 22 suppliers were visited in total in 2011 and the results were reported. The issue of child labor will be added to our criteria for supplier audits in 2012 and be strictly followed. During the audits, the working conditions of the employees of our suppliers were investigated and no problems were observed. Feedback from employees at the interviews indicated no unfavourable situation. The audits also control the training provided to employees, and necessary measures for employee health and safety, by the suppliers.

Doğuş Otomotiv brands also show sensitivity regarding these issues at the third parties they work with.

Doğuş Otomotiv Servis ve Ticaret A.Ş. Business Ethics Principles

In keeping with The United Nations Global Compact and Doğuş Otomotiv Servis ve Ticaret A.Ş. Corporate Social Responsibility Policies, Doğuş Otomotiv Servis ve Ticaret A.Ş. expects its business partners in the value chain, the suppliers of services and goods, to show common sensitivity in the following issues:

Employee Health and Safety

Health and safety of our employees is most material issue. We target zero accidents in all business processes and take measures at the highest level to secure the employee safety.

Human Rights

We respect human rights at all phases of our business processes and treat all of the stakeholders and employees equally without discrimination on the basis of gender, age, religion, language, race, ethnicity etc. in any condition.

Child Labor and Forced Labor

We do not employ child labor in any phase of our business processes. We do not create conditions of employment violating human rights, laws and regulations, and show highest sensitivity to these issues in our audit/control processes.

Responsibility to Ecological Environment

We take all measures to minimize negative impact due to our operations on the ecological environment in which we live, and obey the respective laws and regulations definitively. We use the natural resources (water, energy) efficiently and attach maximum importance to waste management.



Customers

Customers

Doğuş Otomotiv's customers are key stakeholders of the Company. We know that our customers' satisfaction from our products and services is the most important factor to our brand reputations and determine all our business processes and policies accordingly.

Since product and service responsibility is the foundation of customer satisfaction and loyalty, our Product and Service Responsibility Policy was prepared and announced to the public in 2011. Annual surveys to learn our customers' expectations from our Company and to enhance our service quality via customer satisfaction are conducted every year.

| Focus Area (Social Responsibility) Product and Service | Goal | Method |
|--|--|--|
| Customer Health and Safety | International standards of service and a full, accurate and timely information disclosure | Process Management, Audit and Controlling Mechanisms, Disclosure, Dialogue, Training |
| Training and Disclosure | Informing the stakeholders effected from our products and services, trainings in cases of need | Dialogue Platforms, Safe and Economic Driving Techniques Trainings, Indicator Rooms, Being a Role Model |
| Customer Satisfaction | Trust, loyalty, service beyond expectations | Choosing the Right Equipment, Reasonable Price, Right Launch, Authorized Dealers and Service Centers Trainings, Informing the Customer |
| Responsible Marketing | Responsible communication techniques, accordance with OEM expectations | Responsible Approach Beyond the Laws and Regulations, Preliminary Evaluation and Follow-up of the Global Voluntary Codes |

Customer Health and Safety

Health and Safety Applications of Products and Services

Procurement

Products are ordered by the procurement department after the samples and conformity of the products have been controlled by both the procurement department and the demanding department, and products are individually checked upon delivery. Product criteria selection is made by the each of the brands.

Logistics

Doğuş Otomotiv Logistics Unit requires certain documents (TÜV²⁰, MSDS²¹, E Mark²²) when contracts are drawn up with suppliers, according to the nature of product, and the suppliers sign **Doğuş Otomotiv Business Ethics Principles** as an appendix to all agreements.

²⁰TÜV is an international research, examination and accreditation organization. It is authorized to give the so called "E Mark" document related to the usability of any product in the automotive industry (and many more sectors). Besides, it controls the compliance of the products with ISO/TS 16949 standards, states in the result report which vehicles the mentioned products can be used within.

²¹Material Safety Data Sheet (MSDS) is the document that indicates the product's compliance with the occupational safety standards. It includes procedures for how to work safely with the mentioned product, information about employee health and damage given to the environment. As this data may include physical properties of the product (melting point, boiling point, burning point etc.), it may also be information such as toxicity, reactivity, storage, disposal, protective equipment, and so on. Content may vary from country to country.

²²E Mark is a certification system which shows that vehicles and parts on European Union highways meet the required conditions; the responsibility to meet these conditions belongs to the manufacturer. For the certification, a product's compliance is tested by an accredited laboratory and sent to the European Union member government, where the laboratory is present, for approval. Before the tests, technical file of the product should be prepared and one copy should be delivered to the laboratory and one to the government that will give the approval. Preparation of the technical file is made by either the manufacturer or the organization which gives consultancy service. Subsequent to approval, the number or code provided by the European Union member government is marked on the product in the specified way.

After Sales Services

A seminar on accident coordination' was organized by Dođuş Otomotiv After Sales Services Department in 2011. One claim agent from each Authorized Dealer and After Sales Service Center participated in this seminar as representative. Accidents, safe driving, high-quality repair of damage, the Traffic is Life! Program, seat belts and air bags were among the issues dealt with to raise vehicle drivers' safety awareness on these issues were users of vehicles. Pocket guides were prepared to introduce warning and information symbols of vehicle indicator panels were introduced and offered to customers in after sales services. Brochures that explain driving safety, the importance of various operating items to human health (parts coming to the end of life as being consumed during the lifetime of a vehicle, consumed due to erosion, aging vehicle parts, etc.) were prepared and sent to the Authorized Dealers and Service After Sales Service Centers to deliver to our customers.

Dođuş Otomotiv has a clean record with regard to legal compliance related to supply and use of the products and services; there have not been administrative, legal or financial penalties due to incompliance with laws and regulations in 2011.

Maintenance Time Reminder Application: Vehicles should have maintenance done at least once a year or at certain mileage, in order to prevent fuel consumption increases and dangers that may occur due to worn-out or end-of-life parts. We remind our customers of the maintenance times via call or sms, assuring them with efficient and safe use of their vehicles like the first day.

Number of Calls for Reminding Maintenance Time: 16,525

Number of SMS' for Reminding Maintenance Time: 138,000

Inspection Time Reminder Application: Safe and efficient operation of vehicles in traffic is also followed by the Ministry of Transportation. In this context, all vehicles in the traffic must be inspected on a regular basis. We remind our customers of the inspection times via call or sms, and explain that if they wish, we can check their vehicles prior to their scheduled inspections, thereby pre-empting any deficiencies.

Customers

Number of Calls for Reminding Inspection Time: 6,203

Number of SMS' for Reminding Inspection Time: 28,000

Traffic Safety Awareness Activities

Doğuş Otomotiv, in order to spread its understanding of traffic safety to all stakeholders, executes a series of target-based projects. Within this understanding, we reviewed vehicle delivery procedures and added traffic safety clauses to them, to ensure that Authorized Dealers communicate basic information about traffic safety one more time during vehicle delivery to our key stakeholders, the customers, before they move into traffic.

Health and Safety Practices by Our Brands

Volkswagen Passenger Cars

Volkswagen Passenger Car models aim to secure maximum customer safety through the best safety systems, active and passive, of the industry and their bodies are made of high-strength steel. Through this high level safety, the Polo, Golf, Jetta, Passat, Scirocco and New Tiguan models which are still on the market were awarded 5-stars in the EuroNCAP crash tests.

Since the launch of Polo model, the ABS brake system, front seat belts with active tightening, front airbags and ISOFIX child seat anchorage sockets are offered as standard. In the Golf model, seven airbags providing passive safety are standard, the optimum for vehicles of this type segment. In the Passat, New Volkswagen CC and New Tiguan models, dangerous situations such as driver distraction are identified in advance by the Fatigue Detection System.

In addition, the 4-wheel drive 4Motion system, used in the Touareg, makes this large off-road vehicle's road-holding almost perfect. This drive system is also used in Golf R and Scirocco R, which as sports cars require high cornering ability. Touareg is able to distinguish the characteristics of the ground and adjust the behavior of the brake system accordingly via ABS Plus.

We aim to raise the consciousness of our customers about proper use of the entire security infrastructure and systems so they can enjoy maximum benefit from the potential offered by the vehicles during any difficult situation. Additionally, sales and service teams regularly attend

relevant training programs, to keep their information levels up to date and thereby raise the consciousness of the customers. Also through Volkswagen Driving Experience organizations, our customers can receive training about safe driving techniques under different driving conditions. Within this context, life-saving techniques are taught through theoretical and practical trainings (accurate cornering, braking on slippery surfaces and avoiding hurdles). Customers are also given the opportunity to participate in test drives under conditions which activate systems like ABS, ASR and ESP, and experience active safety conditions.

Asbestos-free brake and clutch linings, and fluids not detrimental to human health, have been standard on Volkswagen Passenger Car models for many years; this also protects the health of maintenance staff.

Audi

The philosophy of being “technologically one step ahead” is the main point guiding all activities of the Audi brand. In developing a new vehicle, many crash tests are performed first on the computer, and then with real automobiles, at the Audi safety centers. Our engineers assess the tests they have performed as well as photos and films of real accidents taken by scientists and accident research engineers of AARU-Audi Accident Research Unit. These development processes over the years, and thousands of miles of testing, provide users with the highest quality in security, technology and comfort issues. The support systems offered as standard/optional at the Audi models help to achieve the target with a more secure way.

Night Vision Assistant: An infrared camera on the front of the vehicle allows the driver to detect pedestrians in places with poor lighting on the driver information screen. If the system detects a risk of collision, it gives both audible and visual warning.

pre-sense basic includes various preventive passenger protection systems that are activated in critical driving situations. Among them: tightening front seat belts, switching hazard warning flashers on, and closing windows and sliding roof.

pre-sense plus: When the Audi ‘side-assist’ and ‘adaptable cruise control’ systems are ordered together, they are delivered as integrated in the system. In addition to the functions of pre-sense front system, pre-sense plus activates Audi braking guard when a collision

Customers

is unavoidable and starts a full braking to reduce the severity of the collision as much as possible. The vehicle can be stopped fully within the limits the system.

Side Assist: Audi Side Assist helps the driver with blind spots when changing lanes.

Lane Assist: Audi Lane Assist allows the driver to remain in the same lane.

SEAT

Ibiza, Altea XL and Alhambra were among SEAT models awarded 5-stars in the EuroNCAP crash tests. In the Ibiza model the ABS brake system, front seat belts with active tightening, front airbags and ISOFIX child seat anchorage sockets are standard. In the FR model of Leon, ESP and 8 airbags are standard. High safety standards are met with 9 airbags, standard in the Alhambra model.

Volkswagen Commercial Vehicles

Put on the market in May 2011, Amarok is the representative of Volkswagen in the pickup class. It offers advanced safety and comfort equipment as standard. A “special guidance system” offered by only Volkswagen Amarok within the class, steps in terrain and provides greater ease by minimizing vibration of the gear lever. Another feature available at Amarok is the locking bar system, which prevents shifting into the wrong gear. This feature prevents driver error and protects the transmission in tough road conditions. Other features that set the vehicle above its competitors offered as standard include off-road ABS, automatic hill ascent and descent assistance and ESP features. The Off-Road ABS system is enabled by pressing a button and creates the effect of chock by forcing the vehicle to hug the ground on terrain and gravel roads, and significantly reduces braking distances. Thanks to this feature, Amarok can stop even on 45-degree hills, with a full load. Hill ascent and descent assistance is available on all versions of Volkswagen Amarok as standard as well. This system which prevents the vehicle’s sliding when the driver’s foot is off the brake does not release the brake until enough power is gained for takeoff, making hill ascent and descent easier and the risk of rollover when slipping is decreased.

New Crafter, which was brought to market in September 2011, has enhanced standard safety and comfort equipment, including a comprehensive standard safety package

including LAC (Automatic Load Adaptation Control), CBC (Cornering Brake Control), USC (UnderSteer Control), ROM (Rollover Mitigation), RMI (Roll Movement Intervention), ABS (Anti-lock Braking System), ASR (Anti-Slip Regulation), EBC (Engine Braking Control System), BAS (Brake Assist), Hill Holder (Uphill Start System), four-wheel disc brakes, front and rear anti-roll bars, signals integrated into side mirrors as well as the ESP cornering stabilization system which is standard in all Volkswagen Commercial Vehicle models.

The 'Seats' and 'Seat Belts' are among the most remarkable features of the New Crafter have undergone a series of tests. Seats, seat belts and the reliability of their connections to the vehicle were tested through push and pull tests performed by accredited testing bodies for all of the rows of seats in the car and all types of seats offered on the market, in accordance with international regulations; the tests were successfully concluded.

