



Corporate Responsibility Report 2012



Doğuş Otomotiv

“Awareness First”



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

- 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 stakeholders, with a service approach 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 basis.
- Through activities embraced by younger generations, and to influence their behavior, we call attention to the vital importance of traffic safety.
- We plan, establish and implement policies to minimize potential negative impacts of our activities on the environment.
- We are well aware of the critical importance of our employees' social, mental and professional contributions for the Doğu Otomotiv Group and consider their health and safety a top priority.



Message from the Chairman of the Board of Directors



“Our Company is well aware of the importance of corporate efforts besides individual ones in economic development, the sustained development of our society, and the protection of the environment we live in; our activities are guided by this awareness. Doğuş Otomotiv will go on creating benefits, without losing its leading position in the area of sustainability.”

Dear Stakeholders,

We are very happy to be publishing our fourth Corporate Responsibility Report, the first of which Doğuş Otomotiv had shared with you four years ago as a milestone for the Turkish automotive industry. Our report presents the improvements undertaken by our Company within our specified fields of activity to leave a sustainable world to future generations and the progress achieved in these efforts, and as such, it constitutes a source of pride for us. We had the opportunity to see once again in the Corporate Responsibility Report that every activity we put into practice because of the importance sustainability has for us gradually grew, becoming more effective and creating more value. Since its founding, Doğuş Otomotiv has always been an example to other companies and the public in general in terms of its responsible work. The big picture we have obtained as a result of systematically measuring and reporting these efforts in recent years demonstrates we are on the right path.

Today, Doğuş Otomotiv is the leading automotive distributor of Turkey with the 14 internationally prestigious brands it represents. We provide the thrust behind the development of our industry with our vehicle park of nearly

80 models and over one million vehicles, as well as the impeccable service we offer our customers at 500 points. We continuously raise the service and quality standards in the automotive market, our area of activity, and we effectively provide direction to our industry. We maintain our claim and leadership with the work we do for the development of our society, of which we are a corporate citizen. One of the priorities of our Company is to create a sustainable future as part of the responsibility it has vis-à-vis society and all its stakeholders. Doğuş Otomotiv regards sustainability as the fundamental building stone of its business strategies, and creating long-term, lasting values for all our stakeholders constitutes the foundation of our sustainability approach. Hailing from a well-respected and powerful position and aided by our ethical management approach, we work with all our strength to carry out future-friendly operations that contribute highly to society.

Today, companies are one of the most important economic assets of countries and even the world, thanks to the employment, work force, and economic value they create. The longevity of a company and its success in carrying its created economic assets into the future make a very significant contribution to

the sustainable development of a country as well. With the awareness of being one of the important players of the automotive industry, which in turn provides one of the driving forces of economic and social development, Doğuş Otomotiv successfully and steadily continued its activities in 2012, a year full of innovations on a global scale. We steadfastly continued our operations focusing on quality and efficiency without sacrificing financial profitability. Our Company maintained its sustainable profitability in 2012, contributing to Turkey's goal of becoming one of the top 10 economies in the world.

The world is in a big process of transformation today. 2012 was a very good example of that change, with its turbulent course that was difficult to predict. This political, economic, and socio-economic process led to comprehensive changes in almost every society in the world and in almost all segments of those societies. Greatly affecting the business world, this transformational process also permeated corporate areas of responsibility. Today companies are no longer only judged by their operational and economic activities in their respective industries but also by how sustainable they are. One of the most important components of a company's reputation has now become the Corporate Responsibility concept and activities of that company. Within that Corporate Responsibility concept, the degree to which it succeeds in implementing its corporate governance principles within its own structure is of utmost importance. Since 2004, Doğuş Otomotiv has made noteworthy progress in carrying out projects regarding the application of Corporate Governance Principles to all our operational processes. I firmly believe that today, corporate governance has a special importance because it delineates the respective rights and obligations of companies and their shareholders and stakeholders. In tandem with our corporate governance approach that underlies the high prestige of our Company, one of our primary priorities

is protecting the rights of all our stakeholder groups. Transparency, accountability, responsibility, and fair management principles can be observed in all the operational processes of our Company. The Doğuş Otomotiv family has never compromised on its corporate management principles, thanks to which it has won important ground regarding the sustainability of the Company. We now share with our stakeholders all aspects of this progress and the areas for future improvement in this Corporate Responsibility Report. We share with you the fourth of our Type-B Corporate Responsibility Reports, which embodies the commitment of Doğuş Otomotiv in meeting its responsibilities in its area of activities, and the reflection of its ethical and accountable corporate management approach. These reports are prepared in accordance with the international reporting standard, the Global Reporting Initiative (GRI).

In 2012, we focused on deepening our sustainability efforts in our fields of activity, and on extending our area of influence. Our improvement programs regarding our economic, social, and environmental responsibilities became more comprehensive. We have now included some of our Authorized Dealers, who are our business partners, in our Corporate Responsibility Report. Our Company has made it one of its priorities in forthcoming years to bring its wide network of Authorized Dealers into its sustainability efforts to create greater social and environmental benefits. In addition, Doğuş Otomotiv continues with its "Traffic is Life!" project, which began nearly 10 years ago as part of its Corporate Responsibility platform, as well as with its projects to increase the awareness of wider portions of the public regarding traffic safety. 2012 has gone down in the history of the Company as a year of crowning success in terms of the quality and reach of our work within the "Traffic is Life!" Corporate Responsibility platform. It can be said that 2012 was also the golden year for our educational work on traffic safety. We

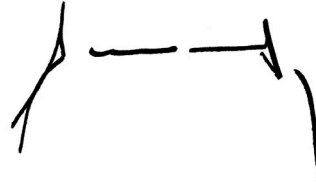
have reached nearly 30,000 children within the framework of the educational project, which we have carried out for primary school students in collaboration with the National Education Directorates of provinces. We have also maintained our educational activities for children with the Traffic Safety Exhibition at the Şişli Science Center, operated by the Turkey Science Centers Foundation. The exhibition was visited by nearly 80,000 children who received useful information on traffic safety at a young age, making this another successful project.

Our Company aims to create a perception regarding the future of our country and our world, to increase the reach of this perception, and deepen it where it has already reached; it also acts with the vision of constituting an example to the whole of society from a supra-industrial stance. As such, Doğuş Otomotiv has defined its ways of doing business with all its stakeholders through its Ethical Code, prepared according to global standards and constituting the first ethical code in Turkey that is not adapted from abroad. Doğuş Otomotiv's Ethical Code documents and reinforces our commitment that in our dealings with customers, business partners, and competitors, the employees of our Company will behave in an honest and ethical manner. Thus, we have reiterated one of our primary goals of being a company that while successfully continuing its activities under current competitive and economic conditions, it maintains its leadership position in its industry and remains an honest, trustworthy, and highly respected company with uncompromised ethical rules. We aim to conduct our business according to the highest ethical standards, and this constitutes the fundamental building stone of our growth-oriented strategy for the future. Doğuş Otomotiv is also one of the greatest supporters of the equality of women at the workplace, which is based on our understanding of human rights. We are an affirmative action employer supporting

women for their equal rights. I can proudly state that today, one in every four employees at Doğuş Otomotiv is a woman.

Doğuş Otomotiv will always continue to contribute to the sustainable growth of our country in the future, as it does today. Our Company is well aware of the importance of corporate efforts besides individual ones in economic development, the sustained development of our society, and the protection of the environment we live in; our activities are guided by this awareness. Doğuş Otomotiv will go on creating benefits, without losing its leading position in the area of sustainability. As Doğuş Otomotiv progresses with confidence towards the goal of creating a more inhabitable and sustainable world, in the name of the Board of Directors, I would like to thank all our stakeholders who share with us this same goal. I sincerely believe that a better future awaits our country and our world, thanks to the efforts of all of us.

Respectfully,
Aclan ACAR
Chairman





CEO's Message



“Knowing that the way to carry our Company forward, strengthening our symbolic significance, is through doing our business in the best, most complete and honest way, we conduct our activities according to the highest ethical standards towards all our stakeholders. We also know that being reliable and ethical constitutes the backbone of the reputation of our Company, and so we convey our way of doing business to reflect this management culture.”

Dear Stakeholders,

Founded exactly 19 years ago, Doğuş Otomotiv is now one of the leading companies in the Turkish automotive sector. The added value of Doğuş Otomotiv provides a strategic value not only for our country but also for our operational region. We hold a privileged position driven by our continuous success in our operations at every stage of the automotive value chain and our exemplary practices that steer the sector. Since the day of its inception, Doğuş Otomotiv has increased its success with every passing year, by adhering strictly to its values and corporate culture. Doğuş Otomotiv and its employees continuously make contributions to the community and stakeholders both in their operational area and impact.

The value system of the Doğuş Group, our parent company, underpins all business operations executed by Doğuş Otomotiv and guide us in all our business operations with the corporate values: “We Solve, Execute and Develop Sincerely”. Our vision “to provide innovative service beyond expectations”

expects that we will serve to protect the development of our community, and the sustainability of the environment, while creating value in our sector at the same time. As an exemplary corporate citizen, we seek to carry our leadership in the operational area of sustainability. We have taken significant and tangible steps, especially in the past few years, and in this regard we have come closer to reaching our goal. By continuous development in all activities, we expand and improve our applications in the Corporate Responsibility area and disseminate them to wider communities. We believe in reporting systemically and publicly, in accordance with the principle of transparency; we are thereby able to measure the outcomes of various activities, and to see the value we contribute to our community and the habitat more clearly, manage our applications more efficiently and improve them in a way to create greater benefits for the community.

Doğuş Otomotiv has been sharing its activities conducted within the scope of its impact and its performance recorded with all stakeholders through Corporate Responsibility Reports

since 2010. We have also declared that Corporate Responsibility is one of fundamental priorities of our Company by signing of the United Nations Global Compact in 2010. We are proud and happy to share our fourth report prepared in accordance with the Global Reporting Initiative (GRI), an international reporting framework supported by the United Nations and applied by the largest international companies around the world. For the last three years, we have reported on progress at level B of the GRI, since we have a separate management approach for each indicator, we also describe in our report the improvement activities performed within the framework of the impact areas: "Economic Development, The Environment, Employees, Customers and Community Engagement". We plan to execute activities within a wider area in the coming period, to advance our performance, setting an example socially, environmentally and economically. We have therefore expanded our reporting process to include the performances of three Authorized Dealers, with the ultimate goal of including all our dealers within the scope of the report.

Our Company continued to increase its emphasis on the critically important issues for next generations: the protection of the environment and conscious consumption of natural resources. Because we are among the largest companies in Turkey, we regard it as our duty to expand such activities each year. In addition to the protection of the environment, we have underscored awareness activities for our employees in the areas of energy, water and paper savings. Based only on the records from our headquarters in the last year, it is possible to say that we are heading in the right direction.

Following a human-oriented approach, Doğuş Otomotiv reinforces and strengthens the quality and volume of its activities every year.

It continues to fulfil its responsibility towards the community and maintain its leadership in this area. Knowing that the way to carry our Company forward, strengthening our symbolic significance, is through doing our business in the best, most complete and honest way, we conduct our activities according to the highest ethical standards towards all our stakeholders. We also know that being reliable and ethical constitutes the backbone of the reputation of our Company, and so we convey our way of doing business to reflect this management culture. We know that success and reputation are connected to each other in the current business world, and that instant mistakes can break such a bond, so we have published the Doğuş Otomotiv Code of Ethics, delineating our Company's way of doing business with certain lines and placing it on ethical ground. By disseminating the policies and principles included in our Codes of Ethic to our employees, we avoid conducting any unethical way of doing business under any circumstances.

Another point that we focused on within scope of our Corporate Responsibility activities in 2012 was to raise and increase awareness on traffic safety in the community. Since Doğuş Otomotiv operates in the automotive sector, we give particular importance to traffic safety. All such projects fall under one single rubric, and since 2004 we have conducted them within the scope of the Traffic is Life! Corporate Responsibility platform. In 2011, educational philosophy became the focal point of these activities, moving them to a sustainable platform. In 2012, we successfully implemented our traffic education-oriented activities, shaped according to the target audiences. Knowing that the training received by primary school children has great influence on their future behaviour, we implemented many such projects, including an especially notable Social Studies Curriculum we prepared

about traffic safety for 2nd grade primary school students in cooperation with the Provincial National Education Directorates. We were glad to reach 30,000 children in five cities in Turkey; the project will continue in 2013.

Another notable project within the scope of Traffic is Life! in 2012 provided TV and Radio Public Spots regarding traffic safety in cooperation with the General Directorate of Security which greatly expanded the breadth of influence in the community. There is still much to do on the subject of traffic safety and we will continue to expand our activities in that respect in the coming years.

Shaping activities with the awareness of good corporate citizenship and continuing them successfully, Doğuş Otomotiv will continue its journey without compromising its efforts to leave a more sustainable life and a better future for the next generations. I would like to extend my thanks first and foremost to my

colleagues and to all of our stakeholders that accompanying us in our journey, and I feel proud to share our Corporate Responsibility Report, reflecting the distance we have covered and our performance as a company for a sustainable world.

Yours Faithfully,
E. Ali BİLALOĞLU
CEO





About the Report

Report Content

In 2010, Doğuş Otomotiv determined the measuring, assessment, monitoring and feedback mechanisms in areas related to Corporate Responsibility through Key Stakeholder and Materiality workshops and publicized them. The workshops were held in accordance with the AA1000SES Standard. The economic, social and environmental policies of the Company were determined in a series of six workshop sessions held in 2011 by the Corporate Responsibility Team; participants included all Company managers. These policies are approved by the Doğuş Otomotiv Board of Directors and announced in our 2011 Corporate Responsibility Report, detailed information on the economic, social and environmental policies of Doğuş Otomotiv is provided on our web site. <http://www.dogusotomotiv.com.tr/en/corporate-responsibility/corporate-responsibility/corporate-responsibility-strategy.aspx>

The content of Doğuş Otomotiv Corporate Responsibility Report was prepared in accordance with our focus areas identified within the scope of the above mentioned policies, and in compliance with application level-B of the Global Reporting Initiative (GRI) international reporting framework version G3.1. In addition, the expectations of ISO26000 Social Responsibility Standards were taken into consideration; necessary remarks are included in the index of the report. The Doğuş Otomotiv Corporate Responsibility Report is released also in accord with the United Nations Global Compact (UNGC) Communication on Progress. The UNGC Index is provided in the Index section of our report.

		C	C+	B	B+	A	A+
Optional	Self Declared		Report Externally Assured		Report Externally Assured		Report Externally Assured
	Third Part Checked		Report Externally Assured		Report Externally Assured		Report Externally Assured
Mandatory	GRI Checked		Report Externally Assured	X	Report Externally Assured		Report Externally Assured

Report Scope

The financial data in this report is the consolidated data of Doğuş Otomotiv Group. Unless otherwise stated, the data displayed at Doğuş Otomotiv 2012 Corporate Responsibility Report consists of the social, environmental and economic performances of Doğuş Otomotiv Servis ve Ticaret A.Ş. and Doğuş Oto Pazarlama ve Ticaret A.Ş. between January 1st, 2012 and December 31st, 2012. Some environmental and social data of our

three Authorized Dealers and After-sales Service Centers is included in our report as well. These three authorized dealers, each an independent entity, are determined as General Oto Servis Ticaret Ltd. Şti. (Istanbul), Acarlar Otomotiv Ticaret ve Sanayi A.Ş. (Istanbul), and ÖzSa Otomotiv Ticaret ve Sanayi A.Ş. (Kayseri) and their selected performances are included in the report.

Stakeholder Engagement

Doğuş Otomotiv initiated the development, implementation, management and monitoring activities of its Corporate Responsibility strategy with the identification of key stakeholders and material issues, and continued these activities together with the Doğuş Otomotiv Corporate Responsibility Team which was established in 2009. The list of key stakeholders identified in these studies is available in our web site http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012831894100_Stakeholder_Engagement.pdf

Stakeholder expectations, accountability, transparency, responsiveness and raising awareness through the value chain form the basis of our Corporate Responsibility understanding. On this basis, opinions of the relevant stakeholders are sought in all the business processes of our Company, and the expectations of stakeholders are answered in a variety of dialogue platforms. These and relevant background information are available on our web site. http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012831894100_Stakeholder_Engagement.pdf



Among the principles of Doğuş Otomotiv is to establish systems focused on stakeholder expectations in its all business processes. All departments, such as employee and customer satisfaction, investor relations, supply chain management, corporate governance and

relationships with shareholders, corporate communications, and dealer management try to engage in direct dialogue with relevant stakeholders of the Company and regularly survey their expectations.

Stakeholder Engagement Performance Areas

Performance	Relevant Key Stakeholder Group	Relevant Department
Corporate Responsibility Leadership	Investors, Shareholders, Employees, Customers, Suppliers, Community, OEM, Non-Governmental Organizations (NGOs)	Board of Directors and Executive Committee
Traffic is Life!	Employees, Community, Customers	Strategic Marketing and Corporate Communications
Investor Meetings and Briefing, Annual Report, Corporate Governance Compliance Report	Investors, Shareholders, Capital Markets Board of Turkey	Investor Relations
Raising Awareness on Sustainability Performance of Authorized Dealers and After-sales Service Centers	Authorized Dealers and After-sales Service Centers, Customers, Employees, OEM	Strategic Marketing and Corporate Communications, Dealer Development, Brand Managements
Activities related to Employee Satisfaction	Employees, Customers	Human Resources
Activities related to Customer Satisfaction	Customers, Authorized Dealers and After-sales Service Centers, Employees, OEM	Strategic Marketing and Corporate Communications, Brand Managements
Volunteer Programs	Employees	Human Resources, Strategic Marketing and Corporate Communications
Codes of Ethics	Employees, Suppliers, Customers, Community, Shareholders, Investors, OEM	Human Resources, Internal Audit
Reduction of Water Consumption	Community, Customers, Employees, Shareholders, Investors, NGOs	Administrative Affairs
Practices for Energy Efficiency	Community, Customers, Shareholders, Investors, NGOs	Administrative Affairs
Waste Management	Community, Customers, Shareholders, Investors, NGOs	Administrative Affairs
Cooperation with Vocational High Schools	Employees, Community, Potential Employees, NGOs, Shareholders, Investors	Education Department Volkswagen Turkey After-sales Service - Education Department
Decreasing of Emissions	Customers, Community, Employees, Non-Governmental Organizations, OEM	Administrative Affairs
Optimization Activities in Logistics	Authorized Dealers and After-sales Service Centers, Customers, Employees, OEM, Investors, Shareholders	Logistics Department



Doğuş Otomotiv Value Chain and Our Business

In this year of contraction for the sector, Doğuş Otomotiv increased its market share for almost all its brands and achieved growth under difficult times both on the basis of turnover and sales in 2012. With this success, our Company proved once again that it is Turkey's leading company in its sector.

Doğuş Otomotiv is a member of Doğuş Group, engaged in financial services, automotive, construction, media, tourism, real estate and energy sectors, offering 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, Doğuş Otomotiv provides distributorship in the industrial and marine engines market through the Scania

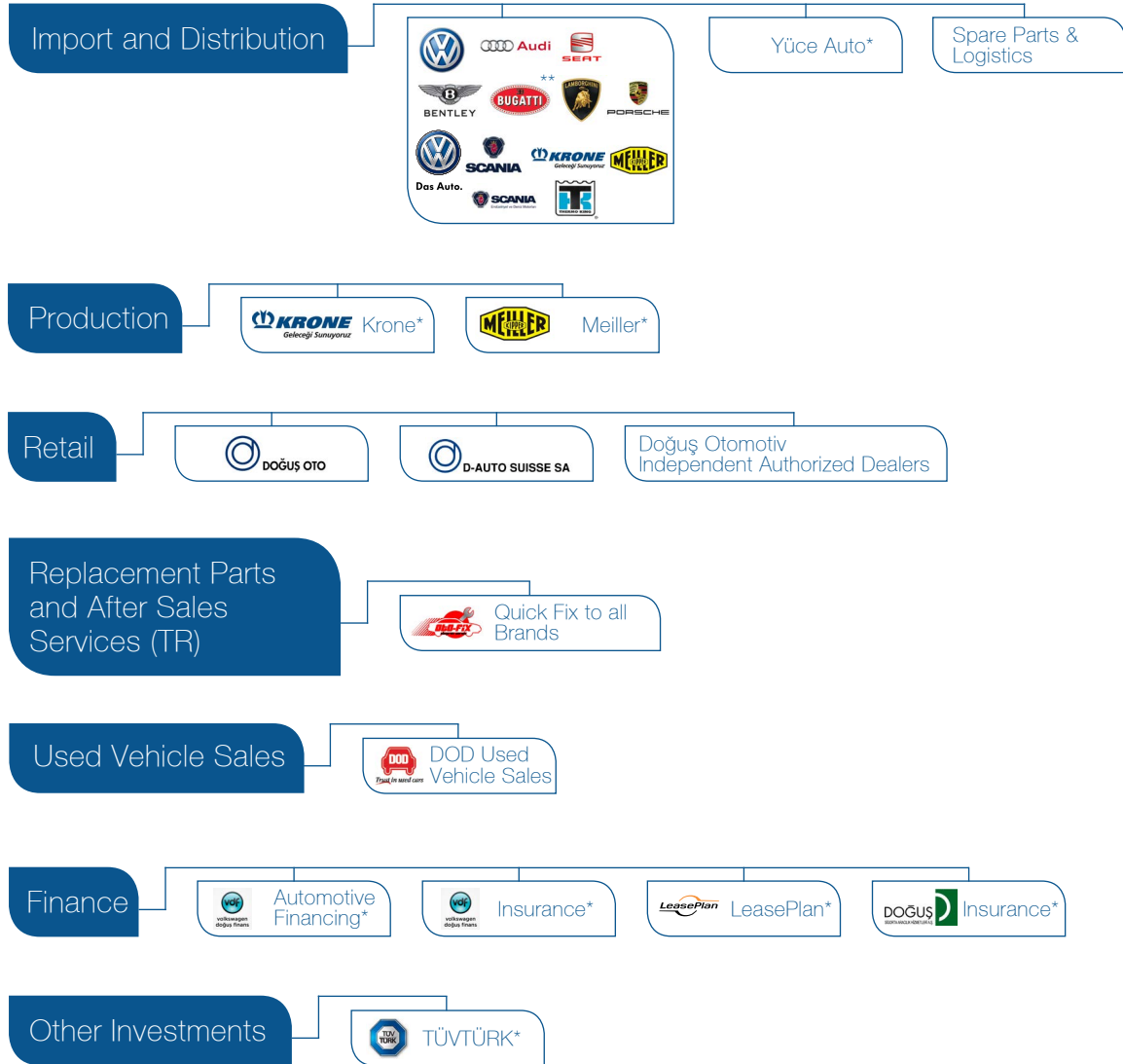
Engines brand and in the cooling systems market through the Thermo King Brand.

As Turkey's leading distributor in the wholesale import market, Doğuş Otomotiv embraces the concept of unconditional customer satisfaction as its number one priority. Its Authorized Dealer and After-sales Service Center network is among the widest in Turkey. For detailed information on products and services of Doğuş Otomotiv, you can visit our web site and refer to the relevant pages in our annual report.¹

- 777,761 vehicles in total were sold in Turkey in 2012: an overall contraction of 10.03% in the sector as compared with the previous year. Nevertheless, Doğuş Otomotiv successfully sold 125,563 vehicles and achieved a growth of 12% to the previous year, thereby reaching its annual target.
- In this year of contraction for the sector, Doğuş Otomotiv increased its market share for almost all its brands and achieved growth under difficult times both on the basis of turnover and sales in 2012. With this success, our Company proved once again that it is Turkey's leading company in its sector.

