

# CORPORATE RESPONSIBILITY REPORT

14



DOĞUŞ GROUP



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# DOĞUŞ GROUP STRUCTURE



## TOURISM &amp; SERVICES



## REAL ESTATE



## ENERGY



## F&amp;B



## NEW INITIATIVES



# OPERATIONAL MAP



## AMERICA

### 1. USA

d.ream Partnerships

## EUROPE

### 2. BULGARIA

Doğuş Construction EODD

Doğuş Construction Bulgaria Branch

Doğuş Construction Representative Office

### 3. CROATIA

D-Marin

D-Hotels & Resorts

### 4. GERMANY

Garanti Bank Representative Office

GBI Representative Office

Doğuş Media Group GMBH

Euro.message Deutschland GMBH

### 5. GREECE

D-Marin Partnerships

### 6. ITALY

D-Hotels & Resorts

### 7. LUXEMBURG

Garanti Bank Branch

### 8. MALTA

Garanti Bank Branch

### 9. ROMANIA

Garanti Bank Romania - Headquarters & 84 Branches

SC Motoractive Credit SA

Ralfi IFN SA

### 10. SWITZERLAND

GBI Representative Office

D-Auto Suisse SA

Doğuş SA - Geneva

### 11. THE NETHERLANDS

GBI Headquarters

D-Marin Investments Holding BV

d.ream International BV

### 12. TURKISH REPUBLIC OF NORTHERN CYPRUS

Garanti Bank - 6 Branches

### 13. UK

Garanti Bank Representative Office

d.ream Partnerships

### 14. UKRAINE

GBI Representative Office

Doğuş Construction L.L.C.