A special film shot with regard to ESP is displayed continuously on plasma screens in showrooms, for customer awareness, and informative messages about the superiority of models in environmental and safety issues appear on the Facebook page of Volkswagen Commercial Vehicles.

Scania

The driver is the most important player in any transport operation for Scania brand. A driver who enjoys the job and feels at ease works much more efficiently; this has an immediate and obvious impact on the operating costs, road safety, and the environment.

Scania vehicles have proven that they are exceptionally safe in all laboratory and real-life conditions, through continuous, detailed research, design and testing. An important part of this is due to many innovative safety and support systems that are available at each Scania vehicle.

An improved braking system, electronic stability sensors, and camera units are only a few examples of our work to provide more road safety.

Immediate response and maximum stability are the basic properties of Scania's Electronic Braking System (EBS). Scania's EBS provides the best possible control for drivers during braking. Because fast, simultaneous brake release helps to overcome "brake drag", it

Customers

provides fuel saving the same time. Brake drag occurs when brake release is momentarily delayed on some axles (a traditional pneumatic braking system reacts more slowly than electronic controller). EBS provides balance in any road condition and eliminates much of the unnecessary stress that occurs during emergency stops. With Scania's electronic braking system, vehicle stability is maintained even in emergencies.

Scania Electronic Stability Program (ESP) actively supports the driver in times of risk from shearing, slipping or rollover of the vehicle. Emergency situations and/or inappropriate speed can lead to an imbalance of the vehicle. The driver's momentary loss of control is very dangerous especially in tractor and semi-trailer combinations. Scania ESP, by following the basic stability parameters and automatically triggering appropriate controls, greatly increases driving safety. The system is present in all 4x2 tractors equipped with electronically controlled disc brakes. ESP is designed to provide stability on wet and slippery surfaces, and on twisty roads where the vehicle is at risk of rollover.

Scania brand regularly follows any vehicle recall campaigns as well.

- Scania Engines meet all national and international standards relevant to exhaust emissions. These include not only the today's standards, but also the foreseeable standards which will come into force in future.
- Scania's main policy is to consider the environment and to promote the legalization of international emission standards.
- Cabin safety is important for Scania.
- Active safety is for making vehicle driving as safe as possible, minimizing road risks, collisions and other accidents that can cause injury. Active safety is focused on giving the driver better feedback and control. For this purpose, Scania continuously works to improve the view, driving, braking and balance.
- Passive safety focuses on the design aspects that minimize the results from collisions, i.e., the results affecting the driver and other passengers. Structural integrity, placement of indicators, and deployment of striking forces are included in this.

-
- This dual approach creates an effective protected area around all the drivers against both the risks and the consequences of driving accidents.
 - Scania Driver Training can help even the most experienced drivers in more economical and safe driving. When these trainings are efficiently realized, about 10% savings in fuel and a significant reduction in emissions result. In addition, tires last longer, the power transmission system lasts longer and the vehicle consumes less oil.
 - Scania has focused on optimization of emission levels, and the balance between the economy and performance, with engine research and development activities carried out over the years.
 - All turbocharger-cooled Scania industrial engines used for mobile applications, except overland, comply with Europe 97/68/EC and USA exhaust regulations in accordance with ISO 8178.
 - Environmentally friendly Scania marine engines ensure compliance with IMO and other important emissions regulations.
 - A perfect flow of gas is allowed with the 4-valve technology and the ideal combustion chamber design positioned as the center with unit injectors. As a result, exhaust emissions remain within limits, while much lower fuel consumption is achieved.
 - Scania's modular engine design system is conducive to engines causing less harm to the environment.

Krone

"CODE-XL" certification, the highest European load safety standard is a norm Krone maintains. The fact that Krone can provide more load safety than its competitors is explained to customers in detail, and stated in the information materials comprehensively.

In the event of recall campaigns resulting from the moving components of the vehicle, common strategies are implemented by sales, after sales services, and Authorized Dealers and After Sales Service Centers to reach the customers in the shortest span of time.

Customers

Doğuş Oto

Water-based paint is used for the paint processes which are included in the after-sales operations. Risk analyses are performed in consultation with occupational safety specialist. And necessary measures are taken regarding employee health and safety.

Doğuş Oto completes the PDI²³ (Pre-Delivery Inspection), conducting a detailed inspection on newly sold cars before delivering them to customers. All vehicles coming out of after sales service get a final check on the engine, the inside and underside of the vehicle, and a general check. They are also cleaned inside and out before delivery to the customer.

Automatic mobile messages are sent to the owners of all vehicles whose tires are more than 4 years old, and/or passenger cars with more than 40,000 km and commercial vehicles and all-terrain vehicles that have more than 20,000 km. Reminder mobile messages are sent for vehicles whose traffic inspection date is close or maintenance date has come. On delivery, all customers are given a user's manual and provided with the features of the vehicle in detail.

Informative brochures are available in all After Sales Service Center waiting lounges and vehicle admission areas to provide information on fuel saving, warning signs on the display panel, used vehicles, security systems, pets, and child safety.

Customers are not allowed inside the atelier of the After Sales Service Centers, but all ateliers are surrounded by transparent glass, so processes can be easily followed by customers in waiting rooms.

Recall campaigns forwarded by the distributor are exercised. As a result of recall campaigns, 19,807 vehicles are processed in 2011.

In case of a breakdown or damage, Doğuş Oto service is immediately available to customers 24 hours a day, 365 days a year, with 15 tow trucks and 14 emergency assistance vehicles.

²³ PDI (Pre-Delivery Inspection): General control of new vehicles prior to delivery, and their maintenance if necessary.

Accurate and Timely Information about Products and Services

Volkswagen Passenger Cars

Volkswagen Passenger Cars continuously improves communication with customers in terms of product and price information, by developing methods that are easy to understand and to access. The most detailed information on the entire product range is available in carefully prepared catalogues and on the website (which was visited by 10 million people in 2011), and the mobile website. Price lists are available both in showrooms and through the virtual environment are prepared with the generally accepted use of the automotive industry, avoiding complexity as far as possible; therefore they have a structure which the customers are familiar with.

Volkswagen Passenger Cars has accessible and available channels for feedback from customers that can be found easily. In addition to the traditional call center and info e-mail channels, an online “Live Support” module, which was brought to service over the website in 2011, enables customers of Volkswagen Passenger Cars to reach call center staff 24/7; this module makes it possible to establish direct communication with our trained and knowledgeable customer relationships employees and thereby provides satisfactory answers in a faster and more effective way.

Audi

As a distributor, we communicate all information about the product contents to customers prior to the vehicle sale, both on the website and via catalogues. Our customers can also find the catalogues on the website as pdf documents. All price lists are available on our website and, if the customers prefer, also accessible at Authorized Dealers. Additionally, customers can find information related to optional equipment through the car design application on our website.

SEAT

SEAT follows a clear, transparent, and understandable method in providing product and pricing information. Product features and pricing information of all products are available at showrooms, website, catalogues, and brochures. Our website was visited by approximately 2 million people and 2,382 catalogues were downloaded from our website in 2011. Customers can also contact SEAT Customer Services via SEAT info.

Customers

Volkswagen Commercial Vehicles

Volkswagen Commercial Vehicles offers service at all channels where the customers are, in accordance with the target group, relays necessary information on products and campaigns. The simple and understandable price list is on the website and is frequently visited by all customers. Marketing activities for all products are simultaneously carried out on the Facebook page, and feedback gathered is instantly relayed to the Customer Relations Department and the Authorized Dealers.

Scania

Scania brand uses clear, transparent and understandable pricing methods. All customers get detailed product information during vehicle delivery. Also, safe and economic driving technique training is provided to approximately 500 drivers each year. Customer Satisfaction Surveys are made for Sales and After Sales Service customers to measure Scania brand customer satisfaction on a regular basis. Customer complaints are communicated through the call center and followed up by Regional Brand Managers as well.

Krone

Detailed photos and information about the products of Krone brand are available both on the website and in the visual catalogues. Our price list can be found on the internet and in the monthly magazines of the sector's media. Customers get detailed information during vehicle delivery. Customer Satisfaction Surveys are performed; the results and improvements are followed by Regional Managers.

DOD

DOD's pricing module is obtained through analysis of data on approximately 30,000 vehicles of various brands and models on the market, and is continuously updated. Consumers are informed with the support of DOD's pricing specialists through a clear, transparent and understandable structure on the www.dod.com.tr. Additionally, consumers are given the opportunity to determine the actual value of their own vehicle, taking into consideration the vehicle's mechanical and bodywork-paint conditions, via the "virtual expertise module keyDOD", a first in Turkey. The evaluation processes executed at DOD sales points and their results are shared with the consumers transparently. Detailed information regarding the

details, past and current situations of a vehicle, is communicated during the vehicle sales. Any information with regard to changed and/or repainted parts of all the vehicles put up for sale at DOD is noted clearly on the vehicle and on the vehicle information section of www.dod.com.tr. The results of the mechanical evaluations are shared with the customers, as well.

Customer Information Security

Within the Turkuaz System, developed exclusively for Dođuř Otomotiv services and processes following careful research, conveys the rules of confidentiality and sharing of customer data in a strict and detailed way. Authorized Dealers and After Sales Service Centers are authorized to access only the part of the customer data recorded by them. Employees of other brands within the same corporation are not authorized to see each other's customer data either. Authorization to access customer data is not given to every employee in the Company; the manager of the employee must approve the authorization request.

Role-based authorization model is applied for each user of Turkuaz. Users can see only the transaction pages which are appropriate to their operational roles. Pages, processes and functions which are not attributed to their roles are hidden from users. The brands which each user is authorized to see and operate in the customer data are also considered system-wide. The rights of users authorized by more than one corporation can be defined separately for each corporation.

The hosting of application and database servers is protected by expert staff. Access of the Authorized Dealers and business partners to any application is provided through the special VPN access under security.

The Turkuaz application and database are audited by various control mechanisms on a regular basis quarterly, wherein security elements such as access to the application, user management and authentication, database access, and compliance with defined processes are scrutinized by independent experts.

Strategic Marketing, Corporate Communications, Brand Sales and After Sales Services Departments each carry out customer communication and permission marketing activities at Dođuř Otomotiv.

Customers

Permission-Based Marketing

Doğuş Otomotiv has been carrying out its electronic commerce communication, with the permission of its customers, since 2009.

Sales and after sales service advisors take written permission from customers coming to the Doğuş Otomotiv Authorized Dealers and After Sales Service Centers, for the SMS/MMS and e-mails. Direct marketing occurs only within these permissions. If a customer reports that he/she no longer wants to receive marketing submissions, the permission is deactivated on the Turkuaz System. Links are available on the e-mail submissions to allow the recipient to refuse the submissions and re-define the permission information as well.

No violation of customer privacy occurred during the year

Turkuaz System

In keeping with the Company goals, new projects are developed on our value chain software Turkuaz every year, and the system infrastructure is improved continuously. Some of our significant projects realized in 2011 are as follows:

Infrastructure Change in Emergency Planning: With the improvement in emergency planning, suggestions could be distributed to different types of delivery, within the framework of a specific set of rules. In this way, a faster rate of parts supply was provided and customer satisfaction and parts availability was increased.

Wholesale Parts Sales Performance Studies: Wholesale parts sales process, which is the most comprehensive process of Turkuaz, and the management of this process constitute a very important indicator of the system's overall performance. In virtue of the system infrastructure and process improvement projects executed in this process, the number of parts orders in sales process was decreased by 75% compared to the same period of last year and the sales speed of 1,000 orders was increased by 4 times. Thus sales have been carried out more clearly and more quickly, the time required to supply parts was shortened, and the system performance was increased.

Information Transfer Automation of Direct Delivery Suppliers: Integration and automation of the information transfers we make with our direct delivery suppliers enabled much faster and more complete information sharing. Mistakes in data entries, prolongation and disruption in the process of information arrival have been eliminated in this way. At the same time, arrival times of the parts delivered directly to the Authorized After Sales Service Centers' inventories were shortened and customer satisfaction was increased through faster creation of documents.

Addition of Seasonality and Parts Sales Trend to Inventory Planning: Addition of seasonality and trend situation to calculations regarding parts statistics in the inventory planning process enabled more accurate estimates for parts inventories. This aimed to record the inventory structure for critical parts more properly, increasing customer satisfaction. An additional intention of the improvement of the inventory structure was to reduce the inventory costs and optimize the inventory turnover rates.

Preparation of the New Atelier Planning Process: Atelier planning was made in a more dynamic style, in a more central and more visual environment due to the arrangements made. Especially the adoption of the "drag and drop" method makes planning very quick and easy.

Preparation for the Transition Process to Appointment Tabular Structure: Arrangements were made to provide transition from a 7-step wizard structure to a structure which has the ability of faster transactions. The new structure allows transactions to be made much faster and the user to save time.