¹ For more information on Doğuş Otomotiv Products and Services, visit: <http://www.dogusotomotiv.com.tr/en/about-us/dogus-otomotiv/brand-names.aspx> and <http://www.dogusotomotiv.com.tr/en/investor-relations/annual-reports.aspx>

Doğuş Otomotiv Value Chain and Our Business



* Subsidiaries
 ** Representative Offices

Doğuş Otomotiv Milestones

Total car park exceeding 1,000,000

0.5%
Market
Share

Scania distributorship agreement



Volkswagen and Audi distributorship agreement



Distributorship contract with Volkswagen AG

1994

Scania Industrial and Marine Engines distributorship contract signed



1995

Porsche distributorship agreement



Customs duties on vehicles imported from the EU abolished

1996

5.8%
Market
Share

SEAT distributorship agreement and partnership with Yüce Auto



1997

Skoda distributorship agreement and partnership with Yüce Auto



Used car operations established



1999

Joint venture on consumer financing with Volkswagen Financial Services AG



2000

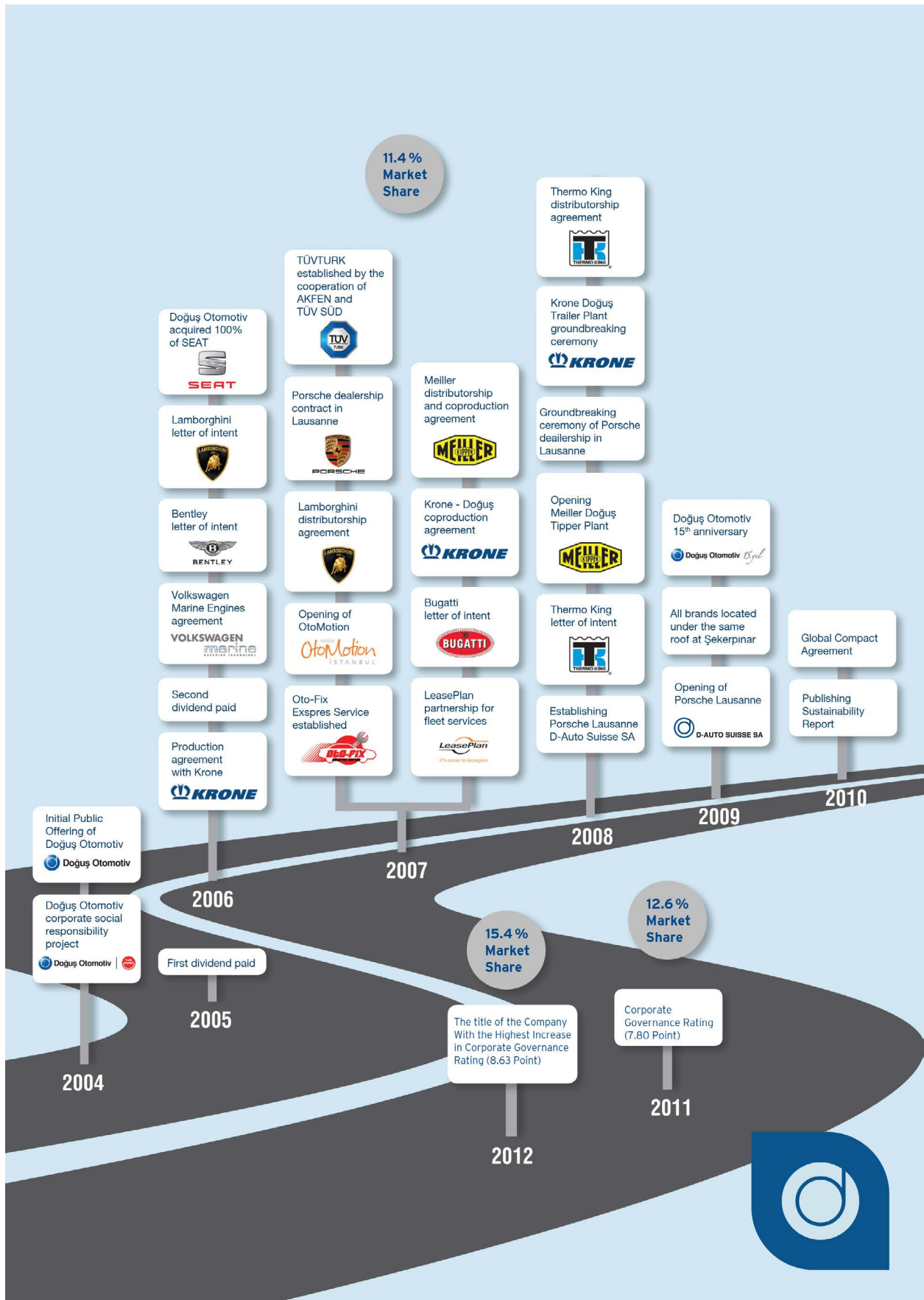
Krone distributorship agreement



Assembling Operations

Merger of automotive companies under Doğuş Otomotiv

2003



Financial Indicators

CMB (mn TL)	2009	2010	2011	2012
Sales (Retail Unit)	50,979	88,850	112,399	125,563
DOAS Market Share	8.9%	11.2%	12.6%	15.4%
Used Car Sales (DOD)	10,746	12,550	15,659	16,937
Net Revenues (mn TL)	2,129	3,428	4,808	5,132
Operating Expenses (mn TL)	(224)	(283)	(357)	(398)
EBIT (mn TL)	78	202	240	315
EBIT %	3.7%	5.9%	5.0%	6.2%
Gross Profit (mn TL)	302	485	597	713
Gross Profit Margin (%)	14.2%	14.1%	12.4%	13.9%
Net Profit (mn TL)	31	150	142	256
Net Profit Margin (%)	1.5%	4.4%	3.0%	5%

Doğuş Otomotiv's shares are traded on the Istanbul Stock Exchange with DOAS.IS ticker symbol.

Awards

- Traffic is Life!, 'Jury Incentive Award', CSR Solutions Marketplace 2012, Corporate Social Responsibility Association of Turkey
- Traffic is Life!, 'In-house Social Responsibility Practice Award', CSR Solutions Marketplace 2012, Corporate Social Responsibility Association of Turkey
- Doğuş Otomotiv, 'Company of Highest Improvement in Corporate Governance Rating', Corporate Governance Association of Turkey
- Doğuş Otomotiv, 'World's Best Distributor', Volkswagen AG
- Doğuş Otomotiv, 'Most Appreciated Company in the Automotive Sector', Capital Magazine
- Volkswagen Passenger Cars, '2012 Crystal Apple Award', Crystal Apple Awards
- Volkswagen Amarok, 'The Best Newspaper Advertisement Campaign Success Certificate in Commercial Vehicle Category', the Red Awards
- Volkswagen Amarok, 'Magazine Application of the Year', Association of Automotive Distributors (ODD) Gladiator Sales and Communication Awards
- Audi, 'Audi Twin Cup After-sales Services Competition 2012 Worldwide 2nd Place', Audi Twin Cup
- Doğuş Oto, 'World After-sales Services Championship Worldwide 2nd Place', Audi Twin Cup 2012
- SEAT Turkey, 'Award of Original Parts Worldwide', 2nd SEAT International After-sales Services Conference, Portugal
- Bentley, 'The Fastest Growing Automotive Brand', Association of Automotive Distributors (ODD) Gladiator Sales and Communication Awards
- Thermo King Turkey, 'Platinum Sales and Platinum After-sales Services Supplier', OEM

Associations and Memberships

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



Corporate Responsibility

Leadership entails both difficulty and responsibility. One of the prerequisites of leadership is the development of standards that serve as a model for the sector and its translation into stimulating and pioneering applications. We are aware of this responsibility and aim to accelerate our efforts to improve the sector in the future. One of our primary targets is to improve our capabilities in creativity and innovation, two areas we believe are of crucial importance for our sector.

- As Doğuř Otomotiv, we have the privilege to work with the Volkswagen Group, one of the world's largest and most important automotive companies. The Volkswagen Group's technologies, its support in the areas of after-sales services and product supply play a decisive role behind the success we have attained in the Turkish market. The Group's environmentally friendly technologies, developed by its massive Research & Development (R&D) investments, have supported us greatly. Working with the world's best in these areas gives us both joy and strength.

Strategy and Management

The Doğuř Otomotiv Corporate Responsibility strategy and related policies developed in 2010 constitute the central thrust of our business strategies. We act in accordance with this commitment in every phase of our value chain and every step of our business life cycle.

The most important aspect of Doğuř Otomotiv's Corporate Responsibility strategy is being responsive to the expectations of all our stakeholders at every stage of our operations, setting our short, middle and long-term targets according to such expectations.

Like all operations of Doğuř Otomotiv, our performance in the areas of Corporate Responsibility and sustainability are developing continuously. We strive to make this approach a part of our daily business processes, and endeavor to ensure that our policies are embraced throughout the value chain, and that key stakeholders provide added value to our business, without compromising this understanding.

As a result, our Corporate Responsibility approach has become one of the most important aspects of the way we do business, expanding each year in a wide

range from the Board of Directors to all managers and employees, from supply chain to Authorized Dealer and After-sales Service Center network, and from its subsidiaries to its customers.

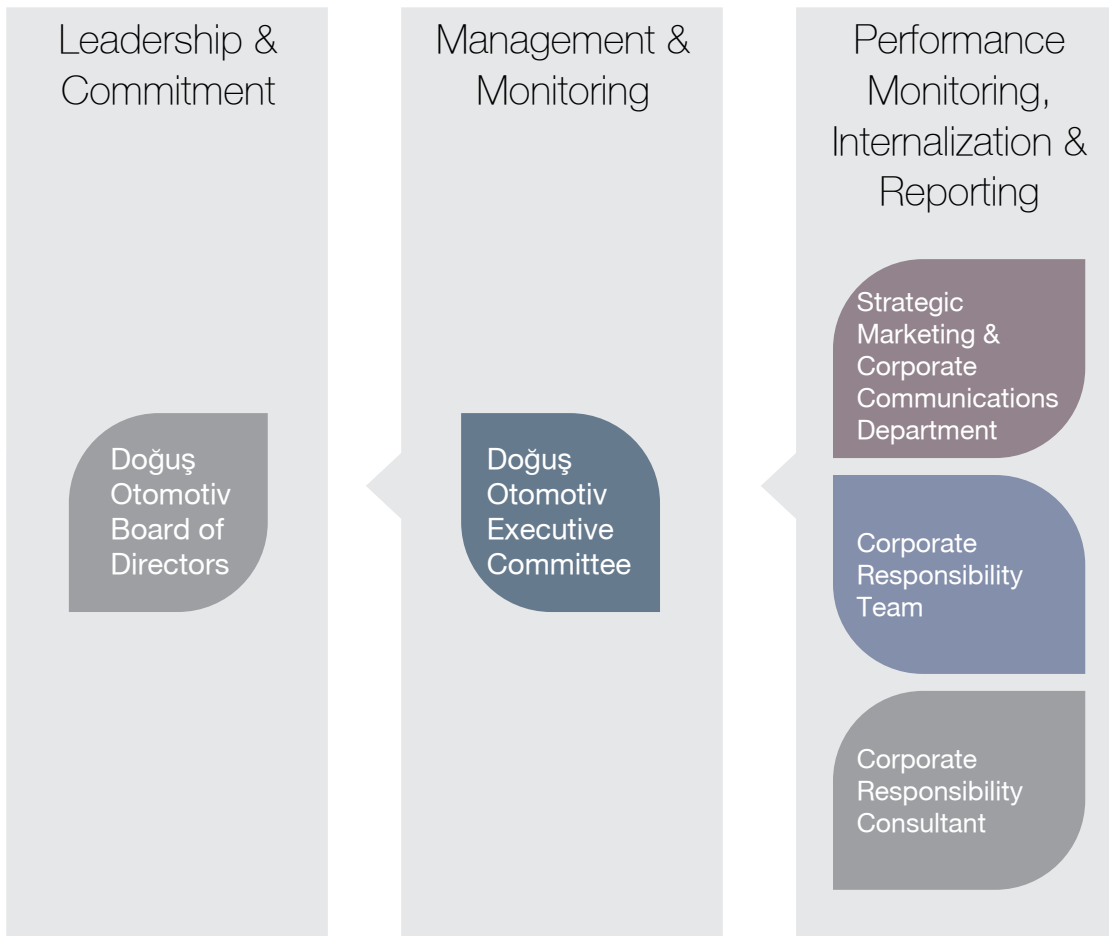
The Doğuř Otomotiv Board of Directors is the highest authorized board responsible for this key strategy. Social, environmental and economic performances of Doğuř Otomotiv are published every year through the Corporate Responsibility Report with the approval of this board. The Doğuř Otomotiv Executive Committee directly monitors and supervises these performances, The Corporate Responsibility Team, consisting of managers from Doğuř Otomotiv brands and its operational departments, is responsible for the development, execution, monitoring, reporting and continuity of strategy, policies and targets. All related reporting processes are managed by Doğuř Otomotiv Strategic Marketing and Corporate Communications Department and reported to the Executive Committee. The performance of Corporate Responsibility Team is evaluated annually by upper management and their assessments are recorded in their scorecards.

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



Doğuş Otomotiv Corporate Responsibility Management



Business Ethics

Studies on Code of Ethics based on international standards were initiated in 2010 and completed in 2011. All processes were approved by Doğuş Otomotiv Board of Directors. Our Code of Ethics has been shared with all employees, and made public to third parties via our website.

The Doğuş Otomotiv Code of Ethics was prepared by the Code of Ethics Committee, a sub-committee of Corporate Responsibility Team, over the course of a year. Various

global samples, internal processes, audit and discipline procedures were reviewed, and risky or potentially risky cases of our sector and segment were analyzed and included in the Code as case studies. In 2013, our Code of Ethics will be shared with 100% of our employees and efforts to enhance awareness on this matter will continue. The Doğuş Otomotiv Code of Ethics is available on our website. <http://www.dogusotomotiv.com.tr/en/about-us/values-and-principles/our-principles-of-employment/code-of-ethics.aspx>

Doğuş Otomotiv's Business Ethics Understanding

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

- The most valuable assets of Doğuş Otomotiv are our corporate reputation and the trust that our customers, suppliers, employees and shareholders have in our Company. The bases of our existence that we will never compromise are the trust of our stakeholders and the protection of our reputation.

Doğuş Otomotiv expects its suppliers, customers, shareholders, subsidiaries and all other stakeholders to understand our Company's way of doing business, and adapt their expectations accordingly.

Risk Management

Among the most important impacts of globalization on the business world is the differentiation of stakeholder expectations and the general increase in awareness. Companies are expected to foresee social and environmental risks and take indicated precautions, to apply dialogue-oriented communication policies with relevant stakeholders, and most of all to be "responsive" regarding such risks. Starting with the strategic Corporate Responsibility studies initiated in 2009, Doğuş Otomotiv analyzes its social and environmental risks and publishes performance summaries, suggested solutions and targets in the Corporate Responsibility Report annually. When areas related to Corporate Responsibility are reviewed in terms of risk management, the expectations and concerns of stakeholders are directly taken into consideration. Therefore, we manage social and environmental risks as a part of our stakeholder engagement strategy. The Doğuş Otomotiv Code of Ethics is the most important element of our Company's social and environmental risk management system.

As in previous years, in 2012 we analyzed financial risks that were defined or monitored, using several scenarios, and determined the

measures to be taken against both newly identified and monitored risks. Risk maps were drawn for all departments this year under the rubric of Operational Risks to determine risks and to monitor them.

Doğuş Otomotiv managed the threats and opportunities related to the sector in 2012 and took timely actions. For example, in 2012 it became compulsory to complete the importing process, and issue the invoice, within a single day, due to a change in the working-hours procedures of the customs accountancies. Therefore, import processes were simplified in Doğuş Otomotiv and the importing operation was redefined accordingly in order to issue the invoice within the same day. Additionally, SCT (Special Consumption Tax) applied to vehicles below 1600 cc was increased from 37% to 40% in October 2012. Accordingly, we conducted risk analyses with regard to this matter, and continued to operate with reasonable price and importing policies. Fluctuation in the exchange rate is also one of the key risk indicators that are followed by Doğuş Otomotiv. Our Company eliminated exchange change risk by keeping its open position at a minimum level.

Risk Management in the Logistics Unit

Any regulation affecting the vehicle and spare parts importing process is followed closely by our Logistics Unit. The impact of possible risks are identified in this unit and shared with the relevant departments, and meetings are held for solution proposals. Draft regulations are studied and a situation assessment is made in meetings with sector representatives and with in-house meetings. Impact areas of regulations are complied immediately. Risks are minimized by both Turkuaz² improvements and operational adjustments in various areas.

Detailed information on Doğu Otomotiv's Risk Management process is provided in relevant sections of our annual report. <http://www.dogusotomotiv.com.tr/en/investor-relations/annual-reports.aspx>

Business Continuity Plan

Among the fundamental goals of any business is to ensure the continuity of production and service with 100% efficiency. One of the fundamentals of our Corporate Responsibility approach is to solve any problem that may lead to contradictory situations, in order to ensure business continuity. Therefore a Business Continuity Plan (BCP) has been prepared to ensure that critical business processes and operations are continued in case of any natural disasters, catastrophes, physical or cyber attacks which might interrupt business continuity in our buildings: the Şekerpınar Headquarters, Spare Parts and Logistics Building, Gebze After-sales Services Building and Maslak Doğu Power Center, Ortaköy Showroom (for Bentley & Lamborghini brands), DOD City Esenyurt and the DOD Outlet Şekerpınar where Doğu Otomotiv operates. For this purpose, an Emergency

Assessment Team has been formed within the Company.

The assessment of damages after any occurrence of a disaster or extraordinary case, determination of estimated business interruption time caused by such cases, and action to be taken against such conditions will be executed by this team, under the supervision of the BCP Coordinator.

In case of any such emergency, the Finance and Administrative Affairs Director will act as Business Continuity Plan Coordinator, and the Information Technology Manager will act as Business Continuity Plan IT (Information Technology) Coordinator. Important data is backed up to save the critical systems and applications, kept in a safe and protected area in adequate distance away from the incident causing such an interruption. Backups of software applications and data files are kept in a location outside the office, to be accessed for repair when required.

² It is the name of software developed by Doğu Otomotiv that enables monitoring of all business processes technologically.

Message from the CEO of DoğuŖ Oto



2nd place in the Audi After-sales Service Center at the Audi Twin Cup final in 2012.

While achieving these successes, we responded to the expectations of our stakeholders to fulfil our economic, social and environmental responsibilities in line with their requirements.

DoğuŖ Oto accepts that honesty, reputability, ethical behaviour, and compliance with the law and regulations are the principles that underpin the structure of our corporate management and the understanding of our business conduct. With a transparent, fair, responsible and accountable management approach, we comply with the rules with respect to policy and processes and we are making efforts to increase our transparency level further every year.

To Our Esteemed Stakeholders,

We closed the past year, 2012, with significant success, breaking a sales record with 34,741 new vehicle sales. We increased our share in the total passenger and light commercial vehicles market in Turkey to 4.47% in 2012, up from 3.63% in 2011. We provided after sales service to 202,529 customers in 2012; our after-sales services revenue increased by 25%. We are happy to close this period with growth.

We have become among the best 100 Volkswagen Authorized After-sales Service Centers in the areas of customer satisfaction and service quality and proved that our service quality is superior to world standards, ranking

We believe that the most important capital is human resources, and we protect human rights, try to create a safe and fair working environment, give importance to professional development and provide equal opportunities to all our employees. Ensuring a safe and healthy work environment is one of our primary responsibilities.

DoğuŖ Oto values the opinions of our employees and takes inspiration from their proposals. In this framework, lean management and suggestion systems are implemented for the benefit of the Company as well as the personal development of our employees by incorporating their ideas and suggestions.

“Doğuş Oto has a transparent, fair, responsible and accountable management approach; we comply with the rules in our policies and processes and we are making efforts to further increase our transparency each passing year.”

We aim to accelerate our ongoing activities to utilize every step of business processes and eliminate all areas of waste.

In addition to these activities, Doğuş Oto attaches importance to the social development of its employees. We continue to support their individual development and teamwork in arts and sport areas, through Doğuş Oto Orchestra and Doğuş Oto Basketball Team, established in 2011.

Our customers have priority among our key stakeholders. The happiness of our customers is our key principle. We began with an initial aim of providing excellent service in both sales and after-sales services to our customers; we continue to progress by increasing our service quality every year with our smiling and experienced team.

In order to provide better service to our customers and ensure sustainability, we continue our efforts by renewing our regions. We renewed our Bursa Region in 2011 and Ankara Çankaya Region in 2013. We will continue our activities in this area in the upcoming period.

We contribute convenient working spaces for our suppliers and business partners to ensure comfortable and appropriate conditions within the framework of our scope of authority.

Our goal is to provide superior service to our customers and to become the most preferred automotive retail seller in the world. It is also among our fundamental targets to ensure our sustainability as the leading Company in the sector through our Corporate Responsibility understanding.

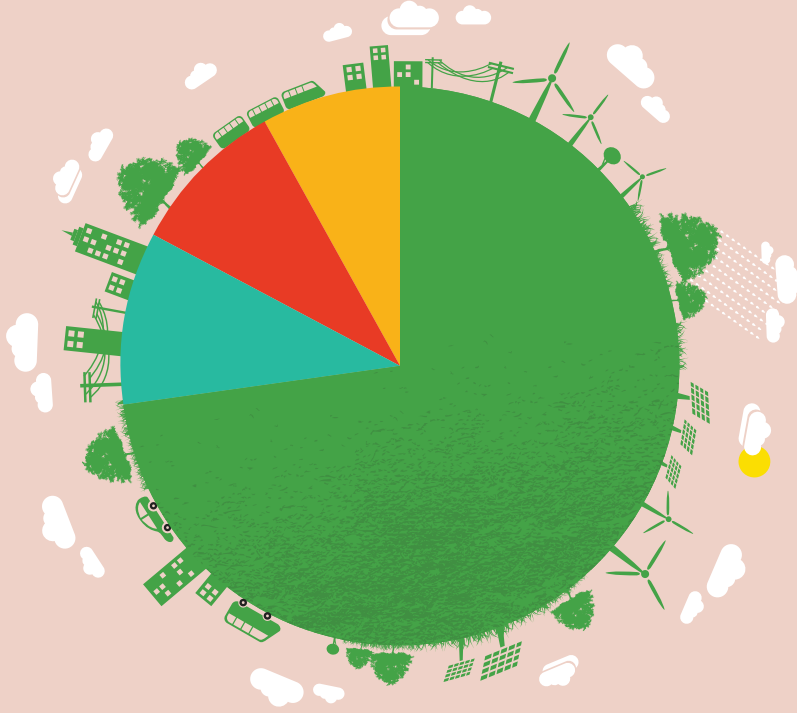
We would like to extend our thanks to all our key stakeholders as our shareholders and the Board of Directors, employees, customers, our suppliers and business partners that support us in this journey.

Yours Respectfully,

Zafer BAŞAR
CEO Doğuş Oto



Economic Development



“With more than 2,000 employees and more than 1 million vehicle park, we made investments for 9 Authorized Dealers and 12 After-sales Service Centers of Dođuş Otomotiv in 2012; our total domestic goods and services purchases exceeded TL 180 million in Dođuş Otomotiv and TL 66 million in Dođuş Oto.”

- Retail sales of 125,563 retail vehicles (including heavy commercial vehicles),
- Representation of 14 of the strongest automotive brands of the world,
- Over 80 different models offered,
- 17,000 used car sales,
- More than 2,000 employees,
- More than 500 customer contact points,
- More than 670,000 customers,
- A total vehicle park of more than 1,000,000.

Lean Management Applications

Process Management Lean Studies

Nearly 80 process enhancement projects were implemented in 2012 in Doğu Otomotiv; the targeted gain with these projects was close to TL 2,000,000.

Among these projects, the “Project of Linking Warehouses to Derince Customs” (~ TL 830,000) was implemented by the Spare Parts & Logistics Services and the “Project for Creating Financial and Operational Advantage in Express Air Shipments (VOR)” (~415,000 Euros) are noteworthy in terms of financial savings targeted.

34% of Doğu Otomotiv employees participated in improvement projects in 2012; these include all projects implemented by departments in line with scorecards and those generated by the suggestion system.

Lean Leadership Program

The 8th wave of the Lean Leadership Training Program was realized in 2012 to enable all Company units to acquire the competency needed to carry out our operations in compliance with the lean application methods, underscoring the awareness of continuous improvement. The 7th Wave Lean Leader candidates, completing the training period on 17-18 November 2011, together with 8th Wave Lean Leader candidates completing the training period on 29-30 May 2012, continued to work on their projects in 2012. Together with the 7th and 8th Waves of Lean Leader candidates who

received training, Doğu Otomotiv has 36 Lean Leaders and Doğu Oto has 31 Lean Leaders by the end of 2012. Lean Leaders continued to support the process of improvement in 2012 through projects they implemented with their departments by means of analysis and implementation related to suggestions brought within the suggestion system.

In 2013 we will continue with trainings of 9th Wave Lean Leaders, following a closing ceremony for the projects conducted by 7th and 8th Wave Leaders.

Lean Operations in After-sales Services

A lean operation that includes a barcode application is performed in order to use special tools efficiently. This application depends on barcodes to ensure the correct use of specialized tools, devices and equipment designed at manufacturer quality standards for repairs conducted on vehicles of our customers, and performing the proper repair once. These special tools are also registered in the job orders and can be tracked, providing time savings, minimized economic losses through non-returning works, and thereby higher customer satisfaction. This application was put into practice in twenty Authorized Dealers and After-sales Service Centers in the last quarter of the year, with a view to implement it in all centers in 2013. Thanks to this project, it is possible to identify the lost and unused special tools, decreasing the consumption due to damage and loss.

Recall

An employee is assigned at both Doğuř Otomotiv and Authorized Dealers and After-sales Service Centers with the sole responsibility to follow recall campaigns. Completion rates are tracked and reported in all recall campaigns.

Development of Employee Suggestion System

In order to ensure more efficient use of the suggestion system by blue-collar employees of the Spare Parts Warehouse and to follow and report the suggestions providing improvements in processes and economic advantages systematically, and to award the implemented suggestions, the Human Resources and Process Management Departments were assigned to carry out activities in coordination.

Among the suggestions from our blue-collar employees, the "Formation of Collection Labels on the Basis of Warehouse Location" project was implemented in 2012. This project enabled a better balanced work load in the warehouse, and improvements in the vehicle load rate and shipment days. This project was

rewarded with the "Blue Steering Wheel" prize within the newly established rewards system in the Company.

A "Warehouse Automation" project will also be commissioned in the first half of 2013. It is expected that the project will improve warehouse parts collection, packaging and shipment timing and processes, and minimize the shipment of wrong, damaged part/packages.

Suppliers

The value of domestic products and services we purchased in 2012 was TL 180,912,345.77 excluding VAT. Sectoral assessments are initiated for conducted choosing suppliers and will be completed in 2013. Sectoral assessments and selection criteria include inspections of such criteria as the supplier's waste management, employee safety, qualification of employees, etc. International certificates (ISO, OHSAS, etc.) are requested and hence standards of suppliers are improved.

Procurement from local suppliers³ of Doğuř Oto amounted to TL 66,544,221.23 in 2012.

Employee Manifest Survey

Online surveys were conducted to measure the information level of Doğuř Otomotiv employees regarding the importance and threat magnitude of errors made in traffic. As a result of this survey, the first phase of activity for the identification of traffic safety items in compliance with the corporate culture of Doğuř Otomotiv has been realized.

³ For Doğuř Otomotiv and Doğuř Oto "local procurement" refers to the purchase of goods and services from Turkish local businesses. "Local suppliers" can be identified as small and medium - sized enterprises that are operating in Turkey where Doğuř Otomotiv has its operations. The proportion of expenditures on local suppliers in Turkey is 98% (excluding vehicle purchases and purchases from Doğuř Group companies).

Investments for Authorized Dealers and After-sales Service Centers

The investments in nine Authorized Dealers and eight Authorized After-sales Service Centers were completed and put into operation in 2012. Two Authorized Dealers and three Authorized After-sales Service Centers closed in 2012.

Local Employment

152 employees⁴ (30% of headquarter employees) reside in Gebze, where our Company headquarters is situated.

Authorized Dealers	After-sales Service Centers	Date
1 Demoto / Manisa / DOD	-	Feb 20 th , 2012
2 Ahenk / Erzurum / DOD	-	Feb 27 th , 2012
3 Asil / Eskişehir / DOD	-	Mar 19 th , 2012
4 -	Dicle / Diyarbakır / Porsche	Mar 21 st , 2012
5 Hasan Kavi / Mersin / Porsche	Hasan Kavi / Mersin / Porsche	Mar 21 st , 2012
6 -	D. Oto Etimesgut / Ankara / SEAT	Mar 21 st , 2012
7 Döşman / Gaziantep / Krone	Döşman / Gaziantep / Krone	Apr 3 rd , 2012
8 Vospa / Rize / Volkswagen	Vospa / Rize / VW	May 9 th , 2012
9 Miram / Diyarbakır / Audi	-	May 11 th , 2012
10 -	Erkur / Düzce / SEAT	May 25 th , 2012
11 Döşman / Gaziantep / Meiller	Döşman / Gaziantep / Meiller	May 29 th , 2012
12 -	Miram / Diyarbakır / Audi	Jul 6 th , 2012
13 -	Miram / Diyarbakır / SEAT	Jul 6 th , 2012
14 -	Doğu / Mardin / VW	Aug 1 st , 2012
15 Aykan Teknik / Adana / VW		Aug 2 nd , 2012
16 -	Solak / Adapazarı / Krone	Dec 17 th , 2012
17 -	Solak / Adapazarı / Meiller	Dec 17 th , 2012

⁴ Among the 152 employees, there are 1 General Manager and 5 Executives.



Customers



“It is our primary target to ensure that our customers, having the highest priority among our key stakeholders, receive superior service in areas ranging from the presentation of our products and services to sales, from after-sales services to the use of safe and economic vehicles.”

We access over 670,000 customers at 500 contact points...

Since its inception, Doğu Otomotiv has placed customer satisfaction and loyalty at the focal point of all its corporate strategies. It is our primary target to ensure that our customers, having the highest priority among our key stakeholders, receive superior service in areas ranging from the presentation of our products and services to sales, from after-sales services to the use of safe and economic vehicles.

Our customers are directly affected by our products and services and they also have the power to influence our Company performance. We regularly question the expectations of our customers and monitor them through surveys,

thereby continually enhance the quality of our products and services.

We are aware that the opinions and comments of our customers, both positive and negative, can enhance our Company's quality of service and enable further innovation, therefore we proceed with customer-satisfaction oriented strategies in every stage of our operations.

The total number of active individual and corporate customers of all our brands was 671,208 covering both after-sales services and sales.



Customer Health and Safety

Safe Driving Techniques Training

Volkswagen Passenger Cars

Safe and Economic Driving courses are given every year where we come together with our target audience. People wishing to participate in the event at the Istanbul Park track may apply via Facebook or the website. These activities last 6 days, during which participants, after receiving safe driving courses, test-drive their vehicles on The Formula 1 track.

Through Volkswagen Driving Experience organizations, our customers receive trainings on safe driving techniques under various driving conditions. Life-saving techniques, both theoretical and practical such as accurate cornering, braking on slippery surfaces and avoiding hurdles, are offered within this context. 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.

Volkswagen Commercial Vehicles

Safe and Economic Driving Techniques trainings are organized for Volkswagen Commercial Vehicles drivers, especially for drivers of school and employee buses and touristic trip bus drivers; individual drivers may also participate. These "learn from experience workshops" use Volkswagen Crafter test vehicles to assess drivers' actual habits first. After theoretical training, they are tested and a report, recorded with special devices during drives and including the differences between these two drives, is presented to each driver.

In economic driving sections of the training, the new double turbocharger 2.0 TDI engine available in the Crafter model vehicles and its use, along with theoretical information such as how these vehicles can be used in a more economical, efficient and environmentally

friendly way and how operation costs can be reduced are provided to the drivers by the experts. As an outcome of the training, participants are provided with information on driving techniques that enable an average fuel savings of up to 2 liters per 100 km. These lessons attract considerable attention: saving at least a liter of fuel per 100 km, or 2,500 l / 250,000 km, with a corresponding cost savings of over TL 10,000, is not inconsequential.

The second stage workshop emphasizes safe driving techniques. Active Safety components such as ESP (cornering stabilization system), rain brake support, prefill and passive safety components (air bags and seat belts) are demonstrated, and the conscious use of such components, driving under various road and weather conditions, prescient driving techniques, their causes and effects, and defensive driving techniques are taught.

All participants are awarded certificates of participation for the economic and safe driving trainings.

Safe and Economic Driving Techniques trainings have been provided to 210 drivers employed by Altur Turizm in a period of 30 days, one of our important suppliers that provides us employee transportation service. Additionally, five days of training was offered to 56 drivers working for Doğu Otomotiv.

Our training received 5 points on a scale from one to five, under the assessment titles with respect to content, subject, method, technique, time and samples, from the participants.

Additionally, the comments of participants obtained after the training will be shared in Volkswagen Commercial Vehicle Facebook page in 2013.

Audi

The Audi Driving Experience event, held at Istanbul Park from time to time, offers safe driving courses with topics such as sudden braking and quick lane change in specially designed stations for our customers.

Within the scope of these courses, both Audi customers and interested Audi fans participate in various levels of driving courses of Audi AG, given in a period of 3-4 days, for driving on ice, basic driving and intensive training.

Porsche

The Porsche Sport Driving School offers Safe Driving Techniques training to Porsche customers on demand and to press members. The purpose of the training is to improve driving skills, to teach drivers how to drive more carefully and to overcome more easily problems faced on the road.

Porsche's philosophy states that the best way to learn is by practice. Therefore, customers get behind the wheel on day-one of the course. Courses occur in various locations: on a racetrack, on snow, on ice and off-road. Customers may apply to the course with their preferred scope.

Each session is built on previous information received: by the end of Precision, Performance and Master Trainings, drivers are enabled to merge their own style with the information acquired and become drivers who are careful but also enjoy driving their vehicles.

Porsche Driving School provides also various driving training addresses to different purposes. For example, customers wishing to learn drift driving in a controlled way participate in G-Force training; those who just want to learn how to use Porsche vehicles most efficiently participate in Classic Cars Training. Special courses are available to female drivers as well.

Winter driving training was organized this year in Ivalo, Finland with the participation of 23 people.

Customers were accompanied by professional Porsche trainers and received driving trainings on ice and snow, in the organization held from 4-7 March 2012. The same training was also provided to press members from 8-11 February 2012.

Scania

Scania offered test driving/driver training to 47 companies comprising 562 people over a period of 50 days in total in 2012. To support the Traffic is Life! project, information on safe driving techniques was provided in the economic driving trainings that are conducted continuously by Scania brand.

Scania Driver Trainings

Scania Driver Training gives support to even the most experienced drivers toward more economic and safe driving. When these trainings are efficiently realized, about 10% savings in fuel and a significant reduction in emissions may occur. In addition, tires and the power transmission system last longer and the vehicle consumes less oil.

The following topics are included in the common presentation platform for Scania Driver Training:

- Vehicle technology and environmental impact
 - 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 home field.

Krone

Necessary information about the safety components of trailers are given to every Krone customer both during and after the sale by Authorized Dealers and the relevant Krone Regional Sales Managers. Information about vehicles' loads and traffic safety are also given during visits paid to the working areas of our customers.

DOD

A vehicle should pass '101 points of expertise' in order to be sold with the DOD guarantee. The expertise is conducted by our specialized teams and applications such as brake systems and engine mechanics that are crucial to the safety of our customers are inspected with great care. '101 points of expertise' continued in 2012 and was applied to 16,937 vehicles that were sold. DOD plans to provide safe driving in traffic training to its customers in 2013.

Product Safety

Volkswagen Passenger Cars

Volkswagen Passenger Cars aim to secure maximum customer safety through high-strength steel bodies and the best safety

systems, active and passive, of the industry. As a result of high safety levels, the Polo, New Golf, Jetta, Passat, Scirocco and Tiguan models which are still on the market were awarded 5-stars in the EuroNCAP crash tests.

Since the launch of the 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 New Golf model, seven airbags providing passive safety are standard, the peak level for vehicles of this segment. "Multi Collusion Brake" launched with this type and Fatigue Detection system offered in Passat, Volkswagen CC and Tiguan models provide active safety at a much higher level.

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

Asbestos-free brake and clutch linings, and fluids non-detrimental to human health, have been a standard on Volkswagen Passenger Car models for many years also protecting the health of maintenance staff.

- Our strategy to inform customers accurately and fully entails raising the awareness of our customers on proper use of the entire security infrastructure and systems so they can enjoy maximum benefit from all the potentials offered by the vehicles during any difficult situation. Sales and after-sales service teams regularly attend relevant training programs, to keep their information levels up to date and enable them to raise the consciousness of their customers as well. In addition, through the "Volkswagen Dictionary" published for the first time in 2012 and updated continuously, customers and sales representatives are provided with detailed information about up to date security and driving support systems.

Volkswagen Commercial Vehicles

Holding a superior position in the Turkish Commercial Vehicles market with its active and passive safety equipments, the Volkswagen Commercial Vehicles brand aims to mitigate a possible accident risk with the ABS Anti-lock Braking System, ESP cornering stabilization system, ASR Anti-Slip Regulation and front and rear anti-roll bars (standard in all models) and to ensure better protection to both drivers and passengers in case of accident with air bags, ISOFIX child seat anchorage sockets, seat belts with active tightening, steering column foldable during a crash and pedal features.

The Off-Road ABS system, available in the Amarok model, which has a superior position in the pick-up class with its safety equipment and cross-country capabilities, creates the effect of chock by forcing the vehicle to hug the ground on off-road and gravel roads, and significantly reduces braking distances: Amarok can stop even on 45-degree hills with a full load. Hill ascent and descent assistance is standard on all versions of Volkswagen Amarok 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 diminishes the risk of rollover when slipping.

Speed-sensitive servotronic steering available in all Caravelle and Caddy models enables safer driving even at high speeds, and reduces accident risk.

Standard safety and comfort equipment of the Crafter model has been enhanced with new equipment in 2012. Crafter now has a comprehensive standard safety package including Prefill (Braking Preparation), Brake Assistance in Rain, LAC (Automatic Load Adaptation Control), CBC (Cornering Brake Control), USC (Under Steer 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), EBD (Electronic Brake Power Distribution), Hill Holder (Uphill Start System), four-wheel disc brakes, front and rear anti-roll bars, signals integrated into side mirrors and the ESP cornering stabilization system, which is a standard in all Volkswagen Commercial Vehicle models.

Radio-controlled steering wheel and cruise control features offered as a standard in all Crafter models increase both safety and driving pleasure.

The 'Seats' and 'Seat Belts' are among the most remarkable features of the New Crafter and 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.

Audi

If the manufacturer detects a product problem that may affect the safety in vehicles, the manufacturer will take action and initiate a Recall Campaign by notifying the relevant chassis numbers to Audi Warranty Department or After-sales Service Centers in general. A sample letter format is included in the attachment of this recall campaign. As a distributor, Audi contacts customers through such letters prepared in accordance with this format and recalls vehicles to service centers, where inspection, repair, replacement and

other issues that may have an adverse impact on the safety of the vehicles is remedied at Authorized After-sales Service Centers and the vehicle is made convenient in terms of safety.

Through numerous security technologies used in Audi models, driving situations are categorized by the various different systems in the vehicle, if necessary triggering preventive protection measures for the occupants or other appropriate actions to mitigate the consequences of collision. For example, within the scope of pre sense technology in A6, A7 and A8 models, vehicles may be equipped with radar sensors (depending on specifications) that scan the area in front and behind, and a video camera also monitors the road ahead. It is located near the interior mirror (the highest possible point in the car) which captures 25 images per second, a hitherto unprecedented resolution for the automotive industry.

Audi pre sense basic consists of “preventive passenger protection systems” activated in case of a critical driving situation. These systems include tightening front seat belts and closing the windows and the sliding roof. Audi pre sense front monitors the traffic ahead with radar sensors for Audi’s adaptive cruise control with a “stop&go” function. In critical conditions, the comprehensive Audi braking guard warns the driver, increases the braking force if necessary, and activates the preventive protective systems. Audi pre sense rear scans the traffic behind the car with the aid of the rear sensors for the optional Audi side assist; in addition to the actions prompted by Audi pre sense basic, seats with the optional memory function are automatically moved into the safest position for a rear-end collision. The optional pneumatic seat side sections are inflated to provide more support for the occupants.

Audi pre sense plus is included when the options Audi adaptive cruise control with “stop&go” function and Audi side assist are ordered. In addition to the Audi pre sense front functions, Audi pre sense plus activates Audi

braking guard in certain situations where a collision is unavoidable; it then prompts hard braking to reduce the impact of the collision as much as possible.

The Audi Side Assist system monitors the area to the side behind the vehicle within the system limits – a useful function when changing lanes, for example, on the motorway. Displays are integrated into the exterior mirrors. From a speed of 30 km/h, Audi side assist uses two radar sensors with a range of about 70 meters to measure the distance and speed difference of the vehicles compared with your own car. Whenever Audi side assist interprets the speed difference and distance as critical if you proceed with a lane change, a display appears in the exterior mirror. If you set the turn indicator and Audi side assist has detected a vehicle that it identifies as critical, the appropriate display in the exterior mirror flashes brightly several times.

Another safety technology optional in all Audi models except for A1 and TT is Audi Lane Assist. Audi Lane Assist warns you from a speed of around 60 km/h upwards if you inadvertently drift out of your chosen lane.

Night Vision Assistant is another safety technology available in Audi A6, A7 and A8 models. The human eye is one of the most sensitive sensory organs. However, it still sometimes misses things, if it is dark, for instance, or if you are dazzled with excessive light. Night vision assistant scans the area in front of your vehicle with the aid of a thermal imaging camera and highlights any pedestrians detected at distances of between approximately 15 and 90 meters.

Adaptive Cruise Control technology allows drivers to maintain a constant and efficient driving style. The system, sensing the vehicle in front with radar sensors, maintains a specified distance from it by automatically accelerating and braking, within a speed range from 0 to 200 km/h. Four individual setting options are available with regard to distance, and three for driving characteristics such as comfort,

standard and sport. By minimizing acceleration and braking, this system also reduces the fuel consumption considerably.

Porsche

PSM System (Porsche Stability Management) is offered as standard in all Porsche vehicles. Our vehicles provide safe driving through this system even under extreme driving conditions. In addition, POSIP (Porsche Side Impact Protection) System contributes to passive safety with its side airbags and side guard bars.

The hybrid body system in Porsche, which uses aluminum intensively in addition to steel, increases the safety to high level.

The Porsche braking system has set the standard in the automotive world, ensuring safe stopping under any driving condition, with balanced distribution of vehicle weight and strong fixed caliper brakes, ensuring superior road-holding and safety even in competitive driving.

PTM (Porsche Traction Management) System used in Porsche vehicles with four-wheel drive systems ensures performance and safety by adjusting the torque conveyed to front and back axles actively according to driving conditions.

ACC (Adaptive Cruise Control) System, available in our vehicles, detects vehicles ahead, and sets safe following distance, and stops the vehicle when required.

SEAT

Ibiza, Altea XL and Alhambra are among SEAT models awarded 5-stars in the EuroNCAP crash tests. These results are shared with our customers via the website and in the catalogues.

Starting with the Ibiza model, the ABS brake system, front seat belts with active tightening, front airbags and ISOFIX child seat anchorage

sockets became standard. In the FR model of Leon, ESC (Electronic Stability Control) and 8 airbags are standard. High safety standards are met with 9 airbags including the knee airbag, which are standard in Alhambra model. A Fatigue Detection System, offered as standard in the Alhambra model, provides extra safety as well.

Scania

Scania offers technologies of the future through innovations in the heavy commercial vehicles sector, highlighting the value it attributes to its customers with comfort and safety equipment. Among these are the "Lane Departure Warning" system, warning the driver if the vehicle unintentionally leaves its lane, and "Adaptive Cruise Control" if the distance with the preceding vehicle is suddenly diminished.

LDW, Lane Departure Warning

Scania Lane Departure Warning is a safety system specially developed to consider driver behavior as well as adverse weather conditions. This smart system warns the driver if the vehicle unintentionally crosses the lane. Additionally, the system is able to detect when the wheels change direction as a result of inattention.

ACC, Adaptive Cruise Control

Scania Adaptive Cruise Control System assists the driver in maintaining a constant distance from the vehicle in front, and warns the driver if the distance closes suddenly. Scania Adaptive Cruise Control System analyses road speed, data from the engine, Scania retarder and wheel brakes to maintain time gap accordingly. It also alerts the driver when the gap closes rapidly, but it never takes over the control completely.

Krone

Krone brand has been manufacturing all its brands in compliance with the Code XL En-12642 load safety standard since 2007, providing robust and long-lasting products to its users in load transportation with high safety components that will not damage third parties in case of any possible accident. Steel front

wall, standard in Krone curtain sided models, minimizes the loss of life and property in case of accidents.

Meiller

Meiller tipper body is manufactured from special sheet aluminum alloy, resistant to corrosion and approximately one ton lighter than the overall market average. Thereby it provides an extra ton load capacity or less fuel consumption when working without load.

Meiller provides a considerable advantage to users in terms of costs while reducing the emission of harmful gases such as carbon dioxide. Environmentally friendly paint with a low cost solvent and professional painting process reduces the frequency for repainting. The axle set is installed with a fault tolerance of one tenth of millimeter, preventing tire wear. With all these features, Meiller targets to reduce costs of its users and minimize its adverse impact on environment.

The Aluminum Tipper is designed for carrying materials with low corrosive features (sand, clay, stone chips, etc.) Having a volume of 24 m³ and an empty weight of 5,800 kg, it is the second most popular Meiller semi-trailer product. Equipped with Meiller high-pressure pump and Meiller hydraulic cylinders, its technical carrying capacity is 39,000 kg.

Doğuş Oto

A booklet of "Frequently Asked Questions" including mechanical information about the vehicle is provided to customers during delivery of new vehicles. Additionally, information sheets titled "Child Safety", "Mineral Oils", "Long-road Trip", "Use of Tires", "Safety Systems", "Fuel Saving", "Advantages of Test Drive", "Points to Consider While Buying Used Vehicle" are available in After-sales Service Centers and showrooms.

Suppliers and Product Safety

Doğuş Otomotiv's highest priority is to comply with the laws and regulations in all

areas, from supply to after-sales services within life cycle of all operations in order to maintain the quality of service we render to customers at the highest level. To this end, supervision and support mechanisms are implemented to enhance both the product and the service quality of our suppliers.

We have taken measures concerning our suppliers, who have a priority among our key stakeholders, in order to avoid interruption of their services and to prevent any adverse impact on business processes. Compliance with the relevant specifications and contract articles is scrutinized strictly. Frequent controls in service and product procurements enable early and faster problem solving.

Most product and service supply for Doğuş Oto is provided by Doğuş Otomotiv; for other, small scale supplies, companies with quality documents and certificates are preferred. Products meeting OEM standards are utilized.

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

TÜV 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 in many more sectors. Additionally, it controls the compliance of products with ISO/TS 16949 standards, and reports in which vehicles the mentioned products can be used. In fact, what we briefly call a 'TÜV document' is a report prepared by this organization based on its research conducted by considering certain criteria.

Material Safety Data Sheet (MSDS) is a document that indicates the product's

compliance with the occupational safety standards. It includes procedures for how to work safely with the product, information about employee health, and environmental damage. As this data may include physical properties of the product (melting point, boiling point, burning point, etc.), it may also contain information on toxicity, reactivity, storage, disposal, protective equipment, etc. Content may vary from country to country. It is important for us that this document is taken from an internationally accredited organization.

E Mark is a certification system which shows that vehicles and parts on European Union highways meet all 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 a European Union member government, where the laboratory is present, for approval. Before the tests, a technical file of the product is prepared, a copy delivered to the laboratory and another to the government giving the approval. Preparation of the technical file is made by either the manufacturer or the consultant organization. Subsequent to approval, the number or code provided by the European Union member government is marked on the product in the specified way.

Informing The Customers Accurately

Volkswagen Passenger Cars and Commercial Vehicles

Volkswagen Passenger Cars and Commercial Vehicles continuously improve communication with customers with regard to 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, on the regular and the mobile website.

Price lists are available both in showrooms and through virtual environments, prepared with

the generally accepted use of the automotive industry, avoiding complexities as much as possible; therefore they have a structure which the customers are familiar with.

Volkswagen Passenger Cars and Commercial Vehicles have easily accessible and available channels for feedback from customers. In addition to the traditional call center and info e-mail channels, an online "Live Support" module, which was initiated over the website in 2011, enables customers of Volkswagen Passenger Cars and Commercial Vehicles to reach call center staff 24/7. This module makes it possible to establish direct communication with our trained and erudite customer relationships employees and thereby provides satisfactory answers in a faster and more effective way.

Audi

Audi communicates all information about the product contents to customers prior to vehicle sales, both via the catalogues and on the website. All catalogues are available on the website as pdf documents as well. Similarly, all prices, including optional equipment, are available on our website and accessible at Authorized Dealers as well. Additionally, customers can find information related to optional equipment and prices of such optional equipment through the car design application on our website. They can design their cars and request the vehicle with the equipment they want from our Authorized Dealers. For any of topic of their interest, our customers can reach us by phone via our call center number which is clearly displayed on our website, or via communication forms. Customers can share any comments, requests and questions through our social media channels; such questions are responded to quickly through the same channels, including phone calls, with the most appropriate answers.

Porsche

Porsche attaches great importance to informing its customers about its products. Detailed product information is available on the Porsche Turkey website, where all up to date models are

described in detail, including actual and optional equipment. Customers can see the differences between models and compare their features in more detail with the model comparison application. Our customers can also access any information through carefully prepared Porsche catalogues.

Porsche customers may obtain more detailed information from our professional sales teams at seven Porsche showrooms throughout Turkey. As social media is one of the most common means of communication, we also reach our customers via our Facebook account. They can follow us through news released on Facebook, make comments and direct their questions to us. We also plan to access a wider audience via our Twitter account, which will be activated in May 2013.

SEAT

The SEAT brand communicates all information about the product contents both on website and via catalogues to inform its customer in a most accurate way about products, campaigns and prices. Our customers can also find the catalogues and price lists on the website as pdf documents and documentation related to optional equipment, including prices, through the car design application on our website. Our website was visited by approximately 1.3 million people in 2012 and 26,157 catalogues were downloaded from our website. Customers can also contact SEAT Customer Services via SEAT info e-mail.

Activities in compliance with the global rules specified by SEAT S.A. are conducted in all areas including advertisement and sponsorship. Collaboration is made with our Customer Relations Management Department in responsible marketing activities.

Scania

Prices are conveyed to customers by sales departments via our Authorized Dealers, and further information about the product is given to every customer during delivery of the vehicle. Besides, we offer practical safe and economic driving techniques on-site to every customer that wishes to participate.

CRM applications are implemented regularly about the product and our after-sales services, and all our Authorized Dealers are given points according to their CRM results. The Call Center is also utilized intensively by our brand. All complaints are conveyed to regional directors first and complaints are answered by the relevant person through regional directorates.

Doğuş Oto

Informative sheets for our customers are available in Doğuş Oto showrooms and After-sales Service Centers to provide information on travelling with pets, child safety, mineral oils, points to be considered on long trips, use of tires, fuel savings, and the importance of the test drive. A brochure of "Frequently Asked Questions" including general answers to questions asked by our customers related to use of the vehicle is also given at the time of delivery.

■ Accident Coordination Seminar

Studies are conducted by after-sales services regarding the healthy and safe use of our products and services. In accident coordination seminars, wherein one claim agent from each Authorized Dealer and After-sales Service Center participated, accidents, safe-driving, high-quality repair of damage, the Traffic is Life! Program, seat belts and air bags issues were reviewed, to help raising vehicle drivers' safety awareness and to ensure quality service. After this seminar, pocket guides were prepared introducing the warning and information symbols of vehicle indicator panels and offered to customers in after-sales services.

An accident coordination training/seminar is organized once a year; there have been three seminars since 2010. Claim agents from each Authorized After-sales Service Center participate in these trainings; they are also assigned as accident coordinators, and work in line with the training they have received.

The seminars consist of a 3-day program in which experimental applications are conducted in class and practical trainings are performed by bringing in accident/fire-damaged vehicles.

Seminars cover the following topics: scientific and technical examination and responding to customer requests for the vehicles after events such as accident/fire, their questions related to safety or their claims as to an accident resulting from the product, notification of vehicles suffered from accident/fire to the distributor and consequently to the manufacturer, collection of data and documents to be acquired from the vehicles brought to After-sales Service Center after the accident, how the customers can make use of safety equipment of the vehicle they own, physical evolution of an accident, importance of seat belt and how it can provide safety, learning with visual and experimental training materials and through experience how and when the airbag, safety belt tighteners and other safety equipment will work and how they can ensure safety, learning the operation of active and passive safety equipment available in the vehicle and relaying this in the Authorized After-sales Service Center to the customer in a user-friendly way, learning safe driving techniques and again relaying this knowledge in the Authorized After-sales Service Centers to the customer in a user-friendly way, recording all accident/fire applications with documents, findings, data and pictures, saving them and sharing with the distributor/manufacturer, increasing especially use of safety belt and its proper use, informing and warning the customer in wrong use, how children can be safe in vehicles, use and importance of child seat, relaying this knowledge at Authorized After-sales Service Centers to the customer in a user-friendly way, which actions can be taken against accident and fire damages, information on "Traffic is Life!" platform.

Within the scope of the Accident Coordination Training, an electronic booklet related to work safety is available in the Multi System, which is the Spare Part software of Scania. All technicians of Scania Authorized After-sales Service Centers read this booklet prior to technical trainings. The booklet is quite useful to employees and is continuously used as a source of reference.

DOD

DOD communicates information about our vehicles and prices on dod.com.tr. Through the KeyDOD application, customers can perform their own evaluations; this is an online system wherein customers can quickly learn the actual value of a vehicle from the most accurate source by entering the vehicle information into the advanced Virtual Expertise module of DOD. Visitors to this module, whether they are DOD customers or not, can learn the value of their vehicles. The module was used more than 700,000 times in 2012.