Process Preparation of the Automatic Approval of Warranty Requests: A structure was prepared to give automatic approvals to warranty requests that meet the specified criteria. Thus, requests that meet the criteria are automatically assessed and approved by the system.

Internet Appointments: Appointments from the appointment request page on the brands' websites drop automatically to Turkuaz for approval due to the integration studies made. Approval and subsequent processes are followed through Turkuaz. Information can be communicated via mobile messages or e-mails sent by the system.

Customers

Dashboard Project: This is a project that aims to make the daily/monthly/annual reports released via various channels within Doğuř Otomotiv displayed on an interactive dashboard for users, with easy reach on request. For this purpose, reports that were published by our Brands and by the Budget and Finance Department on a regular basis were examined and a dashboard was formed for the use of Senior Executives. Other than the reports, there are analysis tools that allow the user to make simulations using real values; it is now possible to estimate the brand's goal realization ratios before the month/year ends.

Marketing Communication

Volkswagen Passenger Cars

Volkswagen Passenger Cars (in Turkey), among the first 25 countries where Volkswagen AG is on the market, implements its marketing strategies designed in line with Volkswagen AG's vision for the year 2018, within the concept of responsible marketing communication.

Permission-based marketing communication methods are applied to the customers for our campaigns. Only customers who give permission receive information on innovations via various e-mails and mobile messages.

We also follow-up communications on digital platforms like Facebook and website, publishing the terms of use. A 24 hour crisis communication facility is staffed with employees familiar with the law, customer relations, after-sales technical support and communications.

According to the evaluations done in Turkey by Volkswagen AG, Volkswagen brand perception is above its direct competitors, among the premium brands.

Audi

Doğuř Otomotiv Audi carries out its marketing communications activities in keeping with Audi AG's vision for the year 2020.

While integrated brand communication in compliance with Audi identity is performed in every phase of marketing (including brand communication, showroom design, customer relations, After Sales and Service Center Services), the aim is to reach customers through social media, digital platforms, direct marketing activities, launches, and authorized dealers'

communication activities within the frame of permission-marketing provisions, and offer products and services for the benefit of the consumer.

SEAT

Marketing communication activities are carried out within the corporate guide of SEAT S.A. Permission marketing communication methods are utilized while informing the customers about campaigns. Information about innovations is communicated through e-mails and mobile messages, and digital platforms like Facebook and website are also used as communication tools.

Volkswagen Commercial Vehicles

Volkswagen Commercial Vehicles continued to use all available media channels in order to reach the right target group, the right venue and at the right time in 2011. Various projects were initiated to promote Volkswagen Commercial Vehicles brand in all communication channels from traditional to new media with an integrated marketing strategy. The brand has sometimes used press advertisements and sometimes exciting local promotional practices. Volkswagen Commercial Vehicles Facebook page reached a high number of followers in a very short time, and has become the brand with the second most followers among light commercial vehicle brands worldwide.

Volkswagen Commercial Vehicles (Turkey) got the highest result in brand image evaluation, according to the Turkey results of the brand image and recognition survey conducted in major European markets.

Scania

Scania Dünyası Magazine (Scania World Magazine), issued quarterly and sent directly to the addresses of the customers, is one of our most important customer information tools. Ağır Vasıta Dünyası (World of Heavy Commercial Vehicles) publication is another communication activity we carry out for our customers. It is prepared to provide information about monthly developments in the brand, and it is placed in the vehicles of the customers coming for after sales service.

Customers

DOD

In 2011, DOD concentrated on digital, as well as traditional, marketing activities and thereby increased its customer traffic through internet. The website www.dod.com.tr was renewed and exhibited with a brand new interface. DOD Bulur (DOD Finds) and DOD Satar (DOD Sells) modules were developed on the website, offering countless advantages to the user. The customers who want to buy or sell a vehicle can find support from DOD's customer representatives through these modules.

Within the context of internet communication, DOD participated in social media, publishing facebook and youtube pages, to be in closer contact with customers and listen to them better. Viral films were prepared including messages for the use of corporate companies in used car purchases, and broadcast through the social media.

In the future, DOD expects to increase its digital marketing activities and integrate them with traditional marketing activities, thereby following a more interactive strategy and listening to customers more closely.

There have been no penalties paid related to marketing communications of the brands during the year.

Customer Satisfaction

The CRM (Customer Relationship Management) department carries out CSS (Customer Satisfaction Survey) and CSI (Customer Satisfaction Index) processes in Doğuř Otomotiv. Brand Sales and After Sales Services Regional Managers implement practices and plans of action on the field. DSS (Distributor Satisfaction Survey) is conducted by CRM department and on an individual department basis.

Customer satisfaction surveys are carried out in two ways: CSS research requested by the manufacturer is carried out for Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, SEAT, and Porsche brands; CSI research is conducted by Doğuř Otomotiv itself and is carried out for DOD, Scania, Krone, and Meiller brands.

The evaluation periods may vary from brand to brand: monthly, quarterly or semi-annually. CSS surveys are performed online, and all survey responds and results can be reported to the Authorized Dealers and After Sales Service Centers and to the brands Authorized Dealers and After Sales Service Centers can see their status in real time and hence take action immediately.

CSI surveys are performed through Turkuaz System and reported to the brands on a monthly basis.

The brands' goals related to improvement of customer satisfaction differ from each other. Brands communicate their goals to the Authorized Dealers and After Sales Service Centers annually and request actions in line with these goals.

Compliance with the standard service quality can be figured out by making measurements on customer satisfaction. The surveys are performed weekly and published online (www.doguscscs.com) between 12th and 15th of each month on a monthly basis.

The overall score range is between -40 and 120. The Satisfaction questions, for all customers, are queried with the following options: Perfect (12), I am quite satisfied (8), I am satisfied (4), I am not so satisfied (0), I am not satisfied at all (-4). Response options to Control questions are either Yes or No; positive responses are given 12 points, and negative ones -4. The criteria are Customer Loyalty, Customer Retention, Test Drive, Delivery, Follow up - Communication and Introducing to the After Sales Service Staff in Sales Processes; and Customer Loyalty, Vehicle Record, Repair, Invoice, Vehicle Delivery, General and Personal Approach to the Customer in Service Processes.

CRM Scorecard: It is the monthly report prepared with the purpose of effectively rendering the CRM (Customer Relationship Management) criteria defined by Doğuş Otomotiv CRM Committee to all Authorized Dealers and After Sales Service Centers. The amount of compulsory customer information filed by the Authorized Dealers and After Sales Service Centers, and the accuracy of the recorded data (controlled by calling the customer) is checked

Customers

through CRM Scorecards, as is the completeness and accuracy of the customer data. The realization rate of customer follow-up calls that should be made by the Authorized Dealers and After Sales Service Centers within the context of CRM studies is also reported both on the reports taken from the system and by random customer calls.

Authorized Dealer and After Sales Service Center Satisfaction Calls: The Authorized Dealers measure the satisfaction of each buyer, or customer who brought a vehicle to an Authorized After Sales Service Center, by calling them within 3 days. In virtue of this survey performed as standard by all our Authorized Dealers and After Sales Service Centers, the opportunity is gained to closely follow customer satisfaction for both Authorized Dealer and After Sales Service Center and Doğuş Otomotiv. As the result of these surveys, the areas causing customer dissatisfaction are determined and actions are taken relying on the respective distributor, brand or Authorized Dealer and After Sales Service Center.

Mystery Customer Application: Our brands audit the compliance of the Authorized Dealers and After Sales Service Centers with the standards in sales and service processes through Mystery Customer researches. The brands that carry out mystery customer research are as follows:

Volkswagen Passenger Cars/Sales-After Sales Service

Volkswagen Commercial Vehicles/Sales-After Sales Service

Audi/Sales-After Sales Service

SEAT/After Sales Service

Porsche/After Sales Service

2009 - 2011 Customer Satisfaction Survey Results

| Customer Satisfaction Survey Results ²⁴ | | 2009 | 2010 | 2011 |
|--|--------------------------------|--------|--------|--------|
| Sales | Volkswagen Passenger Cars | 100.78 | 104.73 | 111.30 |
| | Volkswagen Commercial Vehicles | 101.83 | 103.92 | 111.09 |
| | Audi | 101.37 | 101.33 | 104.53 |
| | SEAT | 93.76 | 95.80 | 100.89 |
| | Porsche | 90.77 | 99.95 | 96.59 |
| After Sales Service | Volkswagen Passenger Cars | 80.01 | 89.12 | 94.73 |
| | Volkswagen Commercial Vehicles | 79.87 | 90.02 | 95.17 |
| | Audi | 80.49 | 88.72 | 96.43 |
| | SEAT | 77.08 | 89.58 | 95.29 |
| | Porsche | 85.62 | 96.47 | 102.63 |

CSS (Customer Satisfaction Survey) studies are conducted and published by an independent firm monthly for Authorized Dealers and After Sales Service Centers, who are recognized with spare parts bonuses according to the relevant scores. Authorized Dealers may call customers directly and make customer satisfaction measurement as well.

Customer service quality was also audited using mystery customers in 2011, and development was achieved through the improvements made in accordance with the results. This practice is made by an independent organization, GFK Turkey.

Doğuş Otomotiv won the “Customer First! Importer of the Year” award in the evaluation made among distributors worldwide by OEMs.

IACS-International After Sales Customer Satisfaction Survey is performed by OEM: Issues identified as needing improvement are addressed. Customers can now make service appointments online, the scope of this online service is expanded continuously. A meeting was held for drivers of Emergency Service/Roadside Assistance vehicles of the Authorized After Sales Service Centers and the employees providing this service to improve support services in a timely, effective and respectful way to customers.

The Procurement Department also conducted customer satisfaction surveys within the year, and the results are shared with senior executives.

²⁴Maximum Survey Score is 120.

Customers

Doğuş Oto

All customers who received service from Doğuş Oto Sales and After Sales Service Centers are called to ask their satisfaction level: whether or not they are satisfied by the service overall and briefly, the reason if they are not satisfied. The customers whose problems were not solved or who were not satisfied with the service offered were immediately contacted again, invited to solve their ongoing problems or fix the situation that caused dissatisfaction and thus customer satisfaction is provided. Our Company underlines customer satisfaction as a primary principle and stands behind work done and products sought even after the service/sale is completed. The fact that this image is reinforced in the eyes of our customers is the most important benefit of these efforts.

Lost Customer Surveys: Customers who apparently have sold their vehicles or have not come for technical service in 18 months or longer are contacted. They are asked if they plan to buy a vehicle again and why they no longer prefer our after sales services, if this is the case. We try to eliminate the cause for such dissatisfaction. Elaborating especially on the sales and after-sales services and the campaigns, these customers are invited to come again to our Sales and After Sales Service Spots.

Complaint Management: The customers who were unsatisfied with our products or processes in sales or after sales services can communicate these problems, complaints and the issues they want to be solved to Doğuş Oto directly or Doğuş Otomotiv via call center. First of all, the customers are informed that the relevant department will be contacted about the customer request or complaint immediately, information will be gathered in regard to the issue, and feedback will be provided to them. The customers are re-connected through telephone/e-mail/visit/invitation and actions taken after the information is collected regarding the customer request/complaint and the process is evaluated. Every case of complaint is shared with all employees in regular meetings in order to take the necessary actions in Sales and After Sales Service and prevent re-occurrence of these complaints.

Vehicle Allocation: A considerable amount is invested for temporary replacement vehicles of after sales services in all regions every year. This vehicle allocation service is offered to prevent our customers from remaining without vehicles and enable them to come to the After Sales Service Center. Vehicles can be allocated to customers with complaints/requests, especially to customers who visit our After Sales Service Center for short term, one day maintenance concerns even if they did not demand it, which provides a high level of customer satisfaction.

CSS Workshop: Customer satisfaction is continuously increased through suggestions and business development projects produced in the CSS workshop. This is held with the participation of at least one employee from each department in Sales and After Sales Services from all DoğuŖ Oto regions, to carry customer satisfaction to the highest level in our daily lives.

Customer Satisfaction by Brands

Volkswagen Passenger Cars

One of the chief goals of the MACH 18 project, which includes Volkswagen AG's company vision for the year 2018, is leadership in customer satisfaction. Therefore the responsibility of this vision conduces to increase our Company's responsibilities related to customer satisfaction.

Through CSS - Customer Satisfaction Survey workshops that were resumed in 2011, methods to uphold our performance in customer satisfaction at the highest level were discussed and responses were sought, in consultation with investors and executives of the Authorized Service Centers. These workshops focused solely on performance for customer satisfaction, and the results were rendered to decisions and carried out quickly.