By using the DOD Finds DOD Sells System (DOD Bulur DOD Satar), our customers can enter information online at dod.com.tr about the vehicles they seek or want to sell without visiting showrooms. The contact information of customers who want to buy or sell their vehicles through our DOD Finds DOD Sells Service is collected and detailed information about our products is provided to them. Our website with vehicle list and our magazine are designed to be understood easily by our customers.

DOD also publishes information related to the automotive sector on Facebook and Twitter to its followers. While expressing the services it renders to customers, it also raises customer awareness on topics such as traffic rules and safe driving techniques. By communicating

directly with the followers, DOD responds purchase/sales requests through social media as well.

DOD Call Center will be activated in May 2013, to manage complaints and requests and directing them to the appropriate Authorized Dealers.

Customer Satisfaction and Loyalty

In all Authorized Dealers and After-sales Service Centers, surveys regarding DSS Authorized Dealers and After-sales Service Centers satisfaction are conducted by the Brand Communications Department or directly by the manufacturers. Actual contact information of Authorized Dealers and After-sales Service Centers is provided to manufacturers. Satisfaction of and expectations from Authorized Dealers and After-sales Service Centers vary depending on the brand and the region.

CSS (Customer Satisfaction Surveys) studies for Authorized Dealers and After-sales Service Centers are conducted and published by an independent company monthly. Spare parts bonuses are awarded according to the relevant scores. This method was applied by GfK Turkey, in 2012. Authorized Dealers and After-sales Service Centers call customers directly to measure customer satisfaction as well.

International After-sales Customer Satisfaction

IACS (International After-sales Customer Satisfaction) Survey is performed by OEM, and issues needing improvement are addressed. A meeting was held in 2012 for drivers of emergency service/roadside assistance vehicles and providers of this service at Authorized After-sales Service Centers. A training course was given for the improvement of the customer services in a timely, effective and respectful way. Research was conducted toward upgrading vehicles providing emergency service, updating the equipment and making them more effective to provide a better service to customers; improvements to be made will be actualized in 2013.

- **NCBS (New Car Buyer Survey)**

NCBS (New Car Buyer Survey) research has been conducted by GfK Turkey since 2002; twenty-four brands participated in 2012. In the first stage of the research, customers are called in line with the address information received, and appointments are made to conduct the main survey. During the appointment, a comprehensive survey of about 45 minutes is conducted. Quite detailed questions are asked to the survey respondent regarding the new car that (s)he is currently using, the dealer from which the car was bought and the previous car that was being used. Volkswagen Passenger Cars also participated in the research; the first stage was completed in 2012 and the brand received the score 8.8 out of 10.

Customer Satisfaction by Brands

Volkswagen Passenger Cars

Customer Satisfaction Survey workshops continued in 2012; in consultation with investors and executives of the authorized service centers, methods to uphold our performance in customer satisfaction at the highest level were discussed and responses were sought. These workshops focused solely on performance for customer satisfaction, and the decisions achieved were immediately put into practice.

An important target of the RASE (Retail After-sales Excellence) project is to increase customer satisfaction. Through this project, Volkswagen shows its determination in this field. There are several applications aiming to raise customer satisfaction at our Authorized After-sales Service Centers. The customer is supplied with a temporary replacement when his/her vehicle is picked up from and delivered

to the door. The BAK (Dialogue/Reception) application includes our customers in the after-sales service procedure, and shows that we care about them as much as we care about their vehicles.

Our complaint and request lines are available to our customers 24/7, and complaints are answered within an average of 3 days, with first reaction within 24 hours. Similarly, e-mails from customers are responded to within 24 hours. All complaints and requests are interpreted and analyzed. The Volkswagen brand believes that complaints are gifts from our customers, to help us to improve our business.

Application of online instant communication with the customers was put into practice in the second half of 2011. With the initiation of this practice, customers are communicated with instant messages.

- **Customer First!**

Doğuş Otomotiv Volkswagen Passenger Cars won the "Customer First! Distributor of the Year" award in 2011 based on the international evaluations made within the Volkswagen family. Volkswagen factory and Autostadt were visited by all group department employees who assisted us to obtain this award. Some 450 employees from Volkswagen Passenger Cars and Doğuş Otomotiv Support Units visited the Volkswagen factory and had the opportunity to observe the production process firsthand. We believe that the bond between Doğuş Otomotiv and Volkswagen employees was reinforced through this visit.

- One of the main goals of the MACH 18 project, which includes Volkswagen AG's company vision for the year 2018, is "leadership in customer satisfaction". The responsibility of this vision increases the responsibilities of Doğu Otomotiv related to customer satisfaction.

Audi

Audi has an extensive program to evaluate the feedback received from customers. Our Authorized Dealers and After-sales Service Centers call customers directly after completion of service to learn if there is any problem related to operations performed during service, receive feedback and assess it. Satisfaction and repeated repairs are measured regularly on a monthly basis. Deficiencies detected in After-sales Service Unit are tracked by the regional managers and necessary actions are taken accordingly. Various questions are asked in a survey to all Authorized After-sales Service Centers by GfK, a research company assigned by the CRM Department. The results are shared with all Authorized Dealers and After-sales Service Centers every month. Those performing below average are investigated further to ascertain the reasons for the problems identified. Additionally, mystery customer researches are also conducted.

Porsche

Porsche AG strategic planning extends to the year 2018 with a target to make customers enjoy a unique purchase and possession experience, and thereby increase customer satisfaction and Porsche enthusiasm. In this context, Porsche strives to reinforce the brand's reputation through unexcelled service offered to customers that leave a lasting impression.

Superior road assistance service is provided to customers who purchase Porsche automobiles. In any case of breakdown, accident or theft, a Porsche Road Assistance Service Line is available 24/7. Customers benefit from fast, exclusive mobility services in every European country.

Calls from the customers are responded via Porsche complaint and request lines available to our customers 24/7, and required actions

are taken. First reaction to telephones and e-mails from customers occurs within 24 hours at maximum.

Each month, customers who have benefitted from sales and/or after-sales services are surveyed (CSS), and their satisfaction is measured. The results are conveyed to the appropriate venue for action on an Authorized Dealer and After-sales Center basis.

The quality of service provided by our Authorized Dealers and After-sales Service Centers to customers is also checked by mystery customer research.

SEAT

Customer Satisfaction Surveys (CSS), which were performed to measure and improve customer satisfaction in the sales and after-sales services in the past years, continue. We maintain communication with customers through call centers, social media and the website as well. Complaint and request lines are available to our customers 24/7.

Deficiencies detected by research in sales and after-sales services are tracked by regional managers and necessary actions are taken accordingly. The quality of service at Authorized Dealers is also measured by mystery customer research, and necessary actions are taken.

Information about the comments of customers is obtained from our Authorized Dealers, who communicate one-on-one with customers in their regions; this feedback leads to applications to improve customer satisfaction.

This year SEAT Turkey was granted the Global Genuine Parts Award at the 2nd SEAT International After-sales Conference in Portugal, where performance regarding spare

parts and accessories are evaluated by SEAT S.A.

This honor was given to Doğu Otomotiv – SEAT because of the increase in total sales compared to the previous year, achieving its targets and outperforming global markets in accessories sales.

Additionally, the new logo of SEAT was presented in 2012. The new logo was designed to reflect the brand's image and values: lively, sportive, dynamic, efficient, reliable and accessible. The New Leon is the first model to be manufactured with the new logo.

Scania

Customer Satisfaction Index (CSI) and Customer Satisfaction Surveys (CSC), which were performed in the sales and after-sales services fields concerning customer satisfaction in the past years, continue. Scania Dünyası Magazine (Scania World Magazine) is issued quarterly and sent directly to the addresses of the customers, the 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 placed in the vehicles of the customers coming for after-sales service.

Krone ve Meiller

All our sales representatives have customer visit targets to keep the customer satisfaction at the highest level. Customer complaints and requests are recorded in-situ and receive the relevant response, positive or negative, as soon as possible. In addition, special trainings are given to after-sales service managers in our Krone and Meiller Authorized After-sales Service Centers to improve service quality at Doğu Otomotiv standards.

The TÜVTURK pre-inspection campaign provides free brake test, lighting system and load safety control as well as '100 points control' to all vehicles coming to Gebze After-sales Service Center. Repairs deemed

necessary are performed accordingly to ensure safe travel of vehicle park.

Doğu Oto

Our most important effort for customer satisfaction is through the Doğu Oto Call Center, calling every customer who has purchased a vehicle or had one serviced after the transaction is completed. At the end of calls each day, any customers who have complaints or indicate that the problem was not solved are called back to fix the source of dissatisfaction.

DOD

We investigate ways to solve problems promptly by contacting customers, who contacted us for any issues. Customer satisfaction measurements are conducted together with the CRM Department. Deficiencies detected in our Authorized Dealers unit are tracked by Regional Managers and necessary actions are taken. DOD also supports our customers through its warranty application.

Authorized Dealers and After-sales Service Centers

One of the most important principles of Doğu Otomotiv Corporate Responsibility strategy is "inclusivity". Our Authorized Dealers and After-sales Service Centers are among our key stakeholders and constitute the most important stage of our value chain. Three of our Authorized Dealers and After-sales Service Centers were selected as pilots in 2012 and were included in our 2012 Corporate Responsibility Report; seven more will be visited and their performances will be included in our 2013 Corporate Responsibility Report.

The three Authorized Dealers and After-sales Service Centers chosen for inclusion in 2012 were thoroughly briefed with regard to our Corporate Responsibility strategy, our focus areas, benefits of Corporate Responsibility activities and gains they will bring to the Company. During the assessment briefing phase their current performance was evaluated

by expert consultants and suggestions were made for the areas open to improvement.

Following the request of certain environmental and social data for Corporate Responsibility Report for 2012, the Istanbul General Otomotiv was visited first, for data and suggestion assessments. The other two dealers will be visited again in 2013 for the same purpose, together with expert consultants, and the data provided for 2012 will be assessed and suggestions for improvement made.

General Oto

One of our Authorized Dealers and After-sales Service Centers located in Istanbul is General Oto, which was included in our Corporate Responsibility Report within the scope of the pilot study. The firm has 138 employees (22% female), 264 suppliers and purchases of TL 135,890 from local suppliers as of 2012 year-end. It is among our key stakeholders that provides countless added-value to Doğuş Otomotiv. During awareness raising studies conducted with General Oto this year, it gave outstanding performances in “stakeholder

engagement” and “open communication platforms with the employees”.

Executives review the suggestions made by employees for performance improvement, and those applicable are put into practice as well. The company contributes 50% to private health insurance, and initiated an employee satisfaction survey within the scope of RASE (Retail After-sales Excellence) project implemented by Doğuş Otomotiv. General Oto Occupational Health and Safety Committee meets once every month and necessary courses for committee members were completed during the year.

The company attaches importance to training options provided by Doğuş Otomotiv for both sales and after-sales services and participates regularly and fully. Additionally, two training sessions were offered to employees of the (subcontracted) security firm that monitors our operations unit and headquarters, a noteworthy performance that comes to the forefront.

■ **General Oto Briefings**

“Annual Briefings” are organized at General Oto, where the executives and employees meet. This ensures that employees hear assessments on the basis of departments from company executives firsthand, and allows company executives to report on the annual performance of the company, its targets and stumbling blocks directly to employees. Financial performance, including annual profit margins, is transparently shared with employees in these meetings.

■ **General Oto Technician Trainings**

Technicians working in after-sales services in General Oto, who do not have vocational training certificates were provided with four days of training in 2012 and awarded certificates of qualified workmanship. First aid training was given to eight employees as well; the company intends to give emergency training to all employees in 2013.

Acarlar Otomotiv

Acarlar Otomotiv in Istanbul was selected within the scope of the pilot study initiated by Doğuş Otomotiv in 2012 to raise awareness on Corporate Responsibility at our Authorized Dealers and After-sales Service Centers. Acarlar Otomotiv is one of our large-scale Authorized Dealers and After-sales Service Centers, with 134 employees and a procurement amount of TL 273,766,583.34 from 274 suppliers in 2012. Acarlar Otomotiv declared that the company donated TL 41,160

in aid in 2012 for community engagement purposes to NGOs, including the Turkish Educational Foundation, Turkey Spastic Children Foundation, Sefaköy Deaf Sport Federation, Beykoz Sports Club, Artvin Fraternity and Solidarity Foundation, Ortaköy Sports Club and the Istanbul Foundation for People with Mental Disabilities. Construction of the main road overpass in the Beykoz Region, which is the service area of the company, was undertaken by the company, which also sees to its periodical maintenance and repairs.

■ **Acarlar Zero Waste Project and Cooperation with Beykoz Municipality**

In order to minimize the environmental impact resulting from its activities, Acarlar Otomotiv held meetings in 2012 with Yöntem Yön Temizlik ve Peyzaj Ltd. Şti., a company executing projects related to waste management of the Beykoz municipality, and started to use the Zero Waste System, implemented for the first time in Istanbul. In a new project for recycling waste, called "Zero Waste" by Beykoz Municipality, which has carried out many recycling projects for Beykoz, wastes will be composted at a center near to Acarlar Otomotiv Business Center. Waste will be separated into wet and dry wastes at the Waste Management Center, which was built within the scope of the project. The wet wastes will be processed in composting machines and compost, which changes the composition of the soil, will be obtained. Activities to create "Volkswagen Forests" in this region, together with local authorities, continue as well.

■ **Acarlar Otomotiv Employee Engagement**

21% of the Acarlar Otomotiv's workforce is female. An average of 15.48 hours of continuing education per annum was provided to each employee. The company does not survey customer satisfaction, but has a policy for improving the business and social life of its employees. The company also comes to forefront with its human resources policies stating reasonable salary, premiums, win-win, activities strengthening motivation, care and esteem, full involvement in business processes, rewards, in-house career development and "live and cause to live large family culture".

The company supports its primary school graduate employees and encourages them to acquire high school and/or industrial vocational high school diplomas. It also provides foreign language education in the work place to its executives and supports their professional development.

■ **Acarlar Otomotiv Customer Health and Safety**

Like all our other Authorized Dealers and After-sales Service Centers, Acarlar Otomotiv gives high priority to customer health and safety. It provides Advanced Driving Techniques trainings to its employees who take customers for test drives subsequent to after-sales service, thereby ensuring that the customers are informed accurately and comprehensively about safe driving. The company aims to provide this training to its sales representatives and after-sales service consultants.

Özsa Otomotiv

Özsa Otomotiv has been one of our key stakeholders participating in our pilot study. Located in Kayseri, the company has 151 employees with a local procurement of TL 3,000,000 from approximately 150 suppliers. Its community engagement funding (scholarship and foundation aids) approximated TL 50,000 in 2012.

Having provided its support to the construction of the Arts Faculty of the Nuh Naci Yazgan University, Özsa Otomotiv will continue its support to this faculty in various areas in the coming years. The company also cooperated with Akkişla Municipality on 15th anniversary of its foundation and planted 3,300 tree seedlings, in response to its aim of increasing environmental awareness.

• **Özsa Otomotiv Conversation Meetings on Credit Card Use and Budget Management**

Özsa Otomotiv executives organized a conversation meeting to enhance awareness about the use of credit cards, and budget management, that have direct impact on the life quality of its employees. In this meeting, relevant experiences were shared, suggestions were made and briefing on correct budget management was given. Based on positive feedbacks received after this meeting, it was decided to hold such meetings also in upcoming years.

Training Courses for Authorized Dealers and After-sales Service Centers

Training courses for Authorized Dealers and After-sales Service Centers are organized and offered according to the current expectations of stakeholders. Business management, finance, management skills, and competition law were subjects covered in 2012. Training sessions for General Manager and senior managers in this context are organized over certain periods; other employee training is offered by the brands regarding technical and administrative subjects.

In 2012, Doğu Otomotiv Sales and After-sales Services Unit performed 402 audits in total: 388 Quality and Brand Standards Audits (ISO & Scania DOS) and 14 Brand Standards Audits to enhance service quality of our Authorized Dealers and After-sales Services Centers. 450 audits are scheduled for 2013.

Volkswagen Passenger Cars

Volkswagen Passenger Cars initiated the Volkswagen SAT (Sales Academy Turkey) Project to establish a more knowledgeable team to work long-term within "Mach 18" objectives at the beginning of 2010. Our consulting team (265 people as of the beginning of 2012) has expanded to 300 by year-end; 104 of these have Volkswagen International Sales Diplomas and 66 have Volkswagen International Sales Certificates. The turnover rate of sales advisors was 11.2% in 2012 and our aim to decrease this rate to under 15% was successfully achieved.

Training Courses for Sales Advisors

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

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 training and earned their Volkswagen International Sales Diploma are provided with a 3 day training session on personal development, this includes one-on-one coaching sessions.

Volkswagen Passenger Cars created a 3-year program for sales managers in compliance with Volkswagen AG criteria, and the first three modules of this program have been completed. A considerable success was achieved, delivering 2,623 man/days of training in 2012.

Activities were conducted together with our German business partners for our new models. Model launches were held for the New Golf in 2012 in Zaragoza and Barcelona, Spain, and participated by the whole sales team, which provided the opportunity to get closely acquainted with the vehicles, test them, and increased motivation.

Volkswagen Commercial Vehicles

Product training for our Authorized Dealers and After-sales Service Centers is established by Volkswagen AG and adapted for Turkish market. Each sales advisor is expected to participate in an 8-day Product Training and a 7-day Sales Process Training Course. Participants take a certificate exam after completion of the 15-day "Basic Level Trainings". Whole sales organization is included in "New Product Training" for new product launches and "Online Training" is available to explain model year changes to Authorized Dealers.

Product presentations and training videos explaining how the sales process is to be performed are available under the Training Title of "Volkswagen Commercial Vehicle Intranet".

Through these presentations and videos, sales advisors in orientation period can access information that may be required before attending class training.

Each sales advisor is provided with a standard "Sales Guide" describing the sales process and a "Comparative Product Booklet", in which equipment, safety, comfort and engine information of Volkswagen Commercial Vehicles are compared one by one with competitor vehicles, available at our Authorized Dealers.

Audi

Training content determined by Audi AG is adapted for the Turkish market. A basic training program and certification process defined for Audi Sales Advisors and Sales Managers is available (for example, a program of 4 modules for advisors – 12 days); sales advisors receive information on Audi history and brand culture, the models, the technologies and the sales process. Managers receive information on managerial issues such as leadership, sales process management, business management, etc. At the end of basic training, a written know-how test and an exam containing role-plays are applied, and participants are awarded International Audi Sales Advisor or International Audi Sales Manager certificates. In addition to basic training, product trainings are held at every product launch, and participation in launch trainings in centers abroad is ensured. Information of the team is updated continuously by means of internet-based trainings published on the Audi Training Portal to support in-class trainings.

Master training is provided to atelier employees working in Authorized After-sales Service Centers, in accordance with Audi AG standards and the needs of Authorized After-sales Service Centers, where technical training is provided to introduce up-to-date technologies to repair all Audi vehicles most appropriately.

Technical trainings are provided at the Basic, Advanced and Master levels, identified again by Audi AG. High priority is always given to occupational safety in our repair processes and so defined in repair manuals.

Non-technical training in after-sales services are organized and offered for After-sales Service Managers, After-sales Service Advisors, Customer Advisors, Part Managers, Marketing Coordinators, Warranty Specialists, and Customer Relations employees in accordance with Audi AG standards, and the needs of Authorized After-sales Service Centers.

Trainings consist of two or three modules, depending on scope, and an exam. The exam includes a test identifying the know-how level and applied role-plays. Feedback from the participants related to the process is evaluated in our training courses and useful suggestions for after-sales service processes are put into practice.

“Audi Info Terminals” have been used as a tool of communication with blue-collar employees in mechanical and auto body painting ateliers of our Authorized After-sales Service Centers since 2009. All information that we would like to share with producing employees is displayed in this system, managed centrally. Technical solutions, campaigns, bulletins, CSS results, repeated repairs, training invitations and exam results are published here. A “Question of the Week” application presents an award to an employee, chosen by lot, among the technicians who provide the right answer to the question displayed on the screen. This aims both to ensure follow-up of the screen and to improve motivation of the employees.

Porsche

Porsche provides service to customers through seven Authorized Dealers and After-sales Service Centers in Turkey; two of them are in Istanbul.

Porsche Sales and After-sales Service Advisors receive training within the framework of the Porsche Global Certification System (PGCS) and participate in theoretical and practical tests in order to obtain certification. Our sales advisors are prepared for this certification process with the “Porsche the Experience” training, in which general brand information is given, and then continue to the introduction and advanced level trainings.

Bronze, silver and golden level trainings are organized for our technicians within the framework of the Zertifizierter Porsche Techniker (ZPT) Program. Our technicians are informed regularly through trainings that cover all vehicle systems, and progress by levels. These trainings are also supported with training courses related to new models and technologies. Theoretical and practical tests are conducted at the end of every level to monitor the knowledge and skills level of our technicians.

SEAT

The Turkish adaption of SEAT Academy, SEAT S.A.’s online training website, was rendered in 2012. Both new Ibiza product training and brand values training were actualized online in 2012. Training for sales processes and new products will continue to be offered over the website in the following years. New product trainings are delivered to Sales and After-sales Service Teams through face-to-face training method as well.

Scania

Trainings are delivered regularly by the training department to our Authorized Dealers and After-sales Service Centers. Relevant After-sales Service Center managers are contacted and technical or personal development trainings are organized according to their needs. Special care is given to ensure that newly recruited employees participate in these trainings. In trainings organized for owners of Scania Authorized Dealers and After-sales Service Centers, subjects such as Automotive Trends in the World and Turkey,

Understanding Human Behavior, Transition from Family Company to Corporate Company, Leadership, Coaching, Feedback, and Change Strategies are addressed. The 4th module of the trainings (organized with different modules and different subjects each year) was held for three days in Istanbul Şile in 2012 under the rubric of “Change Management”.

Scania Committed Manager Training Program is a long-term development program conducted through a training counseling company for Scania Authorized Dealers owners and senior managers. The aim of the program is to contribute to the development of Scania Authorized Dealers, to support professional business management and personal development of their owners and senior managers, and to reinforce the long-term trust relationship network between Scania Manufacturing Company, Doğuş Otomotiv and Scania Authorized Dealers. The training includes: Behavior Management, Leadership, Coaching, Change Management and Negotiation Skills.

Scania Committed Manager Training, planned to be completed in 2013, was arranged as 4 modules by the end of 2012. Owners of seventeen Scania Authorized Dealers attended each module regularly; a total of 80 hours of training was provided. Coaching, carried out by the trainers, visiting Authorized Dealer and After-sales Service Center owners in their fields, and collective training including optional courses, will continue in 2013.

This training program was designed for the first time under the guidance of Doğuş Otomotiv-Scania brand, in accordance with field visits of our sales advisors, surveys applied to Authorized Dealers and After-sales Service Centers and meetings held with Doğuş Otomotiv, and prepared according to the needs of Scania Authorized Dealers and After-sales Service Centers.

DOD

“DOD Used Car Training” is given to our Authorized Dealers and After-sales Service Centers annually. The purpose of this training is to assist our employees to conduct their businesses in a more knowledgeable way and thereby increase customer satisfaction.

Within the scope of DOD Used Car Training, two-staged trainings were organized in 2012. General information on DOD products, “101 Point Expertise”, basic sales techniques, pricing, marketing courses and case study analyses were provided in the 1st stage and completed with a test; 49 people participated in DOD 1st Stage training in 2012.

DOD Used Car Training 2nd stage was conducted with 41 people in 2012. Candidates having completed the 1st stage successfully were entitled to participate in 2nd stage; courses included Customer Complaints, System Information, Consumer Law and Obligations Law, “DOD Finds DOD Sells” and Sales Files. Each stage of DOD Used Car Training lasts two full days.

■ **DOD Rally**

The DOD Rally consists of 13 stages like “dealer with the best sales record”, “dealer with the best credit sales record”, etc. Trips are awarded to the winners; as a result of the 2011 DOD Rally competition, 26 Authorized Dealer employees won 3 days and 2 nights in Paris. For Authorized Dealers performing best in categories such as sales, target achievement and the best newcomer, Prague is the winning destination for 2012.



Employees



“All business strategies that focus on employee satisfaction maintained their special place on our agenda this year. Regular increase of employment figures, our efforts to improve our employees’ quality of life and to support their development proved once again the importance of our direct and indirect economical and social impact.”

With almost 2,000 employees we progress with confident steps towards future.

Having the highest priority among key stakeholders of Doğuş Otomotiv, our employees are considered to be the most important players for assuring the success of our Company. All business strategies that focus on employee satisfaction maintained

their special place on our agenda this year. Regular increase of employment figures, our efforts to improve our employees' quality of life and to support their development proved once again the importance of our direct and indirect economical and social impact.



Employee Health and Safety

Two separate Occupational Health and Safety (OHS) Committees were established for the Logistics Unit and the Headquarters of Doğuş Otomotiv in 2012. The total number of OHS committee members of Doğuş Otomotiv and Doğuş is 20, the ratio of the committee members to total work force is 1.09%. A separate committee will be set up for the Logistics Unit with anticipated participation from subcontractors.

Doğuş Otomotiv demands that its suppliers demonstrate the utmost care regarding occupational health and safety, and expects third parties to make similar commitments, in writing, on this issue. Occupational Health and Safety (OHS) Advisor and relevant committees coordinate with each other and carry out operations in compliance with laws and regulations.

▪ Healthy Life and Food Intolerance Seminar

When foods such as eggs, broccoli, artichokes, or tomatoes, generally regarded as quite healthy, cannot be absorbed by our body, our body starts to give reactions to the certain elements in these foods. Such negative impact is called as "Food Intolerance" and may lead to many chronic diseases, as well as negative effects, that cannot be diagnosed through ordinary diagnosis practices. A seminar was organized in 2012 for Doğuş Otomotiv employees with the participation of 35 people to provide detailed information on food intolerance and to raise awareness about Yorktest, a significant tool for the diagnosis of food intolerance. Participants who desired so were given the Yorktest following the seminar.