RASE (Retail After-Sales Excellence)

An important target of the RASE (Retail After-Sales Excellence) project is to increase customer satisfaction. By this project, Volkswagen shows its determination in this field. There have been several applications aiming to raise customer satisfaction at our Authorized After Sales Service Centers. When a customer's vehicle is picked up from and delivered to the door, the customer is supplied a temporary vehicle. The BAK (Dialogue/Reception) application includes our customers in the after sales service procedure, and shows that we care about their vehicles as much as we do about them.

Customers

Our complaint and request lines are available to our customers 24/7, and complaints are met within 3 days, on average; first reaction occurs within 24 hours at maximum. Similarly, e-mails from customers are ensured of a response within 24 hours at latest. All the complaints and requests received are interpreted and analyzed. The Volkswagen brand believes that complaints are gifts from our customers, to help us to better our business.

Audi

Mystery Customer Application

We assess service work processes and business quality in line with the Audi standards through “Mystery Customers” and share the results with the Authorized After Sales Service Centers in order to increase brand loyalty and maintain customer satisfaction in After Sales Services. The current application consists of these sections: “Behavior to Customer”, “Technical”, and “TPI” which measures how the customer complaint was resolved. These tests and customer surveys measure the work processes in the Authorized After Sales Service Centers, the compliance of vehicle repairs with Audi AG standards, and the literature proceeding. Service quality is ensured to increase by sharing the test results with the Authorized After Sales Service Centers, determining the areas open to improvement, and taking actions in these areas.

Analysis of Auto Body Painting Ateliers

A check list was created to bring the quality and productivity of body paint ateliers to the same level in all Authorized After Sales Service Centers, standardize the service provided to the customers in service processes, evaluate compliance of repair work with the brand standards, and keep customer satisfaction high. These analyses aimed at increasing customer loyalty by increasing quality and customer satisfaction are performed by Regional Managers and Technical Support Managers at all Authorized After Sales Service Centers.

Use of Active Vehicle Reception Areas

Upgrading has begun in the active vehicle reception areas of all Authorized Dealers to increase their utilization and to make them more effective, based on the needs. Cameras have been set up in the current active vehicle reception areas to monitor their efficiency and

to take actions of improvement rapidly. Main goals are increasing the number of active vehicle receptions as well as atelier productivity. Sales advisors who best use the active vehicle reception areas are given suitable recognition monthly.

IACS

As the customer satisfaction is the most important measure of success in After Sales Services, IACS research is conducted by the manufacturer Audi AG every year, to find out how we're doing and determine our position vis-à-vis the competitors in this area. Since we strive to keep in front of the competitors in "Satisfaction from the last after sales service visit" scores and become among the top three brands in 2012, potential customers were determined and Turkuaz added a program to send warnings informing sales advisors when a work order is begun. Additionally, potential customers who made service entries every month were shared with the Authorized After Sales Service Centers and satisfaction calls were made, and remedial actions for dissatisfied customers were determined to ensure customer satisfaction. The goal of being in front of the competitors and standing among the top three brands was achieved through these efforts in IACS research in 2012.

Temporary Vehicle Service

Another action we took with the aim "to be number one in the Premium Segment" and "make customers admire us" within the scope of the 2020 strategy was to increase the variety and quality of temporary vehicles provided to the customers during visits to After Sales Service Centers. In addition to the current temporary vehicle procedure, supplementary supports were determined to enlist the Authorized Dealers within the frame of this purpose in 2012, and this service was made available for more customers by increasing the number of temporary vehicles from 106, in January 2011, to 190.

SEAT

CSS surveys, which were performed in the Sales and After Sales Services fields concerning customer satisfaction in the past years, continue. We maintain our communication with customers through our call center, social media, and website as well.

Customers

Volkswagen Commercial Vehicles

CSS surveys, which were performed in the Sales and After Sales Services fields concerning customer satisfaction in the past years, continue. In addition to this, Mystery Customer Research was conducted within the entire sales organization of Volkswagen Commercial Vehicles in 2011. In the first phase, 252 trial visits were made to 63 Authorized Dealers and After Sales Service Centers between February and June 2011, and the same number of comprehensive visits was made between July and December 2011. Records were examined after the visits and feedback was given to the Authorized Dealers face to face. 693 visits are planned for 2012.

Scania

CSI surveys, which were performed in the Sales and After Sales Services fields concerning customer satisfaction in the past years, continue. Our communication network is kept available, responding to requests and complaints of our customers online or through letters, in the shortest possible time.

Krone

CSI surveys, which were performed in the Sales and After Sales Services fields concerning customer satisfaction in the past years, continue. Our communication network is kept available, responding to requests and complaints of our customers online or through letters, in the shortest possible time. Customers can reach the Dealer Sales Advisors and Doğuş Otomotiv Regional Managers 24/7 in case of need.

DOD

The DOD Customer Satisfaction Index (CSI), the first such index in the used car retail sector in Turkey, provides periodical assessments from customers for sales and purchasing. The values gained on the basis of Authorized Dealers' and customers' feedback were evaluated by the brand management teams, and Field Executives trained the Authorized Dealers.

We enhance our synergy and customer satisfaction, prompting customers who sell their used vehicles via DOD and want to have a "brand new vehicle", to the related brand new sales units.

Studies are carried out at DOD to understand the customers' expectations both face-to-face (during sales - after sales service) and through surveys. Actions on complaints are taken and repeated failures mentioned in the complaints are avoided. All of our activities are in line with related laws and regulations.

Trainings for Authorized Dealers and After Sales Service Centers

CRM Scorecard Trainings

Courses were organized in appropriate situations in order to inform the Authorized Dealers and After Sales Service Centers about how to achieve customer loyalty through CRM activities, and enhance their performances in this area. 28 training courses were provided in 2011.

CSS Training

Aims of the CSS Training Courses are: to relay information on year's changes and innovations within the context of customer satisfaction survey made compulsory by the OEM, identify the shortcomings of the relevant Authorized Sales and After Sales Service Center according to the customer satisfaction results along the same line, and determine the routes to follow for improvement. 76 training courses were provided in 2011.

Volkswagen Passenger Cars

Volkswagen Passenger Cars initiated the Volkswagen SAT Sales Academy Turkey Project to establish a more knowledgeable team with which we can work long-term within "Mach 18" objectives as of the beginning of 2010. Our initial consulting team of 188 people has expanded to 261; 109 of these have Volkswagen International Sales Diplomas, and 76 have Volkswagen International Sales Certificates. The turnover rate in the team was 17% in 2011. We aim to decrease this rate under 15% in 2012.

The training for Sales Advisors is arranged in 3 groups:

Junior: Newcomers are provided with 9-day technical and product, 5-day behavioral training in two sessions a year.

Customers

Senior: Employees who have completed the Junior training and succeeded in the Volkswagen International Sales Certificate Examination are provided with 5-day behavioral and 2-day technical training, twice a year.

Master: Employees who have completed the advanced level Senior trainings and earned the Volkswagen International Sales Diploma are provided with a 3 day training session that aims at personal development; one-to-one coaching sessions are held.

At Doğu Otomotiv, all of the behavioral trainings are given by a firm which is expert in the field. We created a 3-year program for Sales Managers in compliance with the criteria asked by Volkswagen AG, and have already completed the first 2 years. Additionally, we delivered “Customer Satisfaction and the Market” training to all Sales Managers in 2011 and we plan to deliver “Profitability Management” trainings in 2012.

Volkswagen Passenger Cars delivered 2,517 man/day training in total in 2011.

Audi

Technicians of Audi Authorized After Sales Service Centers are included in a training program in line with the manufacturer’s standards. Within the framework of these trainings, the technicians are trained to follow Audi technologies closely and offer the best service for every Audi vehicle. These trainings also provide technicians with vision about the electrical vehicle technologies of the future. Participating in the Audi Diagnosis Technician Training Program, a separate program only about electronic trouble-shooting, enables them to reach a knowledge level to deal with most complex malfunctions in the shortest time.

SEAT

The Turkish adaption of SEAT Academy, that is SEAT S.A.’s online training website, will be rendered in 2012. New Ibiza product training and brand values training, both online, are planned for 2012. Training for sales processes and new products will be performed over the website in the following years, as well. In the meanwhile, new product trainings are delivered to Sales and After Sales Teams through face-to-face training method.

Volkswagen Commercial Vehicles

Marketing Force Team uses the Transporter and spends most of the day driving in traffic to visit customers. Advanced Driving Techniques Training was given to 36 Marketing Force Sales Advisors on 24-25 March 2011 at İstanbul Park to enhance their driving competency.

Within the framework of basic training system of Volkswagen Commercial Vehicles, in 2011 we completed 83-day module trainings. Additionally, our training days totalled at 112 with the advanced level trainings and launch trainings (1,069 man/day). Basic training of 42 Sales Advisors was completed; 67% of Volkswagen Commercial Vehicles Sales Team members, a total of 235 Sales Advisors, have obtained certificates.

Scania

Technical, Commercial, and Driving Trainings are organized for all Scania Authorized Dealers and After Sales Service Centers by Doğuş Otomotiv trainers. The process, comprised of needs analysis, training planning, in training center or on-site training alternatives, training evaluation and reporting stages, aims to upgrade the quality standards of the Scania Authorized Dealers and After Sales Service Centers network, enable them to manage social and environmental risks better, go along with the rapidly changing technology, and sustain the customer satisfaction.

DOD

DOD Authorized Dealers are provided with internal training sessions, organized periodically and repeated systematically, in the fields of sales, purchasing, pricing, expertise and marketing within the framework of the training program designated by DOD for the first time in Turkey. The knowledge level of authorized dealers is frequently tested and assessed. Successful completion of these tests is recognized with a training achievement certificate. All Authorized Dealers participated in these trainings, performed in two phases, in 2011.



Community Engagement

Community Engagement

For Doğuş Otomotiv the entire community, including every individual, is counted to be among our key stakeholders and hence within our responsibility area. We determine strategies and develop policies to increase positive effects and decrease negative ones on community, emphasizing our impact areas. Doğuş Otomotiv has published its Community Engagement policy in this regard, and identified primary focus areas.

| Focus Area (Social Responsibility) Community Engagement | Goal | Method |
|---|--|---|
| Traffic Safety | Consciousness, awareness, cooperation, high standards in after sales services | Indicator Rooms Application, Safe Driving Techniques Trainings, Doğuş Otomotiv Employees Being Role Models, Cooperation Platforms, "Traffic is Life!" |
| Business Ethics | Establishment of the systems required to create understanding of ethics in global standards, prevention and audit mechanisms, transparency | Doğuş Otomotiv Code of Ethics, In-house Awareness, Trainings, Ethics Line, Definition of the Processes |
| Training and Disclosure | Public Awareness on Traffic Safety and After Sales Maintenance and Repair of the Vehicles, Increase Cooperation with Vocational High Schools | All Activities Executed within the Context of "Traffic is Life!" Program |
| Cooperation and Dialogue | Local and global cooperation and leadership at dialogue platforms and being role model about Traffic Safety | Cooperation, Dialogue Platforms, Memberships, Support Programs, Trainings and Information Disclosures |

Traffic is Life!

Doğuş Otomotiv gives precedence to traffic safety, which is among its community engagement focus areas, while running successful operations at every stage of automotive value chain. Awareness activities are carried out to raise community's awareness, create social consciousness and evoke cultural change.

We first adopted the slogan, "Traffic is Life!" in 2004; we developed a logo and have constantly sought to improve and expand our community engagement programs within this rubric ever since. This program of community engagement targets both driver and pedestrian awareness, and gathers all the relative corporate activities together under one umbrella. To expand the activities with "Traffic is Life!" slogan along a wider platform and integrate them into all business processes, sustainability studies were initiated in 2009, and



activities toward creating positive change in the entire target group within the framework of traffic culture were accelerated in 2011.

Starting with Employees...

Following a strategy towards spreading traffic safety awareness in community beginning with the Doğuř Group employees, “Traffic First Aid Approach Awareness” and “Safe Driving Techniques” training, intended for all the Doğuř Group employees, were offered in 2011. Courses demonstrating proper first aid techniques after traffic accidents on both theoretical and practical levels were held for all the Doğuř Group companies’ employees from different sectors. Additionally, “Safe Driving Techniques Training” was held at the İstanbul Park F1 track, to improve driving skills in traffic on both theoretical and practical levels. Necessary information about safe driving was communicated to 1,114 Doğuř Group employees. Employees whose work requires more intensive driving were also given “Advanced Driving Techniques” training.

Reaching Customers through Authorized Dealers

Doğuř Otomotiv prepared training programs about traffic safety for the Authorized Dealers, to encourage individuals whose traffic behavior is exemplary to serve as voluntary role models, and shared this training online with all Authorized Dealers’ employees in 2011; 548 employees completed the training. Through this application, Doğuř Otomotiv targets the establishment of one-to-one communication with customers and to reach the entire community via the Authorized Dealers network with high awareness of traffic safety. Additionally, the procedures for vehicle delivery are being renewed. Approximately 53,000 customers were provided with precise and useful information about traffic safety during the vehicle purchase process by the trained employees of Authorized Dealers, and this practice was embodied in the business processes.

Community Engagement

Employee Volunteerism

Volunteers from among the employees acted in 3 viral films that were produced about traffic safety awareness and released through social media in 2011 for community awareness purposes. In addition to social media, these films were shared with all employees through intranet and internal information screens of the Company.

Employee Manifest

Corporate principles regarding traffic safety are studied aim the absorption of traffic safety phenomenon by employees. All employees can participate in this study, so that the Doğuř Otomotiv traffic safety principles can be agreed upon and become in-house rules. After completing a series of first aid approach in traffic and safe driving courses for our employees, who are our key stakeholders, Doğuř Otomotiv aims to develop corporate traffic principles together with its employees and put them into practice as 'Employee Manifest'. It is also targeted that the employees become voluntary role models and rigorously apply the concept of respect for life in traffic.

Children: Future of Traffic Safety

Another training program for Doğuř Group employees is traffic safety awareness for their children. A special track was constructed for the annual Doğuř Fair Day in 2011, and children were taken through it accompanied by trainers and informed on such issues as obeying the traffic lights and signs, using safety belts and pedestrian crosswalks for traffic safety. A Traffic Oath especially prepared for children was taught.

I'm Learning Life!

A Traffic Safety Atelier was created to deliver awareness-raising and informative trainings on traffic safety issues to primary school students as a result of the cooperation with Turkey Science Centers Foundation. This is visited by an average of 400 children each day, and is located in Őiřli, Istanbul. This workshop is devoted to primary school children in the process of continuous learning and it consists of units about traffic safety that include introducing traffic consciousness, learning to survive safely in traffic, and guiding families. Exhibition units included activities for children, including safe rings game, find-pass game, playmaking game, wall painting and a traffic rules cartoon.

Radio Programs at Schools

After receiving the necessary permissions from Istanbul Provincial National Education Directorate, several high schools were visited to increase traffic safety awareness, in collaboration with Virgin Radio (an affiliate of Doğuş Media Group). The Traffic is Life! - Virgin Radio vehicle parks in the school garden close to the canteen, to attract the teenagers' attention. A DJ of Virgin Radio plays music during school breaks, and a stand erected in the school canteen area offers the students who visit a mini test related to traffic safety. Students who answer all the questions correctly are invited to prepare a slogan about traffic safety at their next break. The stand team chooses 3 of these written slogans and the winners participate in the slogan contest, which is broadcast live with the DJ of Virgin Radio at the lunch break. Traffic is Life! handouts and promotional materials are presented to students visiting the stand during the event. The winning student of the slogan contest is given a sweatshirt and the 2nd and 3rd place winners get t-shirts.

Radio Spot Activities

Thematic messages concerning traffic safety are communicated to the community by broadcasting radio spots in relation to traffic safety on Virgin Radio and Radyo Eksen, the channels affiliated to Doğuş Media Group.

Projects Continue...

Doğuş Otomotiv continues to give traffic safety messages to the community through the "Traffic is Life!" logo, used alongside the corporate logos in all the brands' communications, including sponsorship projects in various fields like sports, arts, and education, as well as in sales and marketing activities. The works within the scope of "Traffic is Life!" community engagement platform continue without interruption, aiming at a traffic safety-aware community and a culture of mutual respect and responsible behaviour in traffic.

Community Engagement

Safe and Economic Driving Courses

Safe Driving Techniques Training Courses were given to Doğuş Otomotiv company employees and employees of all companies within the Doğuş Group at Istanbul Park F1 Track. The course was intended to make the employees and their vehicles safe from traffic hazards and to use safe driving techniques in traffic. 1,114 employees completed 90 hours of training; the information level was measured to have increased by 19% by the pre-final tests.

In addition, environmentally friendly, safe and economic driving training was provided for the commercial vehicle drivers of Şekerler Turizm Company operating in Antalya.

Audi

The Audi Driving Experience event at Istanbul Park offered safe driving training for such issues as sudden braking and quick lane change in specially designed stations for our customers. Both Audi customers and demanding Audi fans participated in different level driving training programs of Audi AG abroad, for driving on ice, basic driving training and intensive training.

Volkswagen Commercial Vehicles

Marketing Force Team uses the Transporter and spends most of the day driving in traffic to visit customers. Advanced Driving Techniques Training was given to 36 Marketing Force Sales Advisors on 24-25 March 2011 at Istanbul Park to enhance their driving competency.

Scania Safe Driving Trainings

Scania Drivers' Training gives support to even the most experienced drivers toward more economic and safe driving.

The following topics are included in the presentation platform:

Vehicle technology and environmental issues

- Emissions and environmental impact
- Vehicle technology
- Daily inspection and maintenance

Driving techniques and road safety

- Factors affecting fuel consumption
- Defensive driving
- Driving techniques

Load positioning and fixing

Risk awareness

- Personal risks

Emergencies

After Sales Service and logistics

Laws and rules enforcement

Scania Driving Trainers work with an average of 500 drivers per year, usually in the customer's field.

Indicator Rooms Application

Further improvement of the Indicator Rooms Application continued under the Traffic is Life! rubric in 2011. A more dynamic design of Indicator Rooms is being developed to inform customers who are waiting at Authorized Dealers and After Sales Service Centers about safe driving. The studies aimed at bringing information effectively through visual materials and films about operating materials at manufacturer quality standards (parts coming to the end of life as being consumed during the lifetime of a vehicle, consumed due to erosion, aging vehicle parts etc.).

Community Engagement

Cooperation with Vocational High Schools

We have Volkswagen laboratories at Şişli Industrial Vocational High School and Samandıra Industrial Vocational High School. Graduates are followed up and blue collar recruitment is frequently provided from these schools. The graduation ceremony of Şişli Industrial Vocational High School will be done at Doğuş Otomotiv Gebze Headquarters, organized by our Human Resources Department, in 2012.

A class at Gazi Industrial Vocational High School in Ankara is planned for 2012.

Studies for Volkswagen laboratories to IVHs, and support activities to other educational institutions, continue. The most important event of 2011 was Doğuş Otomotiv's sponsorship of the International Auto-mechanics Junior Competition, held by Şişli IVH; 64 participants from 8 countries took part. 42 students were graduated from the schools we supported, and 14 of them were employed at the Authorized Dealers and After Sales Service Centers. 102 students were provided with internships in 2011/2012 academic year; the number of schools we support has reached 94.

A fun automotive-related informative and awareness-raising seminar was organized for 30 primary first class students by General Otomotiv. One of our Authorized Dealers, Opat Otomotiv, provides mobile service to the distant districts of Mersin. Additionally, sustainability and quality of public transportation service is assisted through on-site after sales service (maintenance etc.) at public transportation vehicle stops and public transportation vehicles cooperatives.

Volkswagen Passenger Cars

Volkswagen Passenger Cars is the main sponsor of the International Antalya Piano Festival. The festival is held to raise target audience's awareness of classical music, contribute to broadening musical taste, and bring to an audience that is interested in music but unable to reach it. World-renowned musicians participate in the festival, held in Antalya for 16 days in November every year. Open air public concerts are organized for those who cannot afford to buy a ticket and come to a concert. Workshops for university students are organized to enable

them to meet world-renowned musicians. The festival is promoted through an advertising film and through various newspapers and magazines besides the festival sponsorship.

We began to sponsor Webrazzi to reinforce our leading position in social media by coming together with the young people within our target audience. To enhance motor sports and increase interest in them, we have supported a Turkish driver in the Scirocco R Cups since 2010.

D-Marin Turgutreis International Classical Music Festival

D-Marin Turgutreis International Classical Music Festival has been organized at D-Marin in Bodrum Turgutreis, with the support of Doğu Otomotiv, annually since 2005; it is the only such festival organized at a marina. As attention to the festival continues to increase, the number of people attending was 17,250 in the sixth year of the festival. We hope to build interest in the coming years, provide classical music to an even broader audience and bring foreign artists and orchestras together with the Turkish audience more frequently.

Scania

'Measuring Turkey's Blood Pressure' campaign, held by the Turkish Society of Hypertension and Renal Diseases with the approval and support of the Ministry of Health of the Republic of Turkey has continued for 4 years, was carried out (with the vehicle sponsorships of Scania and Krone) in 2011 as well. Blood pressures of approximately 3 thousand people in 4 cities (Samsun, Kütahya, Manisa, Istanbul) were measured, toward the goal of raising public awareness and change the public perception about hypertension, which causes the deaths of 1 out of 4 persons in Turkey. In his speech subsequent to the finish of the campaign, Prof. Dr. Ülver Derici, Secretary General of the Turkish Association of Hypertension and Kidney Diseases, drew attention to the death of 7.6 million people due to hypertension across the world each year, and said "Yet, hypertension ranks first among preventable causes of death. It is possible that we can save the lives of 100,000 people each year in our country if people pay attention." Prof. Dr. Derici thanked the sponsor brands supporting the organization and acknowledged that the hypertension map of our country was also created as a result of this organization.

Community Engagement

Cooperation Platforms within the Context of Community Engagement Studies

A number of sports clubs, including as Galatasaray, Fenerbahçe, Beşiktaş, Trabzonspor, İstanbul Büyükşehir Belediye Spor, Rizespor receive various levels of sponsorship, contributing to our country's development in sports.

Audi

Between 18 December 2011 - 21 January 2012, a Communication on Social Media Conference and Audi Q3-Built from New Expectations Exhibition was held at Galleria Işık (within the body of Işık Schools of Feyziye Schools Foundation), which regularly hosts various scientific, social, and technological activities in addition to artistic activities that target education and training. With this activity, the Audi brand made a significant contribution to Feyziye Schools Scholarship Fund for the education of children in need.

Scania

The Turkey finals of the "Top Team 2011" competition which selects the best of Scania's technician teams, included Doğuş Otomotiv Scania Authorized After Sales Service Centers Denizli-KCR Otomotiv, Konya Ađır Vasıta, Antalya-Başaran Otomotiv, Antakya-Sađ Otomotiv and Adana-Aykan Otomotiv among participants.

The Top Team Competition aims to distinguish the best Scania technicians across the world, enable them to improve themselves both theoretically and practically.

A Scania V8 diesel engine was donated to Mersin University Tarsus Technical Education Faculty, Department of Machine Education, Teacher Training in Automotive Program, and a Scania engine to Mersin University, emphasizing the importance Scania attributes to education, and assisting the students' education with practical training.

Equal Opportunity in Education

Since 1863 the Darüşşafaka Association (Darüşşafaka Cemiyeti) has been promoting “equal opportunity in education”, one of the fundamental human rights in United Nations Declaration of Human Rights, in our country. Providing education to orphans and children lack of financial potential, Darüşşafaka Eğitim Kurumları (Darüşşafaka Education Institute) aims to raise modern, self-confident leaders who are lifelong learners, researchers, questioners, and responsible to the community, environment and family. The late Founding Chairman of Dođuş Holding, Mr. Ayhan Şahenk, among one of the important donors of the Darüşşafaka Cemiyeti, pledged to donate USD 500,000 annually to Darüşşafaka Education Institutions between the years 2006 and 2016 at the Darüşşafaka Ordinary General Assembly held on March 13, 1993.