Occupational Health and Safety at Doğuş Oto

Occupational Health and Safety (OHS) Committees are present in all regions of Doğuş Oto. The committee of each region meets monthly on a fixed date with the following participants:

- Directors of all Doğuş Otos and After-sales Service Managers on behalf of the employer
- After-sales Services Engineers as supporting staff
- Occupational Safety Specialist
- Workplace Physician
- Workplace Nurse
- Authorized Person and Foreman of each Atelier as representative of employees
- Administrative Affairs Officer
- Human Resources Representative

Doğuş Oto's Employee Health and Safety Internal Regulations are provided to our suppliers as well, and they undertake that they will comply with OHS laws and regulations. Items included in newly issued Occupational Health and Safety Law no: 6331 are also requested from the suppliers. Our subcontractors also attend OHS meetings every month. OHS enforcements are

monitored with an action plan.

Field audits are performed within the scope of the annual work plan, and required OHS forms are checked in the field to ensure the implementation. Each new employee is provided with OHS training and the internal regulations including workplace OHS instructions and criteria to be respected, and training continues during the year in line with the Annual Training Plan. Employees are not allowed to work without having vocational training certificates; the necessary training for those without proper certification is given by our technical trainers authorized by the Ministry of National Education, and then provided with certificates. We ensure that periodical tests inspections of all machinery and equipment are executed by accredited institutions in accordance with the specified dates. Trainings and drills for fire, first aid, etc. within the scope of Emergency Case are organized. Risk analysis for emergency cases are conducted and monitored.

In addition, medical examinations and carrier inspections are performed for our employees periodically. Tetanus, influenza, etc. vaccines are offered and polyclinic services are provided.

Doğuş Oto Certified First Aid Training

32 people participated in First Aid Training, which lasted 2 days, in 2012. The courses included:

- Patient, injured and incident scene evaluation
- General first aid information
- Basic life support
- First aid in bleeding
- First aid in injuries
- First aid in burns, freezing and heat strokes
- First aid in fractures and dislocations
- First aid in sensory losses
- First aid in poisoning cases
- First aids in foreign body hitting eyes, ears and/or nose
- First aid in drowning
- Techniques for carrying patients and injured people

Doğuş Oto Paint Atelier Employees

90 paint technicians and technician helpers are employed in Doğuş Oto. Applicants for employment in paint ateliers are given Fenol and Hypuric tests and these measurements

are monitored with inspections made by Republic of Turkey, Ministry of Labor and Social Security. Noise measurement, lighting rate and CO₂ measurement tests are conducted regularly in our paint ateliers.

Suggestion System

The Suggestion System in Doğuş Otomotiv is established to provide systematic evaluation of employees' suggestion to improve business processes and to implement the applicable ones. 220 suggestions were received in 2012; 81 from Doğuş Otomotiv and 139 from Doğuş Oto. 94 of these suggestions were adopted (35 from Doğuş Otomotiv and 59 from Doğuş Oto). 60% of these adopted suggestions were put into practice by Doğuş Otomotiv and 45% by Doğuş Oto. Anticipated return of these suggestions implemented by both companies is ~ TL 100,000.

Improvements made in Suggestion System in 2012

- Suggestion input through several channels,
- Systematic developments to query the suggestions easily,
- Enhancement of follow-up of suggestions through reminder e-mails and report submittals,

- Formation of reporting structure and preparation of monthly and quarterly suggestion evaluation reports,
- Placement of kiosks through which blue-collar employees may access the Suggestion System easily and for practical delivery of their suggestions (kiosks are available at 6 different locations in Doğuş Oto and 4 different locations in Doğuş Otomotiv.)

These improvements are expected to increase the efficiency of the suggestion system and thereby to ensure implementation of more suggestions, by more employees in a shorter period. The general purpose of the suggestion system is the adaptation of the continuous improvement culture in our Company, to carry out sustainable development activities.

■ Suggestion System Kiosks for our Blue-Collar Employees

Kiosks were installed in Doğuş Oto and Doğuş Otomotiv in 2012 as to be used by our blue-collar employees. Kiosks are an important communication channel, which enable easy access of blue-collar employees to announcements and applications related to the Company, the Suggestion System, procedures and several applications concerning needs of the region. Access to suggestion system through kiosks was provided in 2012. The use of kiosks is anticipated to expand in 2013.

Suggestion System User Performance

Lean Leaders and suggestion officers defined by the system were assigned to improve the efficiency of Suggestion System through Suggestion System targets (suggestion assessment time) in 2012. Average suggestion assessment time was 41 days for Doğuř Otomotiv and 53 days for Doğuř Oto in 2012, and a target time of 30 days was set for both companies in 2013. Similar to assessment time, the realization rate of these suggestions also provides a critical assessment criterion for our Company. Accordingly, targets will also be assigned to the value flow executives defined within the Suggestion System in 2013, so that all participants work toward a common goal.

Employee Suggestions and Reward System

In 2012, a Reward System was established in line with the suggestions of our employees and reward categories were identified.

1. Road Passion Award

This award aims to praise the achievements of managers and employees rapidly, as soon as the achievement is realized.

Employees are awarded with “Momento Award Package” in consideration of one or more of the following selection criteria, with the approval of top executive of the brand/department:

- Impact on business results
- Development related to his/her own business processes
- Exemplary behavior
- Producing new ideas
- Development in business processes conducted together with other brands/ departments
- Contribution to other departments with self-devotion and high performance

2. Road Story Award

Employees completing 15 years of service in the Company are awarded with an additional 1 week paid vacation in the following calendar year in Doğuř Otomotiv, and with “Momento Holiday Package” in Doğuř Oto.

3. Clearing the Way Award

This program aims to reward the three most successful projects, based on assessment of measurable benefit in terms of “cost, income growth, customer satisfaction or quality” by the Project Award Committee.

Employee Training

The Internal Training Program

Initiated in 2010 and aiming to meet training requirements with internal resources and know-how, instead of using external resources only, and to increase our levels of competence through “internal trainings”, the third period of “Internal Training and Internal Trainer Raising/Development Program” continued in 2012. Doğuř Otomotiv CEO Mr. Emir Ali Bilalođlu participated in a dinner meeting held with internal trainers of third period for the assessment of the process. Including new internal trainers, the program continues with 14 people.

The Management Development Academy

Doğuř Otomotiv Management was established in collaboration with Sabancı University with the concept of “perpetual development” entailed by the increasing growth and achievement goals, which addresses the following topics: to develop strategic leadership competencies of Doğuř Otomotiv and Doğuř Oto Managers, to integrate scientific knowledge and methods provided by the program with management practice of our executives, to develop a common language, knowledge and application at the management level. The program, formed within the body of the academy, consists of 12 modules, all of which were completed by the end of 2012.

CEO and Director Development Program

Overseas training programs are utilized to meet behavioral and technical development needs of Doğuŝ Otomotiv and Doğuŝ Oto General Managers, to increase knowledge-skill and competence in line with the Company needs, and to enable observation of different perspectives and different application examples for the management team.

Potential Development Program

Executive development programs are also implemented in Doğuŝ Otomotiv to expand the career development of existing executives and employees having the potential to become executives, in order to raise executives in line with future plans of the Companies and the group. The Potential Development Program, initiated in 2010 in Doğuŝ Otomotiv, continued in 2012 with the following modules: Relationship Management, Coaching and

Leadership Skills, Influencing and Convincing Techniques, Creativity and Innovation, Rhetoric and Use of Body Language, and Finance.

Mentorship Program

The “Doğuŝ Otomotiv Mentors” Program began in 2012 to accelerate the adaptation of newcomers to Doğuŝ Otomotiv, providing experienced employees to support newcomers and to contribute to the development of managerial skills. Employees who have worked at Doğuŝ Otomotiv for at least 10 years, have distinguished themselves by their outstanding performance in the last 2 years and have executive and authorized titles have become “Mentor Candidates”.

In addition, separate training programs are developed for the employees with high potential, whose development are followed up under titles of performance, foreign language level, training and seniority in last 3 years.

Training given to the Suppliers and Security Employees: Professional Stance, General Communications, Customer Relations and Over-the-Phone Communication (400 man/hour).

■ Scania Top Team 2012-2013

There were competitive eliminations in the “Top Team 2012-2013” which selects the best of Scania’s technician teams. The Top Team competition aims to distinguish the best Scania technicians around the world and to enable them to improve themselves both theoretically and practically. Initiated in Sweden in 1989 and then organized across the world, the Top Team Competition aims to strengthen the quality of Scania’s after-sales services, to improve the efficiency in services offered to the customers and to increase profitability. It also aims to raise the work productivity of Scania After-sales Service Center employees by creating a team spirit, to create an after-sales service with a strong team in problem solving, and to increase sensitivity towards occupational safety and environment. The competition questions cover these topics to raise awareness of teams.

■ Audi Twin Cup 2nd Place Worldwide

Audi Twin Cup competition, organized by Audi AG since 2006 on a global scale for the development of after-sales service employees and to adapt them to new technologies, took place in Berlin this year. 234 Audi technicians from 41 countries participated in competition. The teams competed over several service skills based on technical know-how and customer satisfaction.

Common missions were assigned to all teams in the competition where efficient cooperation between Technicians and Service Consultants, a pre-requisite for superior service in all Audi After-sales Service Centers, was emphasized more than in previous years. Participants detected the breakdowns in vehicles, attempted to find optimum solutions, and displayed their communication skills with the customers.

The Australian team claimed the first place in Audi Twin Cup 2012, Doğuŝ Oto Maslak team representing Audi Turkey ranked 2nd place, and the German team ranked 3rd place. In these competitions that take place since 2006, teams from Turkey have successfully ranked three times among the top three.

Employee Satisfaction

Customer satisfaction and loyalty are among strategic priorities of Doğuŝ Otomotiv, where we deem our employees to be the architects of the achievements we have reached. We are aware that continuously increasing the satisfaction of our employees, and their loyalty to our Company, contributes considerably both to Company efficiency and creating a better work environment. To this end, we conduct several activities throughout the year under supervision of Human Resources Department. Among the new practices effected in 2012 were: additional employee service buses, construction of cafeteria, increasing the number of ATMs on Company premises, developing the mentorship program, organizing training and seminars regarding performance management, rewarding individual achievements more, and establishing platforms for announcements of such achievements.

The employee satisfaction survey performed in 2010 was applied with the same questions and same method this year. The results will be shared with the employees in 2013 in order to form new action plans.

Employee satisfaction surveys are conducted biennially, online for white-collar employees and by using distribute-collect method for

blue-collar and support employees. The 2012 employee satisfaction rate was 62.6%.

Survey results are shared in detail with the executives and employees and meetings are held with every unit, and feedback is received. Results of the last survey conducted in 2012 will be shared with the employees in 2013, and measures to be taken and targets will be identified.

Based on research made in 2011 about Company values, a booklet and a CD describing Company values through the expressions of employees were released and distributed to Doğuŝ Otomotiv and Doğuŝ Oto employees.

Internal Customer Research

Internal Customer Research aims to measure the level of how well expectations of internal customers are satisfied by performance of units in Doğuŝ Otomotiv A.ŝ. and Doğuŝ Oto Pazarlama ve Tic. A.ŝ., to measure satisfaction of departments with respect to relationship and communications style with each other, to determine conflict areas within the Company and to find clues about possible reasons of conflicts.

The results of the research serve as data to measure and evaluate the performance of persons or units within the organization, to determine the areas exhibiting inadequate performance in business processes and provide insight for improvement, to identify the opportunities and requirements for improvement in organizational structure and the distribution of tasks, to ascertain and eliminate the conflicts between units, and possible reasons thereof, and to plan improvement activities for increasing employee satisfaction.

77.03% of Doğuř Otomotiv employees and 80% of Doğuř Oto employees participated in this research.

Internal customer satisfaction rates, on a scale of 5, are as follows:

Doğuř Otomotiv General Satisfaction: 4.23
 Communication Satisfaction: 4.09
 Job Satisfaction: 4.04
 Doğuř Oto General Satisfaction: 4.18
 Communication Satisfaction: 4.01
 Job Satisfaction: 3.97

Internal Communication

Several activities aim to increase internal communication and to enhance employee

motivation in the Company. Happy hour and a New Year celebration are organized every year regularly. An online platform was established to maintain sustainable dialogue between the employees and executives, open to all employees through intranet.

Employee Satisfaction in Authorized Dealers

Doğuř Otomotiv pays attention to the satisfaction of employees working at Authorized Dealers and After-sales Service Centers, which are regarded as the most important stakeholders and business partners, and makes effort to raise awareness among our Authorized Dealers and After-sales Service Centers on this matter by relaying necessary information. For this purpose, Doğuř Otomotiv participates in motivational activities organized by our Authorized Dealers and After-sales Service Centers. Satisfaction discussions are held between the relevant units of Doğuř Otomotiv and the employees of several Authorized Dealers and After-sales Service Centers. A survey (DSS) is conducted with executives of Authorized Dealers and After-sales Service Centers in which service quality and behavior in various units of after-sales services are evaluated. This constitutes one of the performance criteria of the employees working in relevant units of Doğuř Otomotiv.

Performance Management

The “Balanced Score Card” performance assessment method is applied for white-collar employees in Doğuř Otomotiv and there are four main targets. The performance management system is based on the steps of goal setting, goal revision (setting 2nd period goals) and performance assessment. In addition, competence assessment is made for employees. Following the assessment of the goals by the employee, his/her first executive makes assessments, and a senior executive approves them. Competence assessment is made first by the employee himself/herself at

the first step and by the executive at the 2nd step, completing the process.

Blue-collar employees are evaluated once in a year by executives and senior executives in terms of professional know-how, skills and competency.

Goals in the units are set by considering responsibility and impact of employees. Training rotation and career rotation applications were put into practice in 2012 for the career development of our employees as well.

	2011	2012
The percentage of employees whose performance was assessed and who participated in the performance management system	100%	100%

Performance Assessment Survey

A "Performance Interview Assessment Survey" was applied by an independent research company to Doğuř Otomotiv employees to evaluate performance interviews from their perspective. Feedback was received from 417 employees via e-mail, and from 87 employees through distribute-collect surveys, accessing 504 employees in total. The participation rate was 78%.

81% of Doğuř Otomotiv employees participated in performance interviews. 71% of the assessments, where performance was measured, were positive.

The Corporate Social Responsibility goal was also included in the performance goals of 27 employees in 2012, and all of these goals were realized.

Scania Technician of the Month Application

At the Scania Gebze After-sales Service Center, a Technician of the Month recognition was established 2012, which rewards considering the criteria: compliance with occupational health and safety rules, rate of use of compassionate leave and executive assessment.

Training Rotation (2 weeks – 1 month)

This program aims to ensure that employees learn the work flow and processes of other units that they interact with due to their duties, so that they become more productive in their own tasks.

Career Rotation (1 month – 3 month)

This program seeks to assess the suitability of employees who have potential in various duties, for employment change. It aims to ensure that the employee is familiar with the new tasks in case of nomination and that the executives can make appropriate assessments in this regard. Rotation programs aim to develop knowledge and skills specific to various duties involved in horizontal transfers and promotions, to assess relevancy and to prepare to new duties.

Senior Management Performance

The Doğuř Otomotiv Board of Directors makes self-criticism and performance

assessment every year in accordance with the criteria determined by the Board of Directors itself, and submits it to the General Assembly.

Our sustainability strategy development and management, and performance declaration activities, initiated in 2009, are monitored by our Board of Directors and Executive Committee. Upon assessment of current performance and determination of goals, related parameters were included among the performance targets of senior executive in 2010. Criteria for Corporate Responsibility areas are also included in score cards of employees.

Doğuř Oto Performance Management

Performance studies made in Doğuř Otomotiv are also conducted in the same way in Doğuř Oto; recognition of the employee of the month and employee of the year continued in 2012.

A “Sales Representatives Development Academy Program” for the development of DoğuŖ Oto employees was initiated in September 2012. Main targets of the program include training sales representatives in the best possible way and preparing them for sales manager positions. A modular program was designed with cooperation with BahçeŖehir University for development of Sales Representatives to provide technical and functional support to management skills ranging from change management to customer relationships management, from leadership to creativity and finance. The program will be completed in 2013; a similar program for the executives of after-sales service is envisioned in 2013.

The “Journey of Change Training” initiated in 2011 was performed in DoğuŖ Oto Kartal in 2012.

Performance Management in Authorized Dealers and After-sales Service Centers

Authorized Dealers and After-sales Service Centers make performance-based bonus awards to employees. In addition, the “High Quality After-sales Service Unit” study applied by DoğuŖ Otomotiv is a model that evaluates performance of Authorized Dealers and After-sales Service Centers’ employees directly. Customer satisfaction is the basis in this application.

Open Door Policies

Management briefings are held 3 or 4 times a year to relay corporate strategy and road maps of DoğuŖ Otomotiv by senior management to Company employees. In addition, developments related to the corporation are shared first with our employees by e-mail.

Employee Benefits

Fringe Benefits ⁵	Full Time
Cell phone (with brand restrictions)	Yes
Private health insurance (with company and scope restrictions)	Yes
Company vehicle (with model restrictions and fuel limit)	Yes
Transportation service	Yes
Fuel/Travel allowance aid	Yes
Private pension contribution	N/A
Day nursery right	Yes
Moving aid	Yes
Marriage aid	Yes

⁵ Fringe benefits provided to DoğuŖ Otomotiv employees are only for full time employees.

Mother – Infant Policy

Salaries of employees within the period specified in the incapacity report are paid in full, without any deduction.

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, in accordance with the Republic of Turkey Labor Law. The employee determines herself when and how much of this time to use, and this period is counted in the daily working time. Female employees may utilize as much as six months of additional, unpaid leave after birth.

11 employees used maternity leave in Doğu Otomotiv in 2012 and one employee resigned following maternity leave. 12 people used maternity leave in Doğu Oto in 2012 and two employees resigned after maternity leave.

A one-hour seminar about child psychology was held on June, 28th 2012 with the participation of 40 employees. Within the scope of this seminar, obstacles in communication with the child, how to establish a proper communication with the child, and samples of child communication methods were addressed.

Employee Volunteerism

16 new graduates that were recruited in 2011 through the Doğu Otomotiv Management Trainee program participated in four different volunteerism projects in 2012: the Red Crescent, LÖSEV (Foundation for Children with Leukemia), TEGV (Educational Volunteers Foundation of Turkey) and Ankara Sincan Orphanage.

The Red Crescent Blood Donation Campaign

The Red Crescent Blood Donation Campaign, carried out jointly with Red Crescent, took place on 15-16 April 2012 at Doğu Otomotiv Headquarters. After the Red Crescent Blood Donation training given on the first day, the campaign lasted 2 days and was completed with the participation of 100 voluntary donors. Upon request of our employees, the Red Crescent Blood Donation Project has been made a permanent volunteerism activity, and it was decided to organize this campaign semi-annually hence the 2nd campaign was realized in November 2012.

LÖSEV (Foundation for Children with Leukemia)

Within the scope of this program, a nursery classroom was built for the LÖSEV building in Mecidiyeköy, where 6 children can receive training and an educational play environment. A stand at Doğu Otomotiv Headquarters was set up and LÖSEV products were sold with the support of Company volunteers. The project was realized with a budget of TL 2,500. In addition, the subcontractor responsible for construction work at Doğu Otomotiv restored the floor of the nursery class without charge. Additionally, through the LÖSEV stand, which was set up by authorized project members, an income of TL 1,576 was provided for LÖSEV.

TEGV (Educational Volunteers Foundation of Turkey)

In one module of "Traffic is Life!" platform, where Doğu Otomotiv cooperates with TEGV (Educational Volunteers Foundation of Turkey), traffic training was given to 25 students, who

are interested in automobiles, at Istanbul Traffic racetrack by experts and traffic police. Students received 1-hour theoretical training in class and then 2 hours of practical training at the racetrack. Presents from Doğuř Otomotiv brands were given to students at the closing ceremony dinner at the end of project.

Ankara Sincan Children Welfare Institution

A “Basic PC Education Project” was carried out at Ankara Sincan Children Welfare Institution. Children in the school and school principal were met within the scope of project, and then the number of PCs required was determined, considering the needs of the school. PCs were installed with the children in the school participating, and the PCs were made available for all students with a short briefing after the installation.

Volunteerism in Doğuř Oto

Doğuř Oto supported “Milk Fellowship Project” implemented in cooperation with the Ankara Çankaya Municipality and Çankaya Aid and Economic Solidarity Foundation (ÇAYED) with its “Every Child will Drink Milk” campaign in 2012.

The Blood Donation, initiated in 2012 for contributing to the Red Crescent through blood donation and raising awareness among our employees on social responsibility issues, is ongoing on a regular basis.

Supporting social responsibility activities also in the area of the arts, Doğuř Oto has become

a transportation sponsor of 51st International Bursa Festival, which is the sole festival in Turkey continuing uninterruptedly for 51 years.

The Koruncuk Foundation was contacted regarding the needs of children in need of protection and summer clothes and textile products were donated to this foundation which takes the children to summer vacations.



Environment



“A mascot was created at Doğu Otomotiv for the aim of increasing the environmental awareness of our employees, related posters were hung in all Company units and information on environmental impact of electricity, water and paper consumption was provided with easy-to-remember examples.”

CO₂ emission per vehicle sold was reduced by 2.8% in 2012.

Doğuş Otomotiv committed itself to manage all its operations respecting the ecological environment by signing the Global Compact in 2010, thereby identified its focus areas in this regard through its Environmental Policy, made public in 2011. Striving first to raise awareness on and to create consciousness among its employees with respect to environmental

focus areas, our Company initiated many activities in 2012 on this matter. Environmental responsibility, which is also part of a pilot study conducted with our Authorized Dealers and After-sales Service Centers, will continue in the upcoming years through several consciousness-raising activities within the value chain.



Environmental Responsibility by Brands

Volkswagen Passenger Cars

Volkswagen Passenger Cars started to use FSC approved paper and printers in our Authorized Dealers. The “Think Blue” logo is used in these printers. The same logo is also included in vehicle quotation forms for raising awareness.

Various events were held in 2012 within the scope of the “Think Blue” strategy, in five categories. Firstly, our roadshow, started in November 2011, continued until March

2012. The goal of this activity, performed at Authorized Dealers for current and potential customers, is to explain economic and ecological driving concepts and introduce environmentally friendly vehicles to interested people. 982 people participated in test drives performed with Golf and Polo BlueMotion® models. These events were held in 18 cities within 6 months and participated in by 20 Authorized Dealers and After-sales Service Centers and it was recognized as “the best case example” on behalf of Turkey in Volkswagen AG marketing meeting.

■ Collaboration with A Haber and “Lowest Fuel Consumption” Competition

A competition program with the subject of “lowest fuel consumption” with Golf and Passat BlueMotion@s was organized in May in cooperation with A Haber channel. Within the scope of competition, participants tried to complete the racetrack while consuming the lowest fuel with the vehicles they chose, and competitors who came first with Polo and Passat BlueMotion@ were awarded with opportunity to visit Volkswagen AG factory and the environment-related unit in the factory.

Young People and Think Blue in Bodrum

A beach cleaning program that lasted a month, with the participation of young volunteers was carried out within the scope of “Think Blue” in July. Both public and private beaches were selected in Izmir and Bodrum, and a group of 20 young volunteers, university students, collected the accumulated trash and gave information to people on the beaches about keeping the environment clean and respecting the ecological environment to raise awareness.

In December, participation in the “Think Blue Championship” organized by Volkswagen AG in Los Angeles was provided with participants from Turkey. They tried to complete the racetrack while consuming the lowest amount of fuel with Jetta BlueMotion@ vehicle in Los Angeles. Images and information related to competition were shared with followers on our Facebook page.

Jetta Hybrid Vehicle Launch

Jetta Hybrid and Golf BlueMotion@ were presented in areas specially designed for “Think Blue” concept in the Istanbul Autoshow. The participants had the chance to inspect “Think Blue” activities of Volkswagen across the world in the special monitor available in “Think Blue” area.

Volkswagen Commercial Vehicles

Volkswagen Commercial Vehicle models are offered to customers with environmental friendly engines of Volkswagen technology, which received several awards. The Double

turbocharged engine option available in Amarok and Crafter, along with more advantageous fuel consumption due to lower cylinder volume allows obtaining high torque even at low rotations and wider rotation range. All Volkswagen Commercial Vehicle models distinguish themselves by their features and the efficient engine technology of Volkswagen and consequently provide solutions to different needs from different sectors. The 102 PS power TDI Engine of Caddy, another model of Volkswagen Commercial Vehicle, which is the unique commercial vehicle presenting 7-speed DSG transmission and Hill Holder option, draws attraction with low fuel consumption as 5.2 lt/100 km.

The Caravelle model with BlueMotion@ technology, which was brought in automotive world by Volkswagen, will be put on the market at the beginning of 2013. The Caravelle has environmentally friendly and efficient driving dynamics with such features as start-stop system, brake energy recuperation, shroud spoiler, and low rolling resistance tires as well.

Audi

Audi Future Mobility Lab and e-diesel

Audi has taken important steps towards assuring a habitable world for future generations, as protection of the environment and of natural resources are among its sustainable management principles, along with international competitiveness and forward-looking human resources policies. The impact of a vehicle on the environment is not only from its emissions, but also from how it is

manufactured – especially with respect to energy. Until 2020, Audi AG aims reduce its factory CO₂ emissions by 30% compared to the year 1990.

In “Audi Future Mobility Lab” where Audi researches alternative energy sources and in research carried out jointly with American Joule company, promising outcomes have been obtained. In research conducted by Audi in USA, waste water was converted into synthetic fuel by means of genetically modified bacteria, CO₂ and solar energy. Called e-diesel and e-ethanol, these fuels will be used in Audi models with TDI and TFSI engines in a few years. Genetically modified bacteria are fed by wastewater collected from surrounding industrial areas or saltwater and CO₂. These bacteria, a three thousandth of a millimeter in size, photosynthesize with solar energy and excrete synthetic ethanol at the end of this process. This fuel concentrates above the surface as it is lighter than water, so it can be collected without requiring any further process and can be used as energy resource. This fuel, called e-ethanol, has zero carbon emissions and therefore has no adverse effect on environment.

Bio-fuels obtained from wheat and other crops have been used as energy sources for many years, but they require agricultural space to produce such fuels; therefore utilization of agricultural fields for fuel production instead of food production causes a considerable problem. E-ethanol technology of Audi does not require agricultural fields and therefore has no negative impact on the human food chain. Audi engineers aims to convert this synthetic fuel into synthetic diesel, called “e-diesel” in the near future. It will be possible to utilize e-diesel in Audi’s vehicles with TDI engines without any further modification.

The “Balanced Mobility” concept, based on the use of natural resources in the production of sustainable energy, was launched to allow neutral mobility in terms of CO₂. Audi AG plans to establish a wind farm as a first step, using wind power generated by this plant in

future manufacturing and Audi e-tron models’ operation.

Another technology reducing CO₂ emissions and mitigating the damage to the environment is e-gas. Audi has established a plant in Werlte, Germany to produce it; this is the first establishment of a plant for production of sustainable fuel by any brand. The end products of this plant are hydrogen and synthetic e-gas. The plant will produce environmentally friendly fuel for vehicles that run with compressible natural gas such as Audi model A3 1.4 TCNG that will be put on the world market in 2013.

More power and less fuel consumption are among the most important goals for Audi. Therefore, Audi attaches great importance to R&D studies on this matter and has developed several technologies, some of which are listed below:

- TDI® is one of the most successful diesel technologies and offered in Audi models. TDI® engines efficiently minimize fuel consumption and emissions of by its ultra-low emission system; thereby they are both cost-saving and environmentally friendly.
- Being the first technology to combine direct injection and turbo-charging to provide greater power with reduced fuel consumption, Audi TFSI engines were selected as “the engine of the year” in 2008. A TFSI four-cylinder engine delivers impressive performance using up to 15% less fuel.
- Audi developed a technology called Audi Ultra to reduce fuel consumption and emission values. Audi Ultra is the name given to lightweight construction technology, using the right material at the right place for optimal function. For example, A3 1.4 TFSI is as much as 80 kg lighter than the previous generation; some of its body parts are manufactured from aluminum. The lighter vehicle consumes less fuel and generates less carbon emission.

- Furthermore, Audi Downsizing technology enables downsizing of engine volume and, combined with excessive fueling, ensures saving in weight without any power loss, as well as fuel savings and reduction in CO₂ emission.
- Audi is also a pioneer in LED technology. There are many advantages to light-emitting diodes, but they are above all incomparably efficient. By using LED technology in our vehicles in many different ways, we make the most of this advantage. LED technology was used for the first time in 2003 in production of LED day time running lights in the A8 (D3) model. The first vehicle in the world with completely LED headlights was presented to customers in R8 5.2 FSI Quattro model in 2008. LED headlights consume up to 90% less energy than other headlights using ordinary lighting technology.
- Audi Clean Diesel technology also aims to reduce emissions. Adblue solution injected to clean/purify exhaust gas in Q5 2.0 TDI model, marketed in Turkey within the scope of this technology, also reduces NOx emissions up to 90%. The 3.0 TDI Clean Diesel engine used in Audi's A4 Sedan automobile, not yet sold in Turkey, already complies with EU6 exhaust norms, which will come into force across Europe in 2014.
- Audi models equipped with optional computers with the road efficiency program reduce fuel consumption, analyzes how efficiently the car is being driven, and makes suggestions to the driver for a more efficient drive. For example, it gives warning if the air conditioner and/or windows are open during the drive, suggests the start&stop system in busy traffic, and suggests transmission shifts.
- With Audi Recuperation Technology, the kinetic energy created when braking is converted into useful electrical energy and stored. When you accelerate or re-start driving, this stored energy is used. This lowers fuel consumption and CO₂ emissions.

Audi and Efficiency

Audi researches efficiency from many perspectives. Efficiency runs are regularly held worldwide involving Audi models that demonstrate how well efficiency technologies are able to cope with everyday conditions. Audi also takes part in numerous international competitions that focus on efficiency: on racetracks, in eco rallies, at motor shows, etc.

Audi decided not to distribute printed catalogues at our stands in the Istanbul Autoshow Automobile Fair organized in 2012 and environmental sensitivity of the brand was emphasized once again. Our catalogues were sent to e-mail addresses of our visitors by iPads, available next to our display vehicles.

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, the use of materials harmful to the environment, and 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.

Environmentally Friendly Features:

- **DF**

DFI (Direct Fuel Injection) technology, which is successfully used in the Porsche Cayenne, is also used in the Panamera model. This 8 cylinder engine with double turbochargers has improved fuel consumption and reduced carbon emissions.

The same technology proved to be equally effective in the Boxster 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 Boxster and Cayman S models, depending on the transmission method.

- **Light Structure**

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 use of aluminum, 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 (manual transmission) class with a total weight of 1,585 kg.

- **Auto Start&Stop Function**

The auto start&stop feature, which only works in combination with PDK (Porsche Double Clutches) was first used by Porsche in the Panamera model. It reduces fuel consumption and hence carbon emissions. For example the system stops the engine automatically when the driver keeps his/her foot on the brake at traffic lights. This system provides fuel consumption savings of up to 10% and by 5% at least in inner city traffic.

- **Cayenne Diesel**

With 3.0-liters V6 turbo diesel engine, Cayenne Diesel is a powerful, economic and environmentally friendly model of Porsche.

Having direct fuel injection using high pressure injection system, Cayenne Diesel allows more injection per rotation, consequently provides an excellent injection with very short transition times and sensitively controlled injections. Porsche has also applied the highest standards to these models in order to protect the environment from fuel evaporation. The non-return fuel supply system provides a considerable reduction in vapor emissions. The lines carrying vapor are made from multi-layer plastics. A large and effective active-carbon filter and multi-layer plastic fuel tank help reducing evaporation still further.

- **ACC InnoDrive**

ACC InnoDrive is a futuristic support system. It monitors the road ahead and provides information on engine, clutch 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%.

- **Hibrid**

As known, combination of combustion engines with electrical engines clearly reduces fuel consumption. However, this rule is not applicable for all hybrid models. Porsche has broken new ground and integrated a plug-in hybrid into its Panamera S E-Hybrid model. These vehicles are hybrid vehicles that can be plugged in. Through this technology, Porsche both ensures the reduction of fuel consumption and reduces CO₂ emissions. The system replaces the use of fuel with renewable energy. Thus while preserving energy resources, Porsche hybrid vehicles are able to cover the same distance with only one quarter of energy spent by a vehicle with a traditional engine.

SEAT

All SEAT products have reduced the emission of environmentally harmful gases in accordance with the Euro5 norm. For example, Ibiza 1.6 TDI CR 90hp in compliance with Euro5 exhaust emission standards has a low fuel consumption with 4.2 liters fuel per 100 kilometers on average; its CO₂ value is also low with 109 g/km. Alhambra 1.4 TSI 150 hp DSG Ecomotive vehicles with the Start&Stop feature have low emission values and attract attention due to their environmentally friendly features and efficiency values in recent years. While consuming 7.6 liters of fuel per 100 kilometers on average, these models have low CO₂ values with 178 g/km.

SEAT vehicles use TSI technology and the latest technologies that uphold performance and driving comfort as well as reduce consumption and emissions. Vehicles with the Start&Stop feature came on the market in Turkey with the Alhambra model, and new Leon and Toledo models will include it in 2013.

Sensitive to environment and aware of its responsibilities, SEAT S.A. continued with tests of the new Leon TwinDrive Ecomotive and Altea XL Electrical Ecomotive continued in 2012, with a view to the launch of hybrid vehicles in 2015 and electrical vehicles in 2016.

Fuel consumption and emission values are also presented in our communication tools to raise awareness among our customers on this matter.

Scania

All Scania vehicles have diesel engines; EGR and SCR systems are utilized to reduce harmful emissions to environment.

Scania has been commended by the Carbon Disclosure Project (CDP), which was established with the participation of 655 institutions for the reduction of greenhouse gas emissions among Nordic countries. Scania was again top-ranked in the Carbon Disclosure Leadership Index disclosed for the second time this year. The index compiled by carbon solutions on behalf of CDP provides an evaluation tool for institutional investors as well.

Initiated by Scania in 2010, "Ecolution by Scania Package" is featured as a solution offered to improve road safety while reducing operational costs. This study consists of engine systems with reduced CO₂ emissions, enhanced vehicle features, driver training, fuel performance declarations regarding environment, feedback through Scania Fleet Management and maintenance agreements.

Thanks to energy and carbon efficiency activities of Scania, energy utilization and

CO₂ emissions decreased in 2011 despite increased production volume. According to the results of measurements, CO₂ emissions were reduced by 20% in 2011 compared to 2010.

In 2012, a more environmental friendly system was adopted in Scania by continuously developing technologies and in Turkey the brand adapted itself fully with this application. Vehicles conforming to Euro 6 norm, which is an upper level in terms of exhaust emission values as specified by Euro norms and have environmental significance, will be sold in the future.

Scania offers to its customers a variety of engine options in multi-purpose Euro6 engines ranging from sequential five cylinders 250 hp to 6 cylinders 480 hp. Together with the two 13 liters engine introduced in 2011, four new 9 liters Euro6 engines, as two SCR and two EGR+SCR, and two Euro6 engines presenting alternative-fuel option with new technology are now included in the product range.

New engines with 250 and 280 horse power have the same EGR and SCR system used in 13 liters 440 and 480 horse power engines. SCR technology is used alone in two types of 9 liters engines, namely in 320 and 360 hp. Thus, Scania offers SCR or EGR+SCR technology options in 9-liter product range to customers. Euro6 engines available in Scania have excellent driving features and provide the highest torque for maximum fuel saving even at low rotation.

Scania strives to realize this vision through new technologies and renewable fuels in its continuous R&D studies. According to the projection of the European Union, the transportation sector will grow by 50% by 2020. The reduction of CO₂ emission rate by 20% per ton has been projected as a target. The sustainability goals of Scania are to reduce CO₂ emission rates by 50% per ton by 2020. Scania uses more than half of its R&D budget for developing engine technology and sustainability.

Scania's environmental responsibility commitment covers application of the world's leading technological developments. All processes from efficient production to cost-efficient operation, ideal service, repair and expiration of vehicle use, as well as whole life cycle of vehicle, are included. Scania has been working toward the production of renewable fuel for more than twenty years, and seeks solutions with commercial bio-fuel. The Hybrid energy system which is anticipated among future fuel systems in the automotive sector, has been brought into the heavy commercial vehicle sector by Scania. Environmentally friendly Hybrid technology reduces fuel consumption and generates less CO₂ emissions, thereby reducing operational costs, and it consists of engines using both electricity and fuel.

Shaping the future of heavy commercial vehicles used in land transportation through its R&D studies, Scania has started test drives of its hybrid model. Electrical Scania is used for carrying iron ore between Pajala and the Svappavaara iron mines in north Sweden. Run by a conductive power source from the top, the Scania electric vehicle is able to cover a distance of approximately 150 kilometers per trip.

Using the same logic as a tramway, the Scania hybrid vehicle detects the presence of electrical cables with a specially developed optic laser eye. A rail system mounted on the vehicle moves toward the side, back and front ensuring a continuous contact with current collector. Hybrid Scania runs with diesel fuel where fast overtakes are needed or electric current is not available. While hybrid engines runs with gasoline in today's technology, Scania has led the way again in its sector with its hybrid model running with diesel fuel.

The hybrid heavy vehicle, which is just one of the many ongoing researches of Scania, provides fuel savings thanks to its alternative fuel, and clearly demonstrates the environmentally friendly approach of Scania with its zero emission rate.

Krone

Renewable and re-usable raw materials are used in the Krone-Doğuş trailer manufacturing plant which began operating in Tire, İzmir, in compliance with its environmental policy. In addition, some portion of heat energy generated during production is re-used in production, thereby minimizing CO₂ emission. Fuel saving up to 7% is provided with Profiler Eco concept-model developed by Krone wherein CO₂ emission values of vehicles are reduced considerably. This product is still under development, and related information is available through print media, fairs and various other communication tools.

DOD

DOD has introduced practices to reduce paper consumption in our Authorized Dealers and After-sales Service Centers through orientation and e-mails sent in 2012.

The presentation of products and services has been transferred to the digital environment in order to reduce paper consumption. DOD Magazine, which was printed, has been transferred to the digital environment as well. Our customers have been encouraged to purchase environmentally friendly vehicles, and Company vehicles were purchased on the same basis as well.

Doğuş Otomotiv Environmental Improvements

Disposal and Recycling of Parts coming out after Maintenance / Repair

Environmentally responsible disposal of used parts that have been replaced by maintenance crews after maintenance/repair in our Authorized After-sales Service Centers, in compliance with the laws and regulations, has been under review since 2011. A pilot program was initiated in four Authorized After-sales Service Centers in 2012 with the collaboration and approval of our customers. The study's primary aim is to raise awareness among our Customers and our Authorized After-sales

Service Centers on pollution that may be caused by parts not disposed of properly. At the time of the work order, customers are informed about the recycling process for replaced parts. After obtaining their permission, the parts are received and recorded for disposal purposes. As a result of the pilot study only, the disposal rate increased from 22% to 30% as of December 2012. In addition, considering the time spent by our sales representatives to receive the replaced parts and the used bag expenses, a savings of TL 132,518 was realized in four pilot Authorized Dealers between August 2012 and December 2012.

Approval for the parts to be disposed during and/or after-sales service operations of customer's vehicles will be documented on work order and after-sales service delivery receipt in all Authorized Dealers and After-sales Service Centers of Volkswagen, Audi, and SEAT brands in 2013. Hence, disposal process is anticipated to run in a planned and prepared way according to standards. This practice should increase disposal rate to 28% from the present 22%.

Energy Saving in High Capacity Lighting

In order to minimize energy consumption resulting from the lights left on, especially after working hours at Gebze Headquarters, lighting switches of 350 fixtures were grouped and 50% of these high capacity fixtures are kept off for 6 hours. The targeted savings after implementation is estimated at TL 5,700/year for 88 kWh energy and 46 kg reduction for greenhouse gas emission.

Doğuş Otomotiv Technology Unit

Doğuş Otomotiv Technology Unit conducted activities to establish 25 virtual drivers; 19 of them will be used in our buildings in Güneşli and 6 in Şekerpınar Headquarters. Moreover, inventory studies were initiated to utilize unused technological fixed assets in order to reduce technologic pollution. In 2012, tablet PCs replaced paper forms and catalogues which were used previously in many events, with the support and supervision of Doğuş Otomotiv Technological Unit.

Environmental Impact of Logistics Network

Domestic transportation of replacement parts in Doğuş Otomotiv is carried out overland. Improvements were made to form collection labels, warehouse work load planning was improved, and stock orders were prepared earlier. While the average number of vehicles going out of the warehouse was 24-26 last year, this number has been reduced to 22-24 this year. The load rate of vehicles has been approximately 85%. When the additional warehouse is finished we expect to save 450 of runs between the additional warehouse and the main warehouse sites, and some TL 5,000 annually.

Our replacement parts are carried by UPS. Diesel oil consumption for Doğuş Otomotiv transport annually is as below:

Year	Cargo (Kg)	Diesel Oil (Lt)	Diesel Oil Consumed per Kg (Lt)
2009	165,000	389,000	2.35
2010	220,000	570,445	2.59
2011	274,227	709,633	2.58
2012	257,629	666,681	2.58

Our vehicle transport is contracted to Mer-Tur company. Diesel oil consumption for Doğuş

Otomotiv's transport operation annually is as below:

Year	Diesel Oil Consumption	Number of Vehicles Delivered	Diesel Oil Consumption per Vehicle (Lt)
2009	~ 10,000 Tons	47,040	210
2010	~ 10,000 Tons	85,916	120
2011	~ 11,000 Tons	109,914	100
2012	~ 11,000 Tons	123,996	90 ⁶

Load Optimization Activities

Doğuş Otomotiv has implemented several practices for many years to optimize loading in spare parts transport. For this purpose, spare parts for Authorized Dealers and After-sales Service Centers on the same or near route are delivered by the same vehicles. The initiation of collection label practice has resulted in the increase in vehicle load rates and the number of vehicles going out for Istanbul shipment decreased from 14 to 12.

Various activities were also conducted regarding optimization of vehicle transportation loading. For example, Dual carrier loads used for shipments within the Istanbul metropolitan area were combined and Octal-carriers were used after traffic-ban hours. In loading optimization practices, spot delivery rate is identified as performance target and monitored annually. Shipment directly to Authorized Dealers, avoiding port to – storehouse transport, was implemented in the last three months of 2012. We expect to deliver 60% of vehicles arriving by ship directly to our Authorized Dealers in 2013, avoiding the transfer to Şekerpinar.

Environmental Activities in Investments for Authorized Dealers and After-sales Service Centers

Architectural arrangements are made at our Authorized Dealers and After-sales Service Centers to get maximum benefit from daylight in our After-sales Service Centers

without going underground, to reduce energy and water consumption. Geothermal energy investment in our Authorized Dealer and After-sales Service Center in Istanbul Çekmeköy, which is still under construction, and in some other Authorized Dealers aim to reduce heating expenses. With the expansion of our Authorized Dealer and After-sales Service Center network, more technological investments are made in areas such as heating, cooling, lighting, etc. (for example, using central heating systems instead of split air conditioners). Several Authorized Dealers and After-sales Service Centers have started to use LED lighting.

Within the scope of architectural consultancy given by Doğuş Otomotiv for Authorized Dealer and After-sales Service Center investments, it is also suggested to collect rain water and re-use it for vehicle washing and irrigation purposes.

Environmental Impact in After-sales Services

Waste parts after warranty repairs are collected from our Authorized After-sales Service Centers by an expert and a professional waste management company and are either recycled onsite or disposed in compliance with the laws. This procedure is performed regularly throughout the year in line with the requests of our Authorized Dealers. Hazardous wastes, including batteries, are collected separately by the same company and disposed in compliance with the regulations.

⁶ Diesel oil consumption resulting from Doğuş Otomotiv's vehicle transport operation has been reduced by 57% since 2009.

Savings in Packaging Material

A procedure was initiated in the last quarter of 2012 to raise awareness on environment and recycling of our customers, and consequently in the community within the following question: "Within the scope of waste management, would you like us to dispose replaced parts on your behalf?" is asked to our customers on work orders of vehicles entering our After-sales Service Centers. This field can be reported on Doğuş Otomotiv Data System Turkuaz. Hence, waste management has also been initiated in our Authorized Dealers. In addition, since the disposed parts are identified at the entry of After-sales Service Center through this application, the consumption of bags to be placed inside the vehicle has been reduced, and consequently, both time and waste-parts bags are saved. When the process is

implemented fully, we anticipate savings of approximately 145,000 bags.

Paper Saving in After-sales Services

Paper saving was effected when two A4 size paper documents in attachments to work orders used in vehicle entries were cancelled in order to reduce paper consumption in After-sales Service Centers, thus paper saving was provided. This project required a process change/improvement, so after-sales service processes were reviewed; a pilot study was conducted in our four Authorized Dealers with success. When this project is implemented in all our Authorized Dealers and After-sales Service Centers in 2013, consumption of approximately 1,400,000 A4 papers (7,000 kg on average, 119 trees/year) will be saved annually.

Energy Efficiency

Non-renewable energy usage from primary source in Doğuş Otomotiv includes natural gas for heating and hot water purposes, and fuel in Company vehicles, generators and forklifts. Non-renewable energy usage from an exterior source is electricity; however Doğuş Otomotiv utilizes electric power produced from renewable sources (hydroelectric).

Attempts to Reduce Energy Consumption

- The main boiler supplying heat and hot water to the Logistics Center was replaced with a high-efficiency boiler during the summer, to provide hot water needs as heating is not required in these months. The efficiency of this attempt will be measured in 2013 May-September periods and disclosed in the 2013 Corporate Responsibility Report.
- In construction of logistics warehouse put into operation in 2013, skylights were installed in roof sections to benefit from day light, aiming to save energy consumption through lighting automation. These savings will be published in 2013 Corporate Responsibility Report.
- The supplier providing electricity to Doğuş Otomotiv changed in 2012. Electricity is now purchased from Doğuş Enerji. Doğuş Enerji produces energy from a hydroelectric power plant within the concept of clean energy.

Water Consumption

We seek to heighten awareness to reduce water consumption in the Company; and sensor-activated water taps are used. We continue to look for ways to reduce water

consumed while washing the vehicles. The water consumed per vehicle sold was 0.66 m³ in 2011, this rate became 0.59 m³ in 2012.

Waste Management

4,105 kg of hazardous waste (contaminated wastes, solvent chemicals, oil and fuel filters, organic solvents, waste cans) was recorded in 2012 in Doğuř Otomotiv. All these wastes are sent to appropriate companies for disposal and recycling. Domestic waste water is connected to the sewer line.

efficiency of this activity is indicated by the expressions of our employees, showing their gratitude and awareness on the subject. Water batteries are then sent to the appropriate company. Throughout the course of the year, 11.25 kg of batteries were sent by Doğuř Otomotiv for disposal.

Waste battery boxes are available in the Company, employees are directed by various warning boards and briefed by signs to throw their waste batteries into these boxes. The

Doğuř Oto collaborates with Chimirec Avrasya for disposal of its wastes and paid a disposal fee of TL 42,000 in 2012.

Environmental Awareness Activities

Various activities are conducted at Doğuř Otomotiv to raise the environmental awareness of our employees. Firstly, a mascot specific to Doğuř Otomotiv was created and posters expressing the harm of unnecessary electric, water and paper consumption coming from the mouth of this mascot are hung in each Company unit. Warning labels and signs are placed over electric switches and taps. Waste collection boxes are placed in every unit.



Doğuř
Otomotiv
employees
protect the
environment



Community



“Doğuş Otomotiv considers social responsibility as a dialogue platform and an ethical way of doing business within the framework of the impact of its operations, and continues its activities to create added value through its professional know-how, technological and institutional infrastructure. ”

Community Engagement Activities

Traffic is Life!

Reflecting its scope, Doğuř Otomotiv has been engaging in community programs under the framework of the “Traffic is Life!” platform on traffic safety since 2004. Within the scope of this platform, Doğuř Otomotiv aims to engender cultural change. We intend to touch all segments of society, creating positive change in traffic-related behavior through public awareness activities directed at the target audience on the topic of traffic safety. We continue with our education-focused efforts related to traffic safety, which are the center of our community engagement activities, under the leadership of our spokespersons.

“Traffic is Life!” platform rests on raising and expanding awareness and consciousness of the concept of traffic, and further deepening on the subject where the awareness is widespread. Our activities are structured in such a way to touch and benefit all segments of society through sustainable projects.

Doğuř Otomotiv Employees First

Doğuř Otomotiv aims to reach all segments of society on the issue of traffic safety, starting first from within our organization. In 2011, we completed safe driving training and awareness training for first aid approach in traffic, targeting our employees, who are our primary stakeholders, to engender and strengthen corporate traffic culture. In 2012, we extended our training ventures to the employees of other companies in the private sector, exposing participants to basic theoretical and practical information for actions in relation to potential incidents and accidents involving “First Aid in Traffic”. We plan to bring similar training to different organizations throughout Turkey, developed by experts and academics, with a content tailored to the group targeted.

Doğuř Otomotiv Corporate Traffic Principles

After the completion of all internal training

activities, Doğuř Otomotiv determined the corporate traffic principles, reviewing them with Company employees. We plan to put into practice corporate traffic safety principles in the form of an “Employee Manifest”. Doğuř Otomotiv continues guiding its employees to abide by the notion of respect for life in traffic and prompting them to serve voluntarily as role models on this issue.

The Children and Young People

“Traffic is Life!” platform aims to create continuing awareness of traffic safety also among children and youth who are drivers of the future, so in 2012 we launched various activities targeting training the younger generation. The řiřli Science Center, run by the Turkish Science Center Foundation, is visited by around 400 children each day. In the traffic safety education center of the foundation, which was established in 2011, information on the subject of traffic safety was provided to pre-school and elementary school children. Plays and visual presentations in the exhibition area have been designed, with the cooperation of expert academics and the exhibition’s curator, to direct children’s perceptions of traffic safety towards proper behavior. Approximately 80,000 children visited the Traffic Safety Exhibition, which remained open until September 2012.

In addition, our Company organizes Doğuř Fair Day for children every year, where children are provided with information on several topics ranging from compliance at traffic lights and traffic signs to using seatbelts and pedestrian crossings for traffic safety, given on specially prepared roads. Children are introduced to the “Traffic Pledge” on this traditional day as well.

Traffic Safety Training in Elementary School

Traffic safety trainings targeting 2nd grade elementary school is another project that started in 2012. This training is planned to be incorporated into the Social Studies Lessons presently part of the elementary school curriculum. At first, 30,000 students were reached through teacher’s training, put into

effect in Istanbul, Kocaeli, Bursa, Ankara and Niğde with the cooperation of the Provincial Directorates for National Education. We aim to expand the training activities to other cities in 2013 and work in cooperation with the Ministry of Education towards integrating the courses within the curriculum.

Virgin Radio and High School Students

Our Company has started with awareness-raising activities in 2011, directed at high school students, who will potentially become drivers in the near future, and continued during the course of 2012. Slogan competitions with the theme of traffic were held with the cooperation of Istanbul Provincial Directorate for National Education, Doğu Otomotiv and Virgin Radio Turkey, one of Doğu Broadcasting Group's radio stations, among designated high schools in Istanbul. We visited Şişli Terakki High School, İstek Kemal Atatürk High School, Nişantaşı Işık High School, Açı Schools, Notre Dame de Sion French High School and Beşiktaş Anatolian High School to raise the awareness of high school students on traffic safety. While on the one hand, these awareness-raising activities conveyed messages about traffic safety to high school students, the group closest to becoming drivers, in an entertaining fashion, on the other hand students came up with slogans, using their creativity, which were broadcasted live on Virgin Radio Turkey. Furthermore, instructive materials including positive messages about traffic were distributed to the students.