Doğuş Otomotiv 2011 Corporate Responsibility Performance Data*

| Doğuş Otomotiv Consolidated | 2009 | 2010 | 2011 | 2010/2011 change (%) |
|-----------------------------------|--------|--------|---------|----------------------|
| Number of Sales | 50,979 | 88,850 | 112,399 | 26.5 |
| Sales Revenues (TL million) | 2,129 | 3,428 | 4,808 | 40.26 |
| Number of Employees ²⁵ | 1,665 | 1,652 | 1,779 | 7.69 |

| Doğuş Oto | 2009 | 2010 | 2011 | 2010/2011 change (%) |
|---------------------------|---------|---------|---------|----------------------|
| Number of Sales | 14,126 | 24,200 | 31,372 | 29.6 |
| Number of Service Entries | 175,736 | 171,074 | 177,645 | 3.8 |
| Number of Employees | 1,106 | 1,089 | 1,217 | 11.8 |

Numbers of Employees²⁶

| Doğuş Otomotiv | | 2010 | 2011 |
|----------------|---|-------|-------|
| | Number of full-time employees ²⁷ | 1,652 | 1,779 |
| | Number of part-time employees | - | - |
| | Total workforce | 1,652 | 1,779 |

| Employees - Regional Breakdown | | 2010 | 2011 |
|--------------------------------|---------------|-------|-------|
| | Gebze Center | 511 | 512 |
| | Doğuş Oto | 1,089 | 1,217 |
| | Other Regions | 52 | 50 |

| Employees - Contractual Breakdown | | 2010 | 2011 |
|-----------------------------------|--|-------|-------|
| | Number of permanent employees for undefined period | 1,652 | 1,779 |
| | Number of seasonal and temporary employees | - | - |
| | Insourced Employees | 108 | 126 |
| | Total workforce by contractual type | 1,760 | 1,905 |

*Except for tables with separate values for Doğuş Otomotiv and Doğuş Oto, all figures are consolidated values of Doğuş Otomotiv.

²⁵ Doğuş Otomotiv employee figures are 570 for 2009, 566 for 2010 and 562 for 2011 respectively. Employee numbers do not include interns and Dassa employees.

²⁶ Total number of employees of Doğuş Otomotiv and Doğuş Oto is stated.

²⁷ Employee numbers do not include interns and Dassa employees.

Regional Breakdown

| Workplace | White Collar | Blue Collar | Total |
|---------------------|--------------|-------------|--------------|
| Doğuş Otomotiv | 482 | 80 | 562 |
| Doğuş Oto Çankaya | 82 | 58 | 140 |
| Doğuş Oto Etimesgut | 64 | 72 | 136 |
| Doğuş Oto Bursa | 92 | 74 | 166 |
| Doğuş Oto Esenyurt | 98 | 106 | 204 |
| Doğuş Oto Kartal | 110 | 102 | 212 |
| Doğuş Oto Maslak | 172 | 187 | 359 |
| Total | 1,100 | 679 | 1,779 |

New employment was provided for 334 people in total by Doğuş Otomotiv and Doğuş Oto in 2011. All these employees have open ended employment contracts. Their regional deployment is as follows:

| Workplace | White Collar | Blue Collar | Total |
|---------------------|--------------|-------------|------------|
| Doğuş Otomotiv | 49 | 14 | 63 |
| Doğuş Oto Çankaya | 23 | 13 | 36 |
| Doğuş Oto Etimesgut | 24 | 15 | 39 |
| Doğuş Oto Bursa | 32 | 22 | 54 |
| Doğuş Oto Esenyurt | 22 | 19 | 41 |
| Doğuş Oto Kartal | 28 | 16 | 44 |
| Doğuş Oto Maslak | 33 | 24 | 57 |
| Total | 211 | 123 | 334 |

Employee Turnover

| Employee Turnover Rate (by Workplace) | Number of Employees | Turnover Rate |
|---------------------------------------|---------------------|---------------|
| Doğuş Otomotiv | 35 | 6.31 |
| Doğuş Oto Çankaya | 10 | 7.63 |
| Doğuş Oto Etimesgut | 12 | 9.38 |
| Doğuş Oto Bursa | 11 | 7.28 |
| Doğuş Oto Esenyurt | 30 | 15.04 |
| Doğuş Oto Kartal | 22 | 10.53 |
| Doğuş Oto Maslak | 23 | 6.41 |
| Total | 143 | |

Doğuş Otomotiv 2011 Corporate Responsibility Performance Data

| Employee Turnover Rate (by Age Range) | Number of Employees | Turnover Rate |
|---------------------------------------|---------------------|---------------|
| 18-25 | 33 | 15.10 |
| 26-30 | 52 | 10.46 |
| 31-35 | 30 | 6.17 |
| 36-40 | 19 | 5.96 |
| Over 40 | 9 | 4.27 |
| Total | 143 | |

| Employee Turnover Rate (by Gender) | Number of Employees | Turnover Rate |
|------------------------------------|---------------------|---------------|
| Male | 101 | 7.40 |
| Female | 42 | 11.41 |
| Total | 143 | |

| Doğuş Otomotiv | 2010 | 2011 |
|--|-------|-------|
| Total number of employee resignations | 259 | 222 |
| Employee turnover rate (%) | 16 | 12.89 |
| Number of male employee resignations | 211 | 164 |
| % of Male employee resignations | 81 | 12.09 |
| Number of female employee resignations | 48 | 58 |
| % of Female employee resignations | 19 | 15.85 |
| Number of resigned employees under 30 | 109 | 109 |
| % of resigned employees under 30 | 42 | 20.15 |
| Number of resigned employees between 30 and 50 | 146 | 113 |
| % of resigned employees between 30 and 50 | 13.40 | 9.83 |
| Number of resigned employees over 50 | 4 | 0 |
| % of resigned employees over 50 | 2 | 0 |
| Number of resignations from Gebze HQ | 48 | 41 |
| % of resignations from Gebze HQ | 18 | 8.34 |
| Number of resignations from Doğuş Oto | 207 | 171 |
| % of resignations from Doğuş Oto | 12.56 | 9.61 |
| Number of resignations from other regions | 4 | 4 |
| % of resignations from other regions | 2 | 2 |

Accident Rates

| Doğuş Otomotiv | Data Measurement Method | 2010 | 2011 |
|--|--|--------|--------|
| Rate of lost days due to illness - Full Time Employees | Lost days due to illness / Days lost in total | 50.66% | 44.66% |
| Rate of lost days due to illness - Subcontractors | Lost days due to illness / Days lost in total | - | 64.43% |
| Accident rate recorded | Number of accidents | 4 | 11 |
| Rate of lost days due to accidents | Lost days due to accidents / Days lost in total | 0.48% | 1.37% |
| Number of fatal cases - Full Time Employees | Number of cases | - | - |
| Number of fatal cases - Subcontractors | Number of cases | - | - |
| Rate of lost days due to occupational illnesses | Lost days due to occupational illnesses / Days lost in total | - | - |
| Doğuş Otomotiv rate of lost days due to accidents | Doğuş Otomotiv lost days due to accidents / Days lost in total | - | 1.13% |
| Doğuş Oto rate of lost days due to accidents | Doğuş Oto lost days due to accidents / Days lost in total | 0.72% | 1.43% |

Discrimination

| Employees by Position | Female Employees | | | | Age Groups | | | | | |
|--|------------------|-----------|--------------------|---------------|--------------------|-------------------|---------|---------------|-------------------|---------|
| | Doğuş Otomotiv | Doğuş Oto | Doğuş Otomotiv (%) | Doğuş Oto (%) | Doğuş Otomotiv (%) | | | Doğuş Oto (%) | | |
| | | | | | Under 30 | Between 30 and 50 | Over 50 | Under 30 | Between 30 and 50 | Over 50 |
| Senior Level Executive | 2 | 1 | 15 | 13 | 0 | 18 | 0 | 0 | 18 | 0 |
| Executives | 51 | 3 | 26 | 19 | 43 | 24 | 0 | 0 | 24 | 0 |
| Sales Employee | 6 | 67 | 40 | 42 | 0 | 10 | 0 | 52 | 29 | 0 |
| Blue Collar | 3 | 0 | 5 | 0 | 10 | 0 | 0 | 0 | 0 | 0 |
| Other | 112 | 0 | 47 | 35 | 51 | 42 | 25 | 27 | 45 | 0 |
| Board of Directors and Executive Board | 1 | 207 | 13 | 0 | 0 | 25 | 0 | 0 | 0 | 0 |

Doğuş Otomotiv 2011 Corporate Responsibility Performance Data

| | 2010 | 2011 |
|---|------|--------|
| Ratio of female employees' to male employees' wages ²⁸ | 109% | 99.93% |

Training

Hours of training per employee averaged 60 at Doğuş Otomotiv and 27 at Doğuş Oto in 2011.

| 2011 | | |
|----------------------|-------------------------|------------|
| | Title | Man/Hour |
| Doğuş Otomotiv | Senior Management | 4 |
| | Middle Level Executives | 60 |
| | Others | 111 |
| | Blue Collar | 174 |
| Overall Total | | 349 |

| 2011 | | |
|----------------------|-------------------------|------------|
| | Title | Man/Hour |
| Doğuş Oto | Senior Management | 17 |
| | Middle Level Executives | 17 |
| | Others | 47 |
| | Blue Collar | 23 |
| Overall Total | | 104 |

| 2010 | | |
|----------------------|-------------------------|------------|
| | Title | Man/Hour |
| Doğuş Otomotiv | Senior Management | 19 |
| | Middle Level Executives | 78 |
| | Others | 51 |
| | Blue Collar | 41 |
| Overall Total | | 189 |

| 2010 | | |
|----------------------|-------------------------|------------|
| | Title | Man/Hour |
| Doğuş Oto | Senior Management | 4 |
| | Middle Level Executives | 104 |
| | Others | 115 |
| | Blue Collar | 7 |
| Overall Total | | 230 |

| | Number of Trainings | Planned Number of Participants | Total Number of Actual Participants | Number of Employees Trained | Total Man/Day | Total Man/Hours |
|----------------|---------------------|--------------------------------|-------------------------------------|-----------------------------|---------------|-----------------|
| Doğuş Otomotiv | 605 | 5,528 | 4,809 | 577 | 4,215 | 33,714 |
| Doğuş Oto | 1,848 | 1,467 | 1,334 | 809 | 6,815 | 32,191 |

²⁸Consolidated value of Doğuş Otomotiv and Doğuş Oto.

A4 Paper Consumption

| | 2010 | 2011 |
|-------------------------|-------------|------------|
| Doğuş Otomotiv | 10,732.5 kg | 8,727.5 kg |
| Doğuş Oto ²⁹ | 20,787.5 kg | 26,250 kg |

Energy Consumption

| | 2009 | | 2010 | | 2011 | |
|---|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|
| | Doğuş Otomotiv | Doğuş Oto | Doğuş Otomotiv | Doğuş Oto | Doğuş Otomotiv | Doğuş Oto |
| Natural Gas ³⁰ m ³ /GJ | 224,475/ 8,757 | 536,826/ 20,942 | 230,250/ 8,982 | 595,760/ 23,241 | 283,250/ 11,046 | 701,594/ 27,362 |
| Gasoline ³¹ lt/GJ | 343,949/ 11,359 | 367,474/ 12,136 | 439,081/ 14,501 | 410,150/ 13,545 | 651,619/ 21,503 | 327,957/ 10,822 |
| Electricity ³² kWh/GJ | 2,290,312/ 8,245 | 6,828,641/ 24,583 | 2,419,550/ 8,710 | 7,242,241/ 26,072 | 2,804,580/ 9,816 | 7,359,032/ 25,756 |
| Total (GJ) | 28,361 | 57,661 | 32,193 | 62,858 | 42,365 | 63,940 |

Water Consumption³³

| | |
|---|-------------------------------------|
| The amount of water provided by the municipality - m ³ | 74,586 m ³ |
| Total water used - m ³ | 74,586 m ³ ³⁴ |

| Unit (the amount of water consumed per vehicle sold) m ³ | 2010 | 2011 |
|--|------|------|
| | 0.89 | 0.66 |

²⁹A4 Paper consumption increase at Doğuş Oto is driven by the increase in new work orders. A4 Paper consumption at Doğuş Otomotiv is decreased approximately by 20%.

³⁰Increase in Natural Gas Consumption was driven by the heavy winter conditions in 2011.

³¹Increase in Gasoline consumption was driven by the increase of test and pool vehicles' usage.

³²Increase in Electricity Consumption is driven by the increased lightning need of Vehicle Delivery Department caused by delivery frequency.

³³Water consumption at Doğuş Oto per transaction (total vehicle sales and vehicle service center entries) is 0.24 m³. This value was the same in both 2009 and 2010, but 0.25 m³ in 2011.

³⁴51,718 m³ water consumption was recorded for Doğuş Oto. The number of vehicles sold was 31,372 and the number of service entries was 177,645.