Cooperation with Universities and Pirelli

We have also been working on schemes to give traffic safety training targeting university students. The 3 credit elective Traffic Safety Course, which is part of the Distance Education System, provides different topics and useful information on safe driving and first aid techniques. The pilot scheme of this project was put into effect at Kocaeli University through cooperation of the university rectorates and Pirelli, one of the leading entities of our sector. 588 students selected the course. This project will become more widespread, reaching different universities and wider audiences in 2013.

Our Customers and Traffic is Life!

Doğu Otomotiv is launching activities aiming at raising the awareness of their customers within the framework of the "Traffic is Life!" platform, targeting society as a whole. Doğu Otomotiv firmly believes that it is our responsibility not only to sell vehicles to our customers but also to enable them to travel in a secure way. Accordingly, in 2011 we prepared training sessions with special content under the guidance of expert instructors. The Company has put into practice an online training program covering topics from Safety Culture in Traffic, Factors Affecting Traffic Safety, Safe Driving, Communication to Vehicle Maintenance. This program provides the opportunity for intranet-based computer services and remote access throughout the country to the employees in charge of the brands for which Doğu Otomotiv conducts sales and marketing activities. By these means, we aim to contribute to our customers' increased awareness on traffic safety and their ability to drive safely, through our Authorized Dealer network and our sales team. Throughout Turkey, our sales teams relayed accurate and useful information to over 100,000 customers on traffic safety during the vehicle buying process and they continue their efforts in this area. In addition to the above-mentioned activities, Doğu Otomotiv has also added items concerned with traffic safety to our renewed vehicle delivery procedures. From now on, all customers receive their vehicles only after being reminded about seat belts, child safety seats, safe following distances and similar important safety topics.

Marketing Activities and Traffic is Life!

We participated in the Autoshow Fair, organized once every two years and attended by thousands of visitors, with our "Traffic is Life!" platform. We set up a booth involving several activities at Tüyap Fair's Autoshow on November 1-11, 2012. At this fair, we instructed visitors about the first aid approach to traffic awareness and theoretically safe driving in traffic. During the fair, we also gave traffic safety messages integrated with social media and taught children traffic rules through games.

Highway Traffic Safety Symposium

The Highway Traffic Safety Symposium and Exhibition, organized by the Turkish National Police, took place for the third time between 16 and 18 May, 2012. This activity united public and private sector organizations, trade bodies, and universities to improve highway traffic safety on a single platform. Doğuř Otomotiv participated at this important meeting with its Corporate Responsibility platform “Traffic is Life!” aimed at engendering a positive cultural shift in all segments of society. Our activities and presentations were shared at the symposium and these were also included in the information booklet prepared by the Turkish National Police.

Traffic is Life! in the Media

Doğuř Otomotiv, with public support, has prepared TV and radio public spots with the cooperation of the Turkish National Police (TNP) Security General Directorate and the national Radio and Television Supreme Council (RTÜK). Seven radio public spots prepared by our Company were broadcasted free of charge with the cooperation of TNP and RTÜK, and one spot that we prepared with TNP continues to be broadcasted on television. We continue to work on producing new public spots. Awareness-raising efforts on traffic safety continue through numerous radio channels such as Virgin Radio’s radio spot activities about traffic safety in Turkey, Radio Eksen’s dj talks on the topic of traffic, and Kral FM’s radio spot activities on the subject of traffic safety. We also share information about the “Traffic is Life!” website and activities appearing in written and visual media through social media channels (Facebook, Twitter, YouTube), conveying awareness-raising messages to society. Doğuř Otomotiv uses the “Traffic is Life!” logo, along with other corporate logos, in sponsorship projects generated in different areas, ranging from sports to the arts, education, sales and marketing activities, thereby continues to provide traffic safety messages to society.

Awards to Traffic is Life!

Several respected organizations have drawn attention to our improvement activities within the scope of our “Traffic is Life!” platform, and various projects were recognized in several

categories. Doğuř Otomotiv participated in the “2012 Corporate Social Responsibility Marketplace” with its “Traffic is Life!” platform. This activity was organized by the Corporate Social Responsibility Association of Turkey which enables companies internalizing Corporate Social Responsibility as part of their corporate culture to share their solutions with the public. Doğuř Otomotiv, which was the first organization to prepare a Corporate Responsibility Report in its sector in Turkey, was awarded two prizes in the ceremony organized at the Corporate Social Responsibility Marketplace: “Corporate Social Responsibility Exemplar Training Application Award” and the “Jury’s Special Award”. In addition, the “Traffic is Life!” platform was awarded within the Social Responsibility Project category of Gladiators, the ODD Sales and Communication Awards 2012, which was first organized by the Turkish Automotive Distributors Association in 2010, evaluating each communication product developed throughout the year on the basis of specific criteria. With the pride we take in all these remarkable recognitions, we will continue our activities to disseminate our “Traffic is Life!” program to society as a whole, engendering change on the issue of safety in parallel to our sustainability strategy.

The Indicator Room Project

The final design of the Indicator Room Project under the framework of “Traffic is Life!” platform was implemented as a pilot study in one of our Authorized Dealers, where it was discovered that, although this project is effective, it is not very dynamic, nor very well suited for updating in areas like new technologies, new improvements, and increasing quality service alternatives. We decided to improve the project, to keep it updated through multimedia technology instead of tangible materials, and available to customers at any time.

Volkswagen Laboratories at Industrial Vocational High Schools

Training activities continued in 2012 at the Volkswagen Laboratories at Industrial Vocational High Schools and other institutions. After Şişli and Samandıra, the third

Volkswagen Training Laboratory was opened in the Gazi Industrial Vocational High School in Ankara. Within the framework of a protocol made with Ministry of National Education, physical improvements, equipment, material and hardware support were provided to this school and 24 technicians were selected and teachers were trained. The total number of schools we support has reached to 108. 87 students were provided with internship for our After-sales Service Centers, 42 students graduated from the laboratories and 20 were employed. Thus the total number of graduates has reached to 206, total number of students receiving training has reached to 166, and the total number of recruitment to 66. A sponsorship support was provided to E-VIWO (Education In Virtual World) project conducted jointly with Finland, Scotland and Turkey.

Volkswagen's After-sales Service Center Training Department also provides training within the scope of Vocational High School program. The relevant unit visits the schools once in every two weeks on average, talks with teachers and students, and exchanges opinions regarding requests and needs of the students. Internships for students are organized in the framework of programs specified by the school, graduates are employed, earlier graduates are contacted and employment is provided, equipment such as overalls, jackets, t-shirts, bags, etc. are supplied to laboratory students at the beginning of each education year. Interviews with the students in the beginning of academic year that will receive training at Volkswagen laboratories and supply of course books throughout the education year are monitored processes within the scope of program. In addition, development of the professional knowledge of teachers is supported by technical training courses organized within the body of Doğuř Otomotiv, and through the provision of up-to date training documents to Vocational High School teachers.

Various co-operations are conducted to ensure that Industrial Vocational High School students receiving education at Doğuř Otomotiv Volkswagen Laboratories benefit from education facilities of the highest quality. These include such companies as Castrol, Henkel, Mutlu Akü, and Michelin in terms of both trainings and material supply. Tools like demo parts, equipment, instruments, etc. are supplied by Doğuř Otomotiv, and test devices, elsa station supplies, PCs, printers, projectors and relevant software upgrades, as well as maintenance and repair of training devices, are provided by the relevant units.

Participation of schools in projects abroad is supported by Doğuř Otomotiv, the required sponsorship assistance is given, and students are encouraged by visiting regularly Şekerpinar Training Center and operation areas. All graduates of the Volkswagen Laboratories are provided with special certificates and successful students are recognized with visits on report card day. In addition, visits to foreign schools are arranged, student exchange programs are supported and events for enhancing students' motivation are organized.

Teachers who have been educated by Doğuř Otomotiv, provided trainings at the Şişli Technical and Industrial Vocational High School Volkswagen Laboratories during 2012. Financial aid of TL 20,000 is granted to the school every year. Students and Doğuř Otomotiv Volkswagen After-sales Service Center Training Department came together every 2-3 weeks for approximately 2-3 hours in 2012.

A protocol with Republic of Turkey, Ministry of National Education for continuation of a program was made in 2005 for the first time. The program's term is five years and it has been renewed. Ateliers requiring physical improvement have been renewed completely since the inception of the program and equipped with the required devices and equipment. Cost of a class amounts approximately € 100,000.

Community Engagement Activities by Brands

Audi

Audi Urban Future Initiative Program, initiated to play an active role in shaping the transition to a new era of mobility, falls within the scope of Audi's global social responsibility strategy. With this program, Audi aims to create a dialogue upon synergy created by the trio of new mobility, architecture and urbanization. Briefly, Audi strives to play an active role in shaping mega cities, the living areas of the future. The program consists of 4 main components:

1. Summits: Organizations aiming to generate new ideas through mutual information exchange and sessions by bringing the field experts together.
2. Insight Team: Cross-functional work group of Audi AG established to develop ideas for mobility and urbanization.
3. Research: Activities to pair up local markets with the most visionary research institutions worldwide, to provide an academic foundation for future mobility scenarios and, together with the other components, ultimately create a rich ecosystem of global knowledge on mobility.
4. Audi Urban Future Award: An architectural and urban planning competition to encourage participating competitors to analyze the challenges in their cities with respect to future mobility, and to bring specific suggestions for transition to sustainable mobility and infrastructure particular to such cities. The competition organized within this scope took place in Istanbul on October 18th, 2012.

Audi – Fevziye Schools Scholarship Fund

Between December 18th, 2011 and January 21st, 2012, an "Audi Q3-Built from Your Expectations Exhibition" and a "Communication on Social Media Conference" was held at Galleria Işık (a part of the Işık Schools of Fevziye Schools Foundation), which regularly hosts various scientific, social, and technological activities as well as artistic activities within the framework of education and training. Through this activity, the Audi brand made a contribution

to Fevziye Schools Scholarship Fund for the education of children in need.

Scania and Krone Blood Pressure Truck

An information campaign initiated by Turkish Society of Hypertension and Renal Diseases on May 9th in Kırklareli concerning tension-related diseases continued until May 15th, 2012 in Istanbul. In the blood pressure truck, set up by Scania and Krone, blood pressures of over 100 thousand people were measured and suggestions were given on the matter. The campaign started in Atatürk Square in Kırklareli, and continued to Edirne on May 10th, Tekirdağ on May 11th, Sakarya on May 12th, and Düzce on 13 May. The campaign ended with the activities in Istanbul.

"Measuring Turkey's Blood Pressure" campaign ended in Beşiktaş Square after taking measurements in Taksim Square. During the campaign, measurement also took place in cooperatives in Çorlu and Gebze. Health officers serving in Scania and Krone indicated that frequency of high blood pressure due to stress is quite high among long distance drivers, and they informed the relevant people about what they should do and to which issues they should pay attention when their blood pressure is below or higher than the norm.

The blood pressure truck was also positioned at the back garden of Doğu Otomotiv Headquarters, where the blood pressures of Doğu Otomotiv employees were also measured within the scope of the program, and necessary information was provided.

Antalya Piano Festival

Volkswagen Passenger Cars has been the main sponsor of the Antalya Piano Festival for the last 3 years within the scope of its community engagement activities. Anticipated to become among the important classical music festivals worldwide, the Festival hosts world famous artists under the curatorship of Fazıl Say in Antalya for fifteen days. The festival includes free public concerts and workshops in universities and draws huge attraction among the audiences.



Human Rights

Doğuş Otomotiv is proud of being one of the first Turkish companies that has publicly announced its Human Rights policy in Turkey.

Human Rights At Doğuş Otomotiv

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 within all business processes. This commitment is declared in the Human Rights Policy of Doğuş Otomotiv. Doğuş Otomotiv is proud of being one of the first Turkish companies that has publicly announced its Human Rights policy in Turkey.

Human Rights Training for Security Staff

Security staff working in Doğuş Otomotiv were provided human rights training on February 25th, 2012 at a Security Meeting and Training, attended by 34 security employees. The training and presentations were repeated on March 3rd, 2012 for people who could not attend the previous training due to reasons as sentry duty, vacation, etc. Total number of security staff is 59 and all of them received training.

Suppliers and Human Rights

The total number of suppliers with which we carried on a business with in 2012 as Doğuş Oto and Doğuş Otomotiv is 486.

A protocol covering employee health and safety, human rights, prevention of child labor, respect to ecological environment issues

within the scope of the Doğuş Otomotiv Ethical Principles is signed in all agreements with our suppliers. Prevention of child labor will be added to the de facto supplier audits and included among the criteria for supplier selection and evaluation in 2013.

Voluntary Programs

Doğuş Oto

Milk Donation in Çankaya Region

Doğuş Oto supported the "Milk Fellowship Project" implemented in cooperation with the Çankaya, Ankara Municipality and the Çankaya Aid and Economic Solidarity Foundation (ÇAYED) with its "Every Child will Drink Milk" campaign.

Red Crescent Blood Donation in Bursa Region

The Blood Donation, initiated in 2012 for contributing to the Red Crescent through blood donation and raising awareness among our employees on social responsibility issues, is ongoing on a regular basis.

Transportation Sponsorship for 51st International Bursa Festival

Supporting social responsibility activities also in the area of arts, Doğuş Oto has become the transportation sponsor of the 51st International

Bursa Festival, which is the sole festival in Turkey continuing uninterruptedly for 51 years.

Clothes and Textile Products Support to the Koruncuk Foundation

The Koruncuk Foundation was contacted regarding the needs of children in need of protection and summer clothes and textile products were donated to this foundation which takes the children on summer vacations.



Corporate Responsibility Performance Of Doğuş Otomotiv in Figures

“Doğuş Otomotiv further improves its Corporate Responsibility performance with its awareness activities each passing day. CO₂ emission per vehicle sold was reduced by 2.8% and water consumption was reduced to 0.59 m³ in 2012.”

Economy

Economic Performance (TL mn)	2010	2011	2012
Sales (Units)	88,850	112,399	125,563
Market Share (%)	11.2	12.6	15.4 ⁷
Used Car Sales	12,550	15,659	16,937
Net Revenues	3,428	4,808	5,132
(EBIT) Operating Profit	202	240	315
Net Profit for the Period	150	142	256

2012 (TL mn)	Doğuş Otomotiv	Doğuş Oto
Paid to Shareholders	100	-
Taxes	200.3	0.7688
Community Investments	1.8	0.076177
Paid to Suppliers ⁸	180,912	1,570

Payments for Employee Benefits and Salaries 2012

Scope (TL mn)	Doğuş Otomotiv	Doğuş Oto
Gross Salary Payments	51.0	43.5
Meals	1.5	3.3
Transportation Service	2.0	3.2
Bonus	29.7	18.4
Health and Life Insurance	0.79	1.5

Operational Indicators

	Doğuş Otomotiv	Doğuş Oto
Number of Sales	115,445 ⁹	34,741
Number of After-sales Service Entries	-	202,529
Number of Employees	557	1,270

⁷ Market share excluding Krone Meiller.

⁸ Local procurement excluding vehicle purchases and purchases Doğuş Group Companies.

⁹ Excluding Skoda sales.

Environment

Energy Consumption

	2010		2011		2012	
	Doğuř Otomotiv	Doğuř Oto	Doğuř Otomotiv	Doğuř Oto	Doğuř Otomotiv	Doğuř Oto
Natural Gas (m ³ /GJ)	230,250/ 8,825	595,760/ 22,835	283,250/ 10,857	701,594/ 26,892	323,725/ 12,408	713,325/ 27,342
Gasoline (Lt/GJ)	439,081/ 15,563	410,150/ 14,538	651,619/ 23,097	327,957/ 11,625	472,538/ 16,749	365,449/ 12,954
Electricity (kWh/GJ)	2,419,550/ 8,710	7,242,241/ 26,072	2,804,580/ 10,096	7,359,032/ 26,493	3,221,646/ 11,598	7,663,215/ 27,588
Total (GJ)	33,099	63,446	44,050	65,009	40,756	67,883

Calculation Method:

Natural Gas GJ : 1m³*kcal(9155)*joule(4,186.8)/10⁹

Gasoline GJ : 1lt*kg(0.83)*ton(1000)*kcal(10,200,000)*joule(4,186.3)/10⁹

Electricity GJ : (1kwh*0.0036)

CO₂ Emissions

CO ₂ (Tons)	2010	2011	2012
Electricity Consumption	2,053	1,486	2,198
Natural Gas Consumption	1,176	2,118	2,230
Company Cars	2,231	2,571	2,201
Employee Transportation	732	845	723
Business Trips	336	388	332
Total	7,027	7,976	7,684

Calculation Method:

Natural Gas CO₂ : 1GJ*56.1

Gasoline CO₂ : 1GJ*74

Electricity CO₂ : 1GJ*56.1

Emissions

Type	Consumption	CO ₂ per person (Ton)
Natural Gas – m ³	323,725	1.29
Electricity - kWh	3,221,646	1.21
Liquid Fuel - Lt	472,538	2.31
Average		1.6

Water Consumption

Per Vehicle Sold (m ³)	2010	2011	2012
	0.89	0.66	0.59

Waste

Type of Waste (kg)	2010		2011		2012	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Oil and Fuel Filters	2,746	32,320	3,379	32,670	2,323	33,306
Contaminated Waster	1,647	1,634	1,431	2,294	781	3,627
Contaminated Packages	3,051	5,094	2,463	6,180	1,573	7,076
Liquid Waste Antifreeze	0	952	0	243	57	1,274
Brake Liquid	0	517	0	397	57	2,159

Paper Consumption¹⁰

All in-office paper wastes are given to Sadık Kâğıt company for recycling in coordination

with the Ayhan Şahenk Foundation.

Total Amount of Packages put into Market

Kg	2010	2011	2012
Paper/Cardboard	509,369	667,299	712,748
Plastic-Nylon (Polyethylene, Polypropylene)	3,592	2,835	3,360
Wooden Pallets	268,711	213,152	174,671
TOTAL	781,672	883,646	890,779

Recovered Package Waste Amount¹¹

Kg	2010	2011	2012
Paper/Cardboard ¹²	193,560	266,920	299,354
Plastic-Nylon (Polyethylene, Polypropylene)	1,364	1,134	1,411
Wooden Pallets	-	-	8,734
TOTAL	194,924	268,054	309,499 ¹³

A4 Paper Consumption

Kg	2010	2011	2012
Doğuş Otomotiv	10,732.5	8,727.5	9,165
Doğuş Oto	20,787.5	26,250	28,860

¹⁰ As of 2012, Doğuş Otomotiv and Doğuş Oto paper consumption data will also include sales and transportation packages of materials sold. These wastes cover not only paper/cardboard but also plastic, wooden pallet, etc. These tables are available in performance data of the 2012 Corporate Responsibility Report.

¹¹ Package wastes are sent to ÇEVKO, which is the authorized institution for recycling.

¹² When paper/cardboard recycling rates of 2010 and 2012 are compared with each other, recycling rate of Doğuş Otomotiv has increased by approximately 54%.

¹³ 41.99% of paper/cardboards wastes of Doğuş Otomotiv sent to recycling in 2012 are delivered to ÇEVKO for recovery.

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
2012	537	117	93,600	216

Environmentally Friendly Vehicles

	Sales Number (Retail)			Average Emission per Vehicle CO ₂ Compound (g/km)		
	2010	2011	2012	2010	2011	2012
VW Passenger Cars	39,822	55,550	66,792	144	130	128
VW Commercial Vehicles	24,018	26,361	26,048	175	172	175
Audi	9,656	12,064	13,720	158	150	132
Porsche	390	442	497	222	204	190
Bentley	14	10	18	394	387	342 ¹⁴
Lamborghini	4	6	2	323	338	374 ¹⁴
SEAT	5,113	6,059	5,811	141	131	132
Total Sales/ All Brands Average	79,017	100,492	112,888	155	143	139

- Scania, Krone and Meiller do not have CO₂ values.
- An improvement of 2.8% was observed in CO₂ data in 2012 compared to 2011.

Social

	2010	2011	2012
Employees			
Total Workforce	1,652	1,779	1,827
% of Females	20.97	21.42	22.00
Work-related Accidents	4	11	10

¹⁴ Total sales number = does not change as it is retail.

	2011		2012	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Number of Full-time Employees	562	1,217	557 ¹⁵	1,270
Number of Part-time Employees	0	0	0	0
Number of Permanent Employees for Undefined Period	562	1,217	552	1,270
Number of Seasonal and Temporary Employees	0	0	5 ¹⁶	0
Total Number of Executives (Manager and Upper Level)	61	25	59	23
Total Number of Promotions	31	19	46	7
Number of Promoted Female Employees	12	4	16	1
Total Number of Recruited People	66	276	59	221
Total Number of Recruited Females	19	71	10	54
Ratio of Recruited Female Number to Total Number of Recruited People (%)	29	25.8	16.9	24.5
Resignations	51	171	50	178
Employee Turnover Rate (%)	9.07	14.05	8.97	14
Number of Male Employee Resignations	34	130	39	131
% of Male Employee Resignations to Total Workforce	6.04	10.68	0.7	10.3
Number of Female Employee Resignations	17	41	11	47
% of Female Employee Resignations to Total Workforce	3.02	3.36	1.97	3.7
Number of Resigned Employees Under 30	19	90	16	95
% of Resigned Employees Under 30 to Total Workforce	3.38	7.3	2.87	7.48
Number of Resigned Employees Between 30 and 50	32	81	34	79
% of Resigned Employees Between 30 and 50 to Total Workforce	5.69	6.65	6.10	6.2
Number of Resigned Employees Over 50	0	0	0	4
% of Resigned Employees Over 50 to Total Workforce	0	0	0	0.3

¹⁵ For 2012, Average age of Doğuş Otomotiv employees (36), Average age of female employees (34), Average age of male employees (37), Average seniority (7.2), Average seniority of female employees (7.0), Average seniority of male employees (7.3).

¹⁶ All part -time employees are male.

Breakdown of Female and Male Employees by Regions

Regions	FEMALE		MALE		FEMALE		MALE	
	Doğuř Otomotiv 2011	Doğuř Otomotiv 2012	Doğuř Otomotiv 2011	Doğuř Otomotiv 2012	Doğuř Oto 2011	Doğuř Oto 2012	Doğuř Oto 2011	Doğuř Oto 2012
Marmara	170	156	392	401	160	175	781	802
Aegean	0	0	0	0	0	0	0	0
Mediterranean	0	0	0	0	0	0	0	0
Eastern Anatolia	0	0	0	0	0	0	0	0
Southeast Anatolia	0	0	0	0	0	0	0	0
Central Anatolia	0	0	0	0	51	54	225	239

Age Breakdown of Employees by Position 2012

	FEMALE		MALE		Under 30		Between 30 and 50		Over 50	
	Doğuř Otomotiv	Doğuř Oto	Doğuř Otomotiv	Doğuř Oto	Doğuř Otomotiv	Doğuř Oto	Doğuř Otomotiv	Doğuř Oto	Doğuř Otomotiv	Doğuř Oto
Board of Directors, Executive Committee	1	0	16	1	0	0	8	0	9	1
Senior Level Executive	8	4	34	18	0	0	39	21	3	1
Executive	37	0	130	0	6	0	156	0	5	0
Sales Employees	0	135	0	102	0	95	0	142	0	0
Blue Collar	3	0	83	613	32	229	49	378	5	6

Breakdown of Female and Male Employees by Education Level

Education Status	FEMALE		MALE		FEMALE		MALE	
	Doğuř Otomotiv 2011	Doğuř Otomotiv 2012	Doğuř Otomotiv 2011	Doğuř Otomotiv 2012	Doğuř Oto 2011	Doğuř Oto 2012	Doğuř Oto 2011	Doğuř Oto 2012
Ph. D.	0	0	1	1	0	0	0	0
Graduate	28	26	64	71	6	6	11	11
Under-graduate	116	101	184	183	109	124	197	208
Junior College	14	14	17	21	53	58	140	159
High School	14	14	97	99	43	41	362	376
Elementary - Secondary	0	0	27	27	0	0	296	287

Training^{17,18}

Man/Hour	2010		2011		2012	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Senior Management	3	17	32	9	48	33
Medium Level Executives	51	36	74.5	40.5	66	56
Others	50.5	20	64.5	26	42.5	35
Blue Collar	20	23.5	37	24	33.5	31
Overall Average	31.13	24.13	52	24.88	47.5	38.8

Discrimination and Equal Opportunity

By Position	FEMALE EMPLOYEES		
	Total	Gebze Headquarters (%)	Doğuş Oto (%)
Senior Level Executive	13	9 (2.33%)	4 (1.03%)
Executives	37	37 (100%)	0
Sales Employee	81	4 (1.03%)	77 (20%)
Blue Collar	3	3 (100%)	0
Other	250	97 (25%)	153 (39.8%)
Board of Directors, Executive Committee	1	1 (100%)	0

Data Measurement Method ¹⁹		Doğuş Otomotiv		Doğuş Oto	
		2011	2012	2011	2012
Rate of Days Lost Due to Illness - Full Time Employees	(AR)	58%	52%	35.32%	49%
Accident Rate Recorded	(IR)	1	2	10	7
Rate of Days Lost Due to Accidents	(LDR)	1.13%	0.5%	1.43%	0.2%
Number of Fatal Cases – Full Time Employees	-	0	0	0	1
Rate of Days Lost Due to Occupational Illnesses	(ODR)	0	0	0	0

Wage Ratios of Female and Male Employees²⁰

	2011		2012	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Ratio of Female Employees' Wages to Male Employees' Wages (%)	95	91	93	91

¹⁷ As the title categorization has been changed, figures included in the 2011 Corporate Responsibility Report are different.

¹⁸ The data collection system for training does not record participants by gender and training provided for the employees is based on equality criteria, therefore training by gender categories were not disclosed for the reporting period.

¹⁹ GRI G.3.1 Data calculation methods are used.

²⁰ Wage ratios by employee category were not disclosed, as they are not recorded in the data collection system.