Doğuş Otomotiv 2011 Corporate Responsibility Performance Data

Emissions

| CO ₂ (ton) | 2009 | 2010 | 2011 |
|-------------------------|---------------|---------------|---------------|
| Electricity Consumption | 6,051 | 6,411 | 6,272 |
| Natural Gas Consumption | 4,534 | 4,919 | 5,865 |
| Company Cars | 426 | 574 | 695 |
| Employee Transportation | 182 | 185 | 183 |
| Business Trips | 103 | 90 | 101 |
| Total | 11,296 | 12,179 | 13,116 |

CO₂ Emissions of Vehicles According to Doğuş Otomotiv Retail Sales Numbers³⁵

| | Number of Sales (Retail) | | Average Emission per Vehicle CO ₂ Compound (g/km) | |
|--------------------------------------|--------------------------|----------------------|--|-------------------|
| | 2010 | 2011 | 2010 | 2011 |
| Volkswagen Passenger Cars | 39,822 | 55,550 | 144 | 130 |
| Audi | 9,656 | 12,064 | 158 | 150 |
| SEAT | 5,113 | 6,059 | 141 | 131 |
| Bentley | 14 | 10 | 394 | 387 |
| Lamborghini | 4 | 6 | 323 | 338 |
| Porsche | 390 | 442 | 222 | 204 |
| Volkswagen Commercial Vehicle | 24,018 | 26,361 ³⁶ | 175 | 172 ³⁷ |
| All Brands Average | 79,017 | 100,492 | 155 | 143 |

CO₂ emission released per vehicle sold improved by 7.7% in 2011 over 2010.

Amount of Waste

| Type of Waste (kg) | 2010 | | 2011 ³⁸ | |
|-------------------------|----------------|-----------|--------------------|-----------|
| | Doğuş Otomotiv | Doğuş Oto | Doğuş Otomotiv | Doğuş Oto |
| Oil and Fuel Filters | 2,746 | 32,320 | 3,379 | 32,670 |
| Contaminated Waste | 1,647 | 1,634 | 1,431 | 2,294 |
| Contaminated Packages | 3,051 | 5,094 | 2,463 | 6,180 |
| Liquid Waste Antifreeze | 0 | 952 | 0 | 243 |
| Brake Fluid | 0 | 517 | 0 | 397 |

³⁵ All Brands exclude Scania, Krone and Meiller. Krone and Meiller branded vehicles are not motor vehicles; Scania brand does not make CO₂ measurements as this is not required for any vehicle in the heavy segment. Emission values are based on retail sales units. Values used for calculations are based on standard drive of vehicles.

³⁶ Some of the vehicles within the body of Volkswagen Commercial Vehicles do not have CO₂ values. This value has been calculated excluding those vehicles. The calculations are compatible with the data declared in the previous years.

³⁷ Some of the vehicles within the body of Volkswagen Commercial Vehicles do not have CO₂ values. This value has been calculated excluding those vehicles. The calculations are compatible with the data declared in the previous years.

³⁸ Changes in 2011 waste quantities are based on systematic and planned initiatives of Waste Management Process at Doğuş Otomotiv. Waste is collected regularly and all necessary actions are taken for proper disposal.

GRI Index

| Profile Indicators | Remark | State | Department Name and Location | Reference Pages |
|---------------------------------|--|-------|--|---|
| 1. Strategy and Analysis | | | | |
| 1.1 | Senior Management Declaration | Full | Chairman's Message CEO's Message | 18-21 22-25 |
| 1.2 | Basic effects, risks and opportunities | Full | Chairman's Message Management Approach Corporate Responsibility Goals Financial Efficiency and Economic Fluctuation | 18-21 30-31 38 50-51 |
| 2. Corporate Profile | | | | |
| 2.1 | Corporation Name | Full | About the Report Back Cover | 4-5 171 |
| 2.2 | Brands, products and services | Full | About Doğuř Otomotiv Doğuř Otomotiv 2011 | 9-10 10-12 Detailed information can be found at Doğuř Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012328164042351_2.Bolum.pdf (Pages; 26-64) |

| | | | | |
|------------|---|------|---|---|
| 2.3 | Operational structure of the corporation | Full | About Doğuř Otomotiv Doğuř Otomotiv 2011 | 9-10 10-12 Detailed information can be found at Doğuř Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012328164010788_1.Bolum.pdf (Pages; 8-9) |
| 2.4 | Headquarters | Full | Back Cover | 171 |
| 2.5 | Countries in which the corporation operates | Full | About Doğuř Otomotiv Doğuř Otomotiv 2011 | 9-10 10-12 |
| 2.6 | Ownership properties and legal state | Full | About Doğuř Otomotiv Doğuř Otomotiv 2011 | 9-10 10-12 Detailed information can be found at Doğuř Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012328164010788_1.Bolum.pdf (Pages; 4-7,101) |
| 2.7 | Markets serviced | Full | About Doğuř Otomotiv | 9-10 Detailed information can be found at Doğuř Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012328164042351_2.Bolum.pdf (Pages; 8-9, 26-64) |

| | | | | |
|--------------------------|---|------|--|---|
| 2.8 | Corporation scale | Full | About Doğuş Otomotiv Doğuş Otomotiv 2011 Doğuş Otomotiv 2011 Corporate Responsibility Performance Data | 9-10 10-12 144-145 Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012328164010788_1.Bolum.pdf (Pages; 17-20, 95) |
| 2.9 | Important changes in size, structure and ownership situations | Full | Doğuş Otomotiv 2011 | 10-12 There were no changes in the issued capital of Doğuş Otomotiv during the reporting period. Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012328164051617_3.Bolum.pdf (Pages; 82-85) |
| 2.10 | Awards | Full | Awards | 13 |
| 3. Report Profile | | | | |
| 3.1 | Reporting Period | Full | About the Report Policies | 4-5 29 |
| 3.2 | Date of Previous Report | Full | About the Report Policies | 4-5 29 Doğuş Otomotiv has published its third annual Corporate Responsibility Report. |
| 3.3 | Reporting frequency | Full | About the Report Policies | 4-5 29 Doğuş Otomotiv publishes its Corporate Responsibility Report every year. |
| 3.4 | Contact information about report | Full | About the Report | 4-5 |

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|---|---|------|---------------------------|--|
| 3.5 | Report contents | Full | About the Report Policies | 4-5 29 |
| 3.6 | Report contents limits | Full | About the Report | 4-5 |
| 3.7 | Report scope and contents limitations | Full | About the Report | 4-5 |
| 3.8 | Reporting principles on joint ventures and other subsidiary companies | Full | About the Report Policies | 4-5 29 Doğuş Otomotiv CSR Report includes all social, economic and environmental corporate performance of Doğuş Otomotiv Servis ve Ticaret A.Ş. and Doğuş Oto Pazarlama ve Ticaret A.Ş. group companies. |
| 3.9 | Data assessment techniques and calculation methods | Full | About the Report | 4-5 |
| 3.10 | Reasons for the repetition of information in the previous report | Full | About the Report | 4-5 No previous information is repeated in 2011 Report. Whenever necessary; related links and footnotes are provided for the readers about the information. |
| 3.11 | Important changes in the report scope and contents | Full | About the Report | 4-5 |
| 3.12 | GRI Index | Full | GRI Index | 152-168 |
| 3.13 | Report supervision | Full | | Doğuş Otomotiv 2011 CSR Report was prepared in accordance with the level B requirements of the GRI G3 Principles. It did not receive an independent audit. |
| 4. Governance, Liability and Sharing Practices | | | | |
| 4.1 | Corporation governance structure | Full | Management Approach | 30-31 Detailed information can be found at Doğuş Otomotiv Corporate Governance Compliance Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012328164051617_3_Bolum.pdf (Pages; 76-78, 84-85) |

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|-----|---|------|--|--|
| 4.2 | Autonomy of the Chairman of the Board | Full | Corporate Governance | <p>36-37</p> <p>Detailed information can be found at Doğuş Otomotiv Corporate Governance Compliance Report</p> <p>http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012328164051617_3.Bolum.pdf</p> <p>(Pages; 78-81)</p> |
| 4.3 | Number of Independent Members in the Board of Directors | Full | Corporate Governance | <p>36-37</p> <p>There are two independent members in our Board. The composition of Board of Directors is in line with the laws and regulations.</p> <p>Detailed information can be found at Doğuş Otomotiv Corporate Governance Compliance Report</p> <p>http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012328164051617_3.Bolum.pdf</p> <p>(Pages; 78-81)</p> |
| 4.4 | Stakeholders' and employees' involvement in management | Full | <p>Corporate Responsibility Strategy</p> <p>Policies</p> <p>Dialogue with Stakeholders</p> <p>Stakeholder Engagement</p> | <p>26</p> <p>29</p> <p>32</p> <p>39-40</p> <p>Detailed information can be found at Doğuş Otomotiv Corporate Governance Compliance Report</p> <p>http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012328164051617_3.Bolum.pdf</p> <p>(Pages; 66-71, 74-76)</p> |
| 4.5 | Fee paid to senior management and connections with sustainability performance | Full | <p>Corporate Responsibility</p> <p>Equal Rights</p> | <p>26-30</p> <p>91-92</p> <p>Detailed information can be found at Doğuş Otomotiv Corporate Governance Compliance Report</p> <p>http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012328164051617_3.Bolum.pdf</p> <p>(Pages; 81)</p> |

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|-------------|--|------|---|---|
| 4.6 | Processes preventing conflicts of interest | Full | Corporate Responsibility Management Approach Ethics and Corporate Governance Corporate Governance | 26-30 30-32 33-34 36-37 Detailed information can be found at Doğuş Otomotiv Ethical Principles http://www.dogusotomotiv.com.tr/en/about-us/values-and-principles/our-principles-of-employment/code-of-ethics.aspx |
| 4.7 | CSR Management Strategy of the corporation | Full | Corporate Responsibility Stakeholder Engagement | 26-31 39-40 |
| 4.8 | Corporation's rules of mission and behaviour regarding CSR performance | Full | Corporate Responsibility Management Approach Ethics and Corporate Governance | 26-30 30-32 33-34 |
| 4.9 | CSR performance and the supervision of its risks by senior management | Full | Chairman's Message CEO's Message Corporate Responsibility Management Approach Ethics and Corporate Governance | 18-21 22-25 26-30 30-32 33-34 |
| 4.10 | Self-check of senior management about CSR performance | Full | CEO's Message Corporate Responsibility | 22-25 26-30 |

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| 4.11 | Risk management attitude of the corporation in fields related to CSR | Full | Chairman's Message CEO's Message Corporate Responsibility Management Approach Ethics and Corporate Governance Risk Management | 18-21 22-25 26-30 30-32 33-34 52-54 |
| 4.12 | Foreign enterprises and activities in areas regarding CSR | Full | Associations and Memberships Human Rights | 14 99-101 |
| 4.13 | Union and association memberships | Full | Associations and Memberships | 14 |
| 4.14 | Stakeholders list | Full | Stakeholder Engagement | 39-40 Our Stakeholder List can be found at Doğuş Otomotiv Web Site: http://www.dogusotomotiv.com.tr/dogu-sotomotiv_files/2012831894100_Stakeholder_Engagement.pdf |
| 4.15 | Key stakeholders determining process | Full | Dialogue with Stakeholders Stakeholder Engagement | 32-33 39-40 Detailed information can be found at Doğuş Otomotiv Web Site: http://www.dogusotomotiv.com.tr/dogu-sotomotiv_files/2012831894100_Stakeholder_Engagement.pdf |

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|-------------------------------|--|------|--|--|
| 4.16 | Stakeholder participation process | Full | Stakeholder Engagement | 39-40 Detailed information can be found at Doğuş Otomotiv Web Site: http://www.dogusotomotiv.com.tr/dogu-sotomotiv_files/2012831894100_Stakeholder_Engagement.pdf Detailed information can be found at Doğuş Otomotiv Corporate Governance Compliance Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012328164051617_3.Bolum.pdf (Pages; 66-71) |
| 4.17 | Stakeholder participation and primary subjects, responsiveness performance | Full | Corporate Responsibility Strategy Policies Stakeholder Engagement | 26-28 29 39-40 Detailed information can be found at Doğuş Otomotiv Web Site: http://www.dogusotomotiv.com.tr/dogu-sotomotiv_files/2012831894100_Stakeholder_Engagement.pdf |
| Performance Indicators | | | | |
| Economic Performance | Management Approach | Full | Economic Responsibility Policy | http://www.dogusotomotiv.com.tr/dogu-sotomotiv_files/ksr/Corporate_Social_Responsibility_Report_10.pdf (Page;23) |
| EC1 | Direct economic value produced and distributed | Full | About Doğuş Otomotiv Economic Responsibility Equal Opportunity in Education Doğuş Otomotiv 2011 Corporate Responsibility Performance Data | 6, 9-11 50-52 143 144 Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogu-sotomotiv_files/2012328164058695_4.Bolum.pdf (Pages; 5, 82, 86, 95) |