Customer Satisfaction Survey Results

		2010	2011	2012
SALES	VW Passenger Cars	104.73	111.30	112.05
	VW Commercial Vehicles	103.92	111.09	112.51
	Audi	101.33	104.53	106.76
	SEAT	95.80	100.89	100.41
	Porsche	99.95	96.59	86.84
AFTER-SALES SERVICES	VW Passenger Cars	89.12	94.73	96.70
	VW Commercial Vehicles	90.02	95.17	96.03
	Audi	88.72	96.43	98.27
	SEAT	89.58	95.29	97.30
	Porsche	96.47	102.63	107.47

Environmental Data of Authorized Dealers and After-sales Service Centers (Pilot Study)

Performance Data	General Oto	Acarlar Otomotiv	Özsa Otomotiv
Electricity Consumption (kWh)	441,585	696,340	440,000
Natural Gas Consumption (m ³)	59,507.18	41,177	82,500
Gasoline Consumption (Lt)	5,696.78	67,899	-
Water Consumption (m ³)	4,996	1,952	1,350

Human Resources Data of Authorized Dealers and After-sales Service Centers (Pilot Study)

Employees	General Oto	Acarlar Otomotiv	Özsa Otomotiv
Number of Full-time Employees	131	134	151
Number of Part-time Employees	7	-	-
Total Workforce	138	134	151
Number of Female Employees	30	28	28
Number of Male Employees	101	106	123
% of Female Employees	22.90	20.89	18.54
Employee Turnover (%)	23.91	13.43	2.64
Average Training Hour per Employee (Man/Hour)	47.77	15.48	16

Economic Performance of Authorized Dealers and After-sales Service Centers (Pilot Study)

Performance Data	General Oto	Acarlar Otomotiv	Özsa Otomotiv
Number of Suppliers	264	274	150
Amount Paid to Local Suppliers (TL)	135,890,000	273,766,583.34	3,000,000
Community Engagement Investments (TL)	-	41,160	50,000

Satisfaction Survey Results of Authorized Dealers and After-sales Service Centers

		2010	2011	2012
SALES	VW Passenger Cars	104.73	111.30	112.05
	VW Commercial Vehicles	103.92	111.09	112.51
	Audi	101.33	104.53	106.76
	SEAT	95.80	100.89	100.41
	Porsche	99.95	96.59	86.84
AFTER SALES SERVICES	VW Passenger Cars	89.12	94.73	96.70
	VW Commercial Vehicles	90.02	95.17	96.03
	Audi	88.72	96.43	98.27
	SEAT	89.58	95.29	97.30
	Porsche	96.47	102.63	107



Indexes

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
	1. Strategy and Analysis				
Senior Management Declaration	1.1 / Full	6.2		Chairman's Message CEO's Message	6-9 10-13
Basic effects, risks and opportunities	1.2 / Full	6.2		Chairman's Message CEO's Message Corporate Responsibility Risk Management	6-9 10-13 24-26 28-29
	2. Corporate Profile				
Corporation Name	2.1 / Full			Back Cover	117
Brands, products and services	2.2 / Full			Doğuş Otomotiv Value Chain and Our Business	18-22 Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201341131130972_DOASFR12EN_2.pdf (Pages; 30-68)
Operational structure of the corporation	2.3 / Full	6.2		Doğuş Otomotiv Value Chain and Our Business	18-22 Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201341131120738_DOASFR12EN_1.pdf (Pages; 4-7)
Headquarters	2.4 / Full			Back Cover	117

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Countries in which the corporation operates	2.5 / Full			Doğuş Otomotiv Value Chain and Our Business	18-22 Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201341131120738_DOASFR12EN_1.pdf (Pages; 4-9)
Ownership properties and legal state	2.6 / Full			Doğuş Otomotiv Value Chain and Our Business	18-22 Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201341131120738_DOASFR12EN_1.pdf (Pages; 4-7, 88)
Markets serviced	2.7 / Full			Doğuş Otomotiv Value Chain and Our Business	18-22 Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201341131120738_DOASFR12EN_1.pdf (Pages; 4-7, 16-20)
Corporation scale	2.8 / Full			Doğuş Otomotiv Value Chain and Our Business	18-22 Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20134113114319_DOASFR12EN_3.pdf (Pages; 88)
Important changes in size, structure and ownership situations	2.9 / Full			Doğuş Otomotiv Value Chain and Our Business	18-22 Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20134113114319_DOASFR12EN_3.pdf (Pages; 88-89) There were no changes in the issued capital of Doğuş Otomotiv during the reporting period.
Awards	2.10 / Full			Awards	22
	3. Report Profile				
Reporting period	3.1 / Full			About the Report	14-15

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Date of previous report	3.2 / Full			About the Report	14-15 Doğuş Otomotiv has published its Corporate Responsibility Report every year since 2009.
Reporting frequency	3.3 / Full			About the Report	14-15 Doğuş Otomotiv has published its Corporate Responsibility Report every year since 2009.
Contact information about report	3.4 / Full			Back Cover	117
Report contents	3.5 / Full	6.6.6		About the Report	14-15
Report contents limits	3.6 / Full	6.6.6		About the Report	14-15
Report scope and contents limitations	3.7 / Full			About the Report	14-15
Reporting principles on joint ventures and other subsidiary companies	3.8 / Full	6.6.6		About the Report	14-15
Data assessment techniques and calculation methods	3.9 / Full			About the Report	14-15
Reasons for the repetition of information in the previous report	3.10 / Full			About the Report	14-15 No previous information is repeated in 2012 Report. Whenever necessary; related links and footnotes are provided for the readers.
Important changes in the report scope and contents	3.11 / Full			About the Report	14-15
GRI Index	3.12 / Full			Indexes	100-115
Report supervision	3.13 / Full	7.5.3			Doğuş Otomotiv 2012 Corporate Responsibility Report was prepared in accordance with the level B requirements of the GRI G3.1 Principles. It did not receive an independent audit.
	4. Governance, Liability and Sharing Practices				
Corporation governance structure	4.1 / Full	6.2	Principle 10		Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20134113114319_DOASFR12EN_3.pdf (Pages; 71-72, 82-86)

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Autonomy of the Chairman of the Board	4.2 / Full	6.2			Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20134113114319_DOASFR12EN_3.pdf (Pages; 82-85)
Number of Independent Members in the Board of Directors	4.3 / Full	6.2			There are two independent members in our Board. The composition of Board of Directors is in line with the laws and regulations. Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20134113114319_DOASFR12EN_3.pdf (Pages; 82-85)
Stakeholders' and employees' involvement in management	4.4 / Full	6.2		Stakeholder Engagement Stakeholder Engagement Performance Areas	16 17 Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20134113114319_DOASFR12EN_3.pdf (Pages; 70- 73-76, 80, 95-96)
Linkage between compensation of the executives and the sustainability performance	4.5 / Full	6.2		Corporate Responsibility Senior Management Performance	24-26 66 Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20134113114319_DOASFR12EN_3.pdf (Pages; 87-90)
Processes preventing conflicts of interest	4.6 / Full	6.2		Business Ethics	27 Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20134113114319_DOASFR12EN_3.pdf (Pages; 82, 86, 87)
CSR Management Strategy of the corporation	4.7 / Full	6.2		Corporate Responsibility Business Ethics	24-26 27

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Corporation's rules of mission and behaviour regarding CSR performance	4.8 / Full	6.2		Chairman's Message CEO's Message Corporate Responsibility Business Ethics	6-9 10-13 24-26 27
CSR performance and the supervision of its risks by senior management	4.9 / Full	6.2		CEO's Message Corporate Responsibility Business Ethics	10-13 24-26 27
Self-check of senior management about CSR performance	4.10 / Full	6.2		Corporate Responsibility Senior Management Performance	24-26 66
Risk management attitude of the corporation in fields related to CSR	4.11 / Full	6.2	Principle 3,4,5,6	CEO's Message Corporate Responsibility Business Ethics Risk Management	10-13 24-26 27 28
Foreign enterprises and activities in areas regarding CSR	4.12 / Full	6.2	Principle 1,2	Human Rights at Doğu Otomotiv	88-89
Union and association memberships	4.13 / Full	6.2		Associations and Memberships	23
Stakeholders list	4.14 / Full	6.2 6.8.3		Stakeholder Engagement Stakeholder Engagement Performance Areas	16 17 Our stakeholder list can be found at Doğu Otomotiv web site: http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012831894100_Stakeholder_Engagement.pdf
Key stakeholders determining process	4.15 / Full	6.2 6.8.3		Stakeholder Engagement Stakeholder Engagement Performance Areas	16 17 Our stakeholder list can be found at Doğu Otomotiv web site: http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012831894100_Stakeholder_Engagement.pdf Doğu Otomotiv identified all its key stakeholders in line with AA1000SES standard in workshops, where all departments participated, and published them in its Corporate Responsibility Report.

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Stakeholder participation process	4.16 / Full	6.2 6.8.3		Stakeholder Engagement Stakeholder Engagement Performance Areas	16 17 Our stakeholder list can be found at Doğuş Otomotiv web site: http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012831894100_Stakeholder_Engagement.pdf
Stakeholder participation and primary subjects, responsiveness performance	4.17 / Full	6.2 6.8.3		Stakeholder Engagement Stakeholder Engagement Performance Areas Corporate Responsibility	16 17 24-26
	Performance Indicators				
Management Approach	Economic Performance / Full	6.2 6.8	Principle 1,2,7	Economic Responsibility Policy	http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf (Page 23)
Direct economic value produced and distributed	EC1 / Full	6.8 6.8.3 6.8.7 6.8.9		Financial Indicators Economic Development Corporate Responsibility Performance of Doğuş Otomotiv in Figures	22 33-35 91 Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201341131120738_DOASFR12EN_1.pdf (Pages; 5, 16-20)
The effect of climate change on the financial success of the corporation, risks and opportunities	EC2 / Full	6.5.5	Principle 7	Risk Management Environment	28-29 71 Detailed information can be found at our Economic Responsibility Policy http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf (Page 23)
Corporate liabilities regarding defined benefit pension plan	EC3 / Full				There is no salary based pension contribution at Doğuş Otomotiv.
Important financial assistance received from the state	EC4 / Full				No significant financial assistance was received from the government in the reporting period.

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Starting wage level rates interval in contrast to local minimum wage in important operation locations	EC5 / Partially	6.3.7 6.4.4 6.8			Starting salary is in compliance with laws and regulations and varies according to the position at Doğuř Otomotiv and Doğuř Oto.
Policy, practice and rates of payment regarding payments made to local suppliers	EC6 / Full	6.6.6 6.8 6.8.5 6.8.7		Suppliers Corporate Responsibility Performance of Doğuř Otomotiv in Figures	34 91
Local employment	EC7 / Full	6.8 6.8.5 6.8.7	Principle 6	Local Employment	35
Investments made for public interest	EC8 / Full	6.3.9 6.8 6.8.3 6.8.4 6.8.5 6.8.6 6.8.7 6.8.9		Economic Development Community Engagement Studies Corporate Responsibility Performance of Doğuř Otomotiv in Figures	33-35 83-87 91
Important indirect economic effects	EC9 / Full	6.3.9 6.6.6 6.6.7 6.7.8 6.8 6.8.5 6.8.6 6.8.7 6.8.9		Doğuř Otomotiv Value Chain and Our Business Investments for Authorized Dealers and After-sales Service Centers Suppliers Local Employment Corporate Responsibility Performance of Doğuř Otomotiv in Figures	18-22 35 34 35 91
Management Approach	Environmental Performance / Full	6.2 6.5	Principle 7,8,9	Environmental Policy	http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf (Page 35)
Direct energy consumption	EN3 / Full	6.5 6.5.4		Energy Consumption	92
Saved amount of energy due to improvements	EN5 / Full	6.5 6.5.4			Energy consumption at Doğuř Otomotiv increases because of the investments and growth.

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Products and services that provide energy efficiency	EN6 / Full	6.5 6.5.4		Environmental Responsibility by Brands Energy Savings in High Volume Lighting	71-77 78
Attempts to reduce indirect energy consumption and reductions obtained	EN7 / Full	6.5 6.5.4		Environmental Impact of Logistic Network Environmental Activities in Investments for our Authorized Dealers and After-sales Service Centers Paper Savings in After-sales Services Energy Efficiency	78-79 79 80 80
Total amount of water used according to its sources	EN8 / Full	6.5 6.5.4		Water Consumption	81, 92
Water sources significantly affected by water extraction	EN9 / Full	6.5 6.5.4			There are no water sources significantly affected by withdrawal of water. Doğuř Otomotiv uses water from public water system.
Production centres within protected areas	EN11 / Full	6.5 6.5.6	Principle 8		Doğuř Otomotiv does not have any operations in or adjacent to protected areas of high biodiversity value.
Effects on biological diversity	EN12 / Full	6.5 6.5.6	Principle 8		Doğuř Otomotiv does not have any operations in or adjacent to protected areas of high biodiversity value.
Protected or reclaimed living spaces	EN13 / Full	6.5 6.5.6	Principle 8		There is no orbit of Doğuř Otomotiv in the protection area.
Strategies regarding bio-diversity, activities in progress and future plans	EN14 / Full	6.5 6.5.6 6.8.3	Principle 8		Doğuř Otomotiv does not have any operations in or adjacent to protected areas of high biodiversity value.
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	EN15 / Full	6.5 6.5.6			Doğuř Otomotiv does not have any operations related to IUCN Red List.
Total direct and indirect greenhouse gas emission	EN16/Full	6.5 6.5.5		CO ₂ Emissions Environmentally Friendly Vehicles	92, 94 94
Indirect greenhouse gas emission	EN17/Full	6.5 6.5.5		CO ₂ Emissions Logistic Cage Export	92, 94 94

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Attempts to reduce emissions	EN18 / Full	6.5 6.5.5	Principle 8,9	Environmental Responsibility by Brands Doğuş Otomotiv Environmental Improvements Environmental Impact of Logistics Network	71-77 77-80 78-79
Total water discharge	EN21 / Partially	6.5 6.5.3			Doğuş Otomotiv discharges its waste water, which is supplied from the local administrations, directly into the city sewer system. 100% of the used water is discharged to the city sewerage systems in the operation areas.
Total waste according to type and disposal method	EN22 / Full	6.5 6.5.3		Environmental Activities in Investments for our Authorized Dealers and After Sale Service Centers Waste Management Paper Consumption Waste	79 81 93 93
Total number of and size of important leakage	EN23 / Full	6.5 6.5.3			There was no leakage caused by activities of Doğuş Otomotiv. The company's operations have no risk of dangerous leakage in significant quantities. Wastes carrying leakage risk (batteries, etc.) are classified according to their types and sent to the relevant companies for proper disposal, in compliance with laws and regulations.
The weight of hazardous wastes and percentage of internationally dispatched transported wastes	EN24 / Full	6.5 6.5.3			There is no transportation of hazardous waste at Doğuş Otomotiv.
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	EN25 / Full	6.5 6.5.3 6.5.4 6.5.6			Doğuş Otomotiv has no operations which significantly affect habitat because of the discharge of water.

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Attempts to reduce the environmental effects of products	EN26 / Full	6.5	Principle 7,8,9	Environmental Responsibility by Brands	71-77
		6.5.4		Doğuş Otomotiv Environmental Improvements	77-80
		6.6.6		Environmental Impact of Logistics Network	78-79
		6.7.5		Environmental Activities in Investments for our Authorized Dealers and After Sale Service Centers	79
				Waste Management	81
Percentage of recollecting of sold products and their packaging materials in categories	EN27 / Partially	6.5		Waste Management	81
		6.5.3			
		6.5.4			
		6.7.5			
Discordances with environmental laws and regulations	EN28 / Full	6.5			Doğuş Otomotiv was not fined in 2012 because of not complying with environmental laws and regulations.
Effects caused by product transportation and employee logistics	EN29 / Full	6.5	Principle 7,8,9	Environmental Impact of Logistics Network	78-79
		6.5.4		Logistics Cage Export	94
		6.6.6			
Total amount of environmental expenses and investments	EN30 / Full	6.5		Waste Management	81
Management Approach	Labor Practices and Decent Work / Full	6.2 6.4 6.3.10	Principle 1,3,6	Employees and Decent Work Policy	http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf (Page 45)
Total number of employees according to employment type, contract and district	LA1 / Full	6.4 6.4.3		Corporate Responsibility Performance of Doğuş Otomotiv in Figures	95-96
Total number of employees and their circulation according to age groups, gender and district	LA2 / Full	6.4 6.4.3		Corporate Responsibility Performance of Doğuş Otomotiv in Figures	95-96
Benefits provided for the full time employees	LA3 / Full	6.4 6.4.3 6.4.4	Principle 6	Employee Benefits	67

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Number of employees covered by collective bargainings	LA4 / Full	6.4 6.4.3 6.4.4 6.4.5 6.3.10	Principle 1,3		There is no labour union in our Company.
Period of notice due to operational changes	LA5 / Full	6.4 6.4.3 6.4.4 6.4.5			Legal notice period is used in cases of dismissal. There is no standard notice period in cases of position change or transfer, which depends on the process and type of duty. Annual vacation periods are in compliance with the applicable labour law. Three days leave is permitted to employees in cases of marriage, fatherhood, and in decease of first level relatives.
Percentage total labour represented in the health and safety committees	LA6 / Full	6.4 6.4.6		Employee Health and Safety	59-60
Injury, occupational illness, days lost and absence	LA7 / Full	6.4 6.4.6		Employee Health and Safety Corporate Responsibility Performance of Doğuş Otomotiv in Figures	59-60 97
Consultancy, precaution and risk control regarding serious illnesses	LA8 / Full	6.4 6.4.6 6.8 6.8.3 6.8.4 6.8.8	Principle 1	Employee Health and Safety	59-60
Health and safety matters existing in the agreements with unions	LA9 / Full	6.4 6.4.6			There is no labour union in our Company.
Annual average training hours per employee	LA10 / Partially	6.4 6.4.7		Corporate Responsibility Performance of Doğuş Otomotiv in Figures	97
Employee training	LA11 / Full	6.4 6.4.7 6.8.5		Employee Training	62-63
Regular performance and development monitoring	LA12 / Full	6.4 6.4.7		Performance Management	65-67

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Inventory of employees' age, gender and minority group	LA13 / Full	6.3.7 6.3.10 6.4 6.4.3		Corporate Responsibility Performance of Doğuř Otomotiv in Figures	95-96
Men-women wage rates according to employee category	LA14 / Partially	6.3.7 6.3.10 6.4 6.4.3 6.4.4	Principle 1,6	Wage Ratios of Female and Male Employees	97
Return to work and retention rates after parental leave, by gender	LA15 / Full	6.4 6.4.4		Mother - Infant Policy	68
Management Approach	Human Rights Performance / Full	6.2 6.3 6.3.3 6.3.4 6.3.6 6.6.6	Principle 1,2,6	Doğuř Otomotiv Human Rights Policy	http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf (Page 51)
Percentage and total number of significant investment agreements comprising human rights clauses and screened for human rights	HR1 / Partially	6.3 6.3.3 6.3.5 6.6.6	Principle 1,2,6	Human Rights at Doğuř Otomotiv	88-89
Number of suppliers and contractors screened for human rights	HR2 / Full	6.3 6.3.3 6.3.5 6.4.3 6.6.6	Principle 1,2,6	Human Rights at Doğuř Otomotiv Suppliers and Human Rights	88 89
Total number of hours for human rights training	HR3 / Full	6.3 6.3.5	Principle 1,2,6	Human Rights at Doğuř Otomotiv	88
Total number of incidents regarding discrimination and precautions taken	HR4 / Full	6.3 6.3.6 6.3.7 6.3.10 6.4.3	Principle 1,2,6	Human Rights at Doğuř Otomotiv	88-89 Doğuř Otomotiv did not report any incidents of discrimination during the reporting period.

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Freedom of organization and collective bargaining	HR5 / Full	6.3 6.3.3 6.3.4 6.3.5 6.3.8 6.3.10 6.4.3 6.4.5	Principle 1,3	Human Rights at Doğuş Otomotiv	88-89 UNGC Principles 3
Child employment and precautions taken	HR6 / Full	6.3 6.3.3 6.3.4 6.3.5 6.3.7 6.3.10 6.6.6	Principle 1,2,5	Human Rights at Doğuş Otomotiv	88-89 UNGC Principles 5
Operations having the risk of forced labour and precautions taken	HR7 / Full	6.3 6.3.3 6.3.4 6.3.5 6.3.7 6.3.10 6.6.6	Principle 1,2,4	Human Rights at Doğuş Otomotiv	88-89 UNGC Principles 4
Rate of security personnel trained on the corporation's policy and procedures regarding human rights factors	HR8 / Full	6.3 6.3.5 6.4.3 6.6.6	Principle 2	Human Rights Training for Security Staff	88
Total number of incidents which resulted in the violation of the rights of the native public and precautions taken	HR9 / Full	6.3 6.3.6 6.3.7 6.3.8 6.6.7		Business Ethics Human Rights at Doğuş Otomotiv	27 88-89 Doğuş Otomotiv did not report any incidents of violations involving rights of indigenous people during the reporting period.
Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	HR11 / Full	6.3 6.3.6			No grievances related to human rights were reported by Doğuş Otomotiv through formal mechanisms during the reporting period.

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Management Approach	Product Responsibility Performance / Full	6.2 6.6 6.7	Principle 1	Product and Service Responsibility Policy	http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf (Page 53)
Health and safety in the life cycle of products and services	PR1 / Full	6.3.9 6.6.6 6.7 6.7.4 6.7.5	Principle 1,2	Customer Health and Safety Suppliers and Product Safety	38-44 44-45
Number of incidents in discordance with the regulations and voluntary rules regarding health and safety effects of products and services	PR2 / Full	6.3.9 6.6.6 6.7 6.7.4 6.7.5		Customer Health and Safety Suppliers and Product Safety	38-44 44-45 No incidents were reported for non-compliance with laws and regulations concerning health and safety impacts of products and services of Doğu Otomotiv during the reporting period. For related technical and security specifications of products: http://www.dogusotomotiv.com.tr/en/about-us/dogus-group.aspx
Labelling	PR3 / Full	6.7 6.7.3 6.7.4 6.7.5 6.7.6 6.7.9		Informing the Customers Accurately	45-48 Doğu Otomotiv fully complies with the laws and regulations about the product and service labelling.
Total number of incidents displaying discordance with regulations and voluntary rules regarding labelling	PR4 / Full	6.7 6.7.3 6.7.4 6.7.5 6.7.6 6.7.9		Informing the Customers Accurately	45-48 Doğu Otomotiv complies with regulations and voluntary codes concerning its products and services. There were no incidents of non-compliance with regulations and voluntary codes regarding labelling.
Customer satisfaction	PR5 / Full	6.7 6.7.4 6.7.5 6.7.6 6.7.8 6.7.9		Customer Satisfaction and Loyalty Customer Satisfaction by Brands Training for Authorized Dealers and After-sales Service Centers	48 49-51 54-57

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Adherence to laws and regulations regarding marketing communication	PR6 / Full	6.7 6.7.3 6.7.6 6.7.9		Informing the Customers Accurately	45-48 Doğuş Otomotiv fully complies with laws and regulations about marketing communications.
Total number of incidents displaying discordance with regulations and voluntary rules regarding marketing communication	PR7 / Full	6.7 6.7.3 6.7.6 6.7.9			There were no recorded significant incidents about non-compliance with laws and regulations regarding marketing communication in the reporting period.
Confirmed complaints regarding customer confidentiality	PR8 / Full	6.7 6.7.7			Doğuş Otomotiv fully complies with laws and regulations about customer information security and uses international standards and systems to protect customer information. There were no incidents recorded about confirmed complaints regarding customer confidentiality.
Non-compliance with laws and regulations regarding supplying and usage of product and services	PR9 / Full	6.7 6.7.6			There were no recorded resulted incidents of non-compliance with laws and regulations regarding supply and use of product and services. There may be some cases in sales and service industry, in which we operate. In such cases, the necessary actions are taken within the scope of legal regulations.
Management Approach	Social Performance / Full	6.2 6.6 6.8	Principle 10	Community Engagement Policy	http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf (Page 61)
The influence of our activities on local public	SO1 / Full	6.3.9 6.8 6.8.3 6.8.9		Stakeholder Engagement Employee Volunteerism Community Engagement Activities	16-17 68-69 83-87
Risk analysis regarding corruption	SO2 / Full	6.6 6.6.3	Principle 1,2,10	Business Ethics Risk Management	27 28-29
Corporation's policies against corruption and trainings on the subject	SO3 / Full	6.6 6.6.3	Principle 10	Business Ethics Risk Management	27 28-29 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

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Precautions taken against incidents of corruption	SO4 / Full	6.6 6.6.3	Principle 10	Business Ethics Risk Management	27 28-29 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
Financial and real contributions to political parties, politicians and related institutions	SO6 / Full	6.6 6.6.4 6.8.3			Doğu Otomotiv does not provide any kind of financial or other kind contributions to political parties, politicians and related institutions.
Number of legal cases regarding behaviour outside competition and monopolism	SO7 / Full	6.6 6.6.5 6.6.7			Criminal action of Turkish Competition Authority arising from the anticompetitive situation was not finalized during the reporting period of 2011. In the calendar year of 2012 Doğu Otomotiv applied for objection, the appeal proceedings were not concluded yet.
Number of fines due to discordance with laws and regulations	SO8 / Full	6.6 6.6.3 6.6.7 6.8.7			There were no resulted incidents of non-compliance with laws and regulations in the reporting period time.
Operations with significant potential or actual negative impacts on local communities	SO9 / Full	6.3.9 6.5.3 6.5.6 6.8			Activities of Doğu Otomotiv and Doğu Oto have no negative impact on the local community. Activities related to the safe use of vehicles in traffic are carried out under the platform Traffic is Life!.
Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	SO10 / Full	6.3.9 6.5.3 6.5.6 6.8			Activities of Doğu Otomotiv and Doğu Oto have no negative impact on the local community. Activities related to the safe use of vehicles in traffic are carried out under the platform Traffic is Life!.



Statement GRI Application Level Check

GRI hereby states that **Doğuş Otomotiv Group** has presented its report "Corporate Responsibility Report 2012" 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. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

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

Amsterdam, 18 July 2013

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 3 July 2013. GRI explicitly excludes the statement being applied to any later changes to such material.*



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