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| EC2 | The effect of climate change on the financial success of the corporation, risks and opportunities | Full | CEO's Message Climate Change and Operational Risk Management | 22-25 53-54 |
| EC6 | Policy, practice and rates of payment regarding payments made to local suppliers | Partially | Suppliers | 64-65 |
| EC7 | Local employment | Partially | Local Employment | 57 |
| EC8 | Investments made for public interest | Full | Economic Responsibility Community Investments Community Engagement | 50-52 57 134, 138-143 |
| EC9 | Important indirect economic effects | Full | About Doğuş Otomotiv Doğuş Otomotiv 2011 Chairman's Message CEO's Message Financial Efficiency and Economic Fluctuation Suppliers | 8-10 10-12 18-21 22-25 50-52 64-65 |
| Environmental Performance | Management Approach | Full | Environmental Policy | http://www.dogusotomotiv.com.tr/dogu-sotomotiv_files/ksr/Corporate_Social_Responsibility_Report_10.pdf (Page;35) |
| EN3 | Direct energy consumption | Full | Energy Consumption | 6, 149 |
| EN5 | Saved amount of energy due to improvements | Full | Energy Consumption | 6, 149 |
| EN6 | Products and services that provide energy efficiency | Full | Green IT Environmentally Friendly Vehicles Green Energy Use | 69 70-76 80 |

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| EN7 | Attempts to reduce indirect energy consumption and reductions obtained | Full | Green IT Environmentally Friendly Vehicles In-house Environmental Awareness Environmental Improvements Green Energy Use | 69 70-76 77 77-80 80 |
| EN8 | Total amount of water used according to its sources | Full | Water Consumption Water Consumption | 80 149 |
| EN9 | Water sources significantly affected by water extraction | Full | Water Consumption | 80 |
| EN11 | Production centres within protected areas | Full | | There is no orbit of Doğuş Otomotiv in the protection area. |
| EN12 | Effects on biological diversity | Full | | There is no orbit of Doğuş Otomotiv carrying high biodiversity in the protection area. |
| EN13 | Protected or reclaimed living spaces | Full | | There is no orbit of Doğuş Otomotiv in the protection area. |
| EN14 | Strategies regarding bio-diversity, activities in progress and future plans | Full | | There is no orbit of Doğuş Otomotiv carrying high biodiversity in the protection area. |
| EN15 | Number of the species in IUCN Red List in the living spaces in the areas affected by the operations and the species in the national protection list, according to extinction risk level | Full | | There is no orbit of Doğuş Otomotiv in the protection area. |
| EN16 | Total direct and indirect greenhouse gas emission | Partially | CO ₂ Emission | 6, 7, 150 |

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|-------------|--|-----------|---|--|
| EN17 | Indirect greenhouse gas emission | Partially | CO ₂ Emissions | 6, 7, 150 |
| EN18 | Attempts to reduce emissions | Full | Environmentally Friendly Vehicles Logistics Safe and Economic Driving Courses | 70-76 79 138-139 |
| EN22 | Total waste according to type and disposal method | Full | Waste Management Amount of Waste | 81-82 7, 150 |
| EN25 | Names, sizes, protection states and bio-diversity value of water bodies and related living spaces significantly affected by the water discharges and leakages of the corporation | Partially | Water Consumption | 80 |
| EN26 | Attempts to reduce the environmental effects of products | Full | Environmental Responsibility Green IT Environmentally Friendly Vehicles In-house Environmental Awareness Environmental Improvements Green Energy Use | 53-54 69 70-76 77 77-80 80 |
| EN27 | Percentage of recollecting of sold products and their packaging materials in categories | Partially | Waste Management | 81-82 |
| EN28 | Discordances with environmental laws and regulations | Full | | Doğuş Otomotiv was not fined in the year of 2011 because of not complying with environmental laws and regulations. |

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| EN29 | Effects caused by product transportation and employee logistics | Partially | Logistics | 79 |
| EN30 | Total amount of environment expenses and investments | Partially | Environmental Investments | 83 |
| Labor Practices and Decent Work | Management Approach | Full | Employees and Decent Work Policy | http://www.dogusotomotiv.com.tr/dogusotomotiv_files/ksr/Corporate_Social_Responsibility_Report_10.pdf (Page;45) |
| LA1 | Total number of employees according to employment type, contract and district | Full | Doğuş Otomotiv 2011 Corporate Responsibility Performance Data | 144-145 |
| LA2 | Total number of employees and their circulation according to age groups, gender and district | Full | Employee Turnover | 145-146 |
| LA3 | Benefits provided for the full time employees | Full | Equal Rights Employee Benefits | 91-92 94 |
| LA4 | Number of employees covered by collective bargainings | Full | | There is no labour union in our Company. |
| LA5 | Period of notice due to operational changes | Full | Employee Benefits | 94 |
| LA6 | Percentage total labour represented in the health and safety committees | Full | Employee Health and Safety | 87 |
| LA7 | Injury, occupational illness, days lost and absence | Full | Work Accidents Accident Rates | 91 147 |
| LA8 | Consultancy, precaution and risk control regarding serious illnesses | Partially | Employee Health and Safety | 87-91 |

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|---------------------------------|--|-----------|---|---|
| LA9 | Health and safety matters existing in the agreements with unions | Full | | There is no labour union in our Company. |
| LA10 | Annual average training hours per employee | Full | Training | 148 |
| LA11 | Employee training | Full | Employee Development | 94-96 |
| LA12 | Regular performance and development monitoring | Partially | Performance Management | 97 |
| LA13 | Inventory of employees' age, gender and minority group | Full | Doğuş Otomotiv 2011 Corporate Responsibility Performance Data | 144-147 |
| LA14 | Men-women wage rates according to employee category | Full | Doğuş Otomotiv 2011 Corporate Responsibility Performance Data | 148 |
| Human Rights Performance | Management Approach | Full | Doğuş Otomotiv Human Rights Policy | http://www.dogusotomotiv.com.tr/dogu-sotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf (Page;51) |
| HR1 | Percentage and total number of significant investment agreements comprising human rights clauses and screened for human rights | Partially | Human Rights | 99-101 |
| HR2 | Number of suppliers and contractors screened for human rights | Partially | Human Rights | 99-101 |
| HR3 | Total number of hours for human rights training | Full | Equal Rights Human Rights | 91-92 99-101 |

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|-------------|--|-----------|--|--|
| HR4 | Total number of incidents regarding discrimination and precautions taken | Partially | Ethical Principles Equal Rights Human Rights | 34 91-92 99-101 |
| HR5 | Freedom of organization and collective bargaining | Full | Human Rights | 99-101 UNGC COP Principle 3 |
| HR6 | Child employment and precautions taken | Full | Human Rights | 99-101 UNGC COP Principle 5 |
| HR7 | Operations having the risk of forced labour and precautions taken | Full | Human Rights | 99-101 UNGC COP Principle 4 |
| HR8 | Rate of security personnel trained on the corporation's policy and procedures regarding human rights factors | Full | Human Rights | 99-101 |
| HR9 | Total number of incidents which resulted in the violation of the rights of the native public and precautions taken | Full | Ethical Principles Human Rights | 34 99-101 There has been no incident against human rights and Doğu Otomotiv was not fined because of this reason. |
| HR11 | Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms | Full | | No grievances related to human rights reported by the Doğu Otomotiv Companies through formal mechanisms during the reporting period. |

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| Product Responsibility Performance | Management Approach | Full | Product and Service Responsibility Policy | http://www.dogusotomotiv.com.tr/dogu-sotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf (Page;53) |
| PR1 | Health and safety in the life cycle of products and services | Full | Suppliers Customer Health and Safety | 64-65 104-112 |
| PR2 | Number of incidents in discordance with the regulations and voluntary rules regarding health and safety effects of products and services | Full | Suppliers Customer Health and Safety Accurate and Timely Information about Products and Services | 64-65 104-112 113-115 There has been no incidents of non-compliance with regulations and voluntary codes concerning health and safety impact of products and services during their life cycle, by type of outcomes. For related technical and security specifications of products: http://www.dogusotomotiv.com.tr/en/home.aspx |
| PR3 | Labelling | Full | Accurate and Timely Information about Products and Services | 113-115 |
| PR4 | Total number of incidents displaying discordance with regulations and voluntary rules regarding labelling | Full | Accurate and Timely Information about Products and Services | 113-115 Doğuş Otomotiv complies with regulations and voluntary codes concerning its products and services. There has been no incidents of noncompliance with regulations and voluntary codes regarding labelling. |
| PR5 | Customer satisfaction | Full | Customers Customer Health and Safety Customer Satisfaction Customer Satisfaction by Brands | 104 104-112 120-125 125-129 |
| PR6 | Adherence to laws and regulations regarding marketing communication | Full | Customers Marketing Communication | 104 118-120 |

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|---------------------------|---|-----------|--|---|
| PR7 | Total number of incidents displaying discordance with regulations and voluntary rules regarding marketing communication | Partially | Marketing Communication | 118-120 |
| PR8 | Confirmed complaints regarding customer confidentiality | Partially | Customer Information Security | 115-116 |
| PR9 | Non-compliance with laws and regulations regarding supplying and usage of product services | Partially | Suppliers Customers Customer Health and Safety | 64-65 104 104-112 |
| Social Performance | Management Approach | Full | Community Engagement Policy | http://www.dogusotomotiv.com.tr/dogu-sotomotiv_files/ksr/Corporate_Social_Responsibility_Report_10.pdf (Page;61) |
| SO1 | The influence of our activities on local public | Partially | Management Approach Dialogue with Stakeholders Employee Volunteerism Community Engagement | 30-31 32-33 98-99 134-143 |
| SO2 | Risk analysis regarding corruption | Partially | Ethics and Corporate Governance Corporate Governance | 33-34 36-37 |
| SO3 | Corporation's policies against corruption and trainings on the subject | Partially | Ethics and Corporate Governance Corporate Governance Human Rights | 33-34 36-37 99-101 Detailed information can be found at Doğu Otomotiv Ethical Principles. http://www.dogusotomotiv.com.tr/en/about-us/values-and-principles/our-principles-of-employment/code-of-ethics.aspx |

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| SO4 | Precautions taken against incidents of corruption | Partially | Ethics and Corporate Governance | 33-34 Detailed information can be found at Doğuş Otomotiv Ethical Principles. http://www.dogusotomotiv.com.tr/en/about-us/values-and-principles/our-principles-of-employment/code-of-ethics.aspx |
| SO7 | Number of legal cases regarding behaviour outside competition and monopolism | Partially | Ethics and Corporate Governance Customers | 33-34 120 |
| SO8 | Number of fines due to discordance with laws and regulations | Full | After Sales Services | 105 |

United Nations Global Compact Communication on Progress Index

| UN Global Compact Principles | Stance of Performance Information in Report |
|--|--|
| Human Rights | |
| Principle 1. Businesses should support and respect internationally proclaimed human rights. | Management Approach - 30-31 Ethics and Corporate Governance - 33-34 Human Rights - 99-101 |
| Principle 2. Businesses should take all precautions in order not to be complicit with human rights abuses. | Management Approach - 30-31 Ethics and Corporate Governance - 33-34 Employees - 86 Human Rights - 99-101 |
| Labour | |
| Principle 3. They should respect freedom of union and collective bargaining. | Human Rights - 99-101 |
| Principle 4. They should work for the elimination of all forms of forced and compulsory labour. | Human Rights - 99-101 |
| Principle 5. They should work for the complete abolition of child employment. | Human Rights - 99-101 |
| Principle 6. Businesses should uphold the elimination of discrimination regarding employment and occupation. | Ethical Principles - 34 Equal Rights - 91-92 Human Rights - 99-101 |
| Environment | |
| Principle 7. Businesses should support a precautionary approach to environmental challenges. | Chairman's Message - 18-21 Corporate Responsibility - 26-28, 31 Climate Change and Operational Risk Management - 53-54 Environmental Responsibility - 68-83 |
| Principle 8. Businesses should support all forms of activity and formations that would increase environmental responsibility. | Environmental Responsibility - 68-83 In-house Environmental Awareness - 77 Green Energy Use - 80 Waste Management - 81-82 |
| Principle 9. They should encourage the development and diffusion of environmentally friendly technologies. | Environmentally Friendly Vehicles - 70-76 In-house Environmental Awareness - 77 Green Energy Use - 80 Waste Management - 81-82 |
| Anti-Corruption | |
| Principle 10. Businesses should fight against all kinds of corruption including bribery and extortion. | Management Approach - 30-31 Ethics and Corporate Governance - 33-34 Corporate Governance - 36-38 |



Statement GRI Application Level Check

GRI hereby states that **Dogus Otomotiv Servis ve Tic. A.S.** has presented its report "Corporate Responsibility Report 2011" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 27 July 2012

A handwritten signature in blue ink, appearing to be "Nelmara Arbex", is written over a faint, large watermark of the GRI globe logo.

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 20 July 2012. GRI explicitly excludes the statement being applied to any later changes to such material.

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