Doğuş Construction Representative Office

## AFRICA

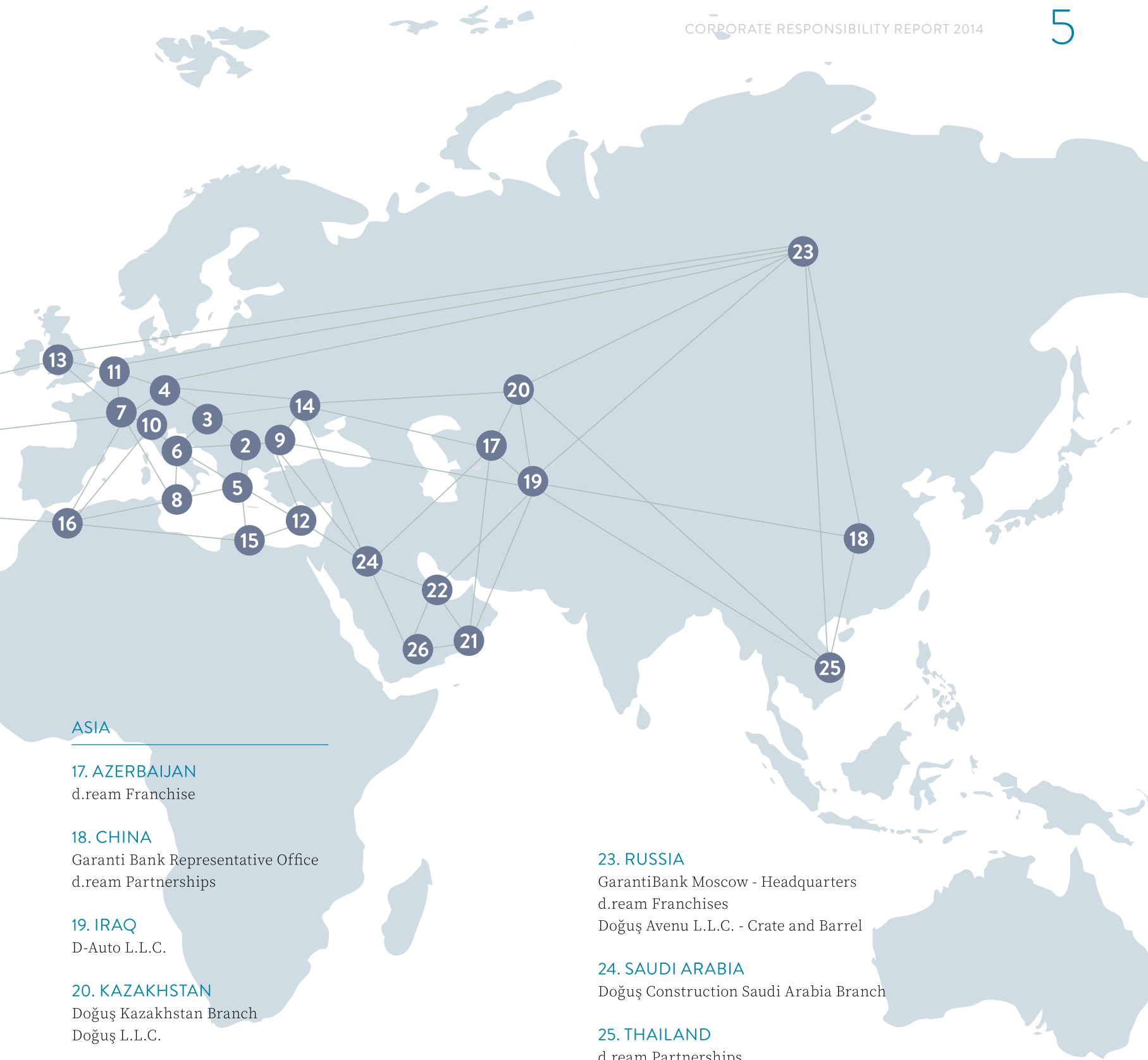
### 15. LIBYA

Doğuş Construction Libya Branch

### 16. MOROCCO

Doğuş Construction SARL

Doğuş Construction Morocco Branch



## ASIA

### 17. AZERBAIJAN

d.ream Franchise

### 18. CHINA

Garanti Bank Representative Office  
d.ream Partnerships

### 19. IRAQ

D-Auto L.L.C.

### 20. KAZAKHSTAN

Doğuş Kazakhstan Branch  
Doğuş L.L.C.

### 21. OMAN

Doğuş Construction Oman L.L.C.

### 22. QATAR

Doğuş Construction L.L.C.

### 23. RUSSIA

GarantiBank Moscow - Headquarters  
d.ream Franchises  
Doğuş Avenu L.L.C. - Crate and Barrel

### 24. SAUDI ARABIA

Doğuş Construction Saudi Arabia Branch

### 25. THAILAND

d.ream Partnerships

### 26. UNITED ARAB EMIRATES

Doğuş Management Services Ltd.  
d.ream Partnerships  
REIDIN Headquarters

# CORPORATE PROFILE

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Founded in 1951, Doğuş Group has been taking its place among the leading business conglomerates of Turkey. The Group is a corporate leader in the region.

Doğuş Group is active in eight core businesses<sup>1</sup>: financial services, automotive, construction, media, tourism and services, real estate, energy and F&B. In addition, the Group sustains its growth with new investments in the areas of technology, sports and entertainment.

Doğuş Group utilizes a management style that is both customer-focused and productivity-centered. While it is formed through material gains, it embodies a strong corporate citizenship approach which is at the center of all business practices of the Group and which benefits the entire society. In line with this approach, the Group implements several corporate responsibility and sponsorship projects, with a special focus on child development, education, environment, culture-arts and sports.

Doğuş Group is aware of its responsibilities and acts in accordance with a vision that includes leading by example and contributing to economic development. The Group plays a significant role in the Turkish economy by creating numerous employment opportunities and generating high levels of business volume. The Group's Corporate Social Responsibility Strategy is to support economic, social and environmental development and increase the level of prosperity by creating innovative and sustainable business models in every sector and region.

Doğuş Group has more than 250 companies and over 50,000 employees. The Group has created strong customer loyalty while building brand

value with its high-tech infrastructure. Doğuş Group continues contributing to Turkey's ongoing process of transformation and innovation. Utilizing its global perspective, world-class brands, and noteworthy partnerships, the Group's vision – particularly with regard to services – is a valuable asset to Turkey. The Group is able to maximize the value of its brands by utilizing the highest quality human resources and the most advanced technology to maintain the high standards that have made it a regional leader in the services sector.

Doğuş Group always provides its services based upon the principles of customer satisfaction and trust. As a result of this approach, the Group has created reputable brands with global standards and has been representing Turkey worldwide. To become a leading regional player, the Group builds alliances with local and international partners towards its growth strategy. The Group has contributed to this process by creating a synergy with global partners including the following: BBVA (Banco Bilbao Vizcaya Argentaria, S.A.) in finance, Volkswagen AG and TÜV SÜD in automotive, CNBC and Condé Nast in media, Hyatt International Ltd. and HMS International Hotel GmbH (Maritim) in tourism, Latsis Group, Kiriacoulis Group and Adriatic Croatia International (ACI) Group in marine, and the International Azumi Group in the food & beverage industry.

Standing out as a pioneer of change, Doğuş Group is always ready to adapt to the developments around the world. In line with this adaptation strategy, the Group also has the advantage of capitalizing on its broad range of experience and collaborations. By signing partnership agreements with the leading companies, Doğuş Group signals its intention to accelerate its investments throughout the world.

## **Doğuş Holding and Its Responsibilities<sup>2</sup>**

It is the mission of Doğuş Holding to fulfill steering, coordination, control and audit functions, as well as to generate value for the Group and its companies, monitor activities of the Group companies on behalf of the shareholders, and perform the financial audit and administer control systems. Doğuş Holding aims to create competitive companies that put regional growth at the focal point of their operations. In the management of its subsidiaries, Doğuş Holding is committed to fulfilling the following responsibilities:

- » Updating the Group's strategy along with the changing investment climate and steering the Group companies in line with the predetermined strategy.
- » Ensuring generation of sufficient financial resources to realize the Group's long-term vision.

<sup>1</sup> Doğuş Group Companies' products and services details with the market presence information of 2014 can be found in Doğuş Group 2014 Annual Report ([http://www.dogusgrubu.com.tr/dg\\_files/faaliyetraporlari/DogusGroupAnnualReport14.pdf](http://www.dogusgrubu.com.tr/dg_files/faaliyetraporlari/DogusGroupAnnualReport14.pdf)). For more information please visit the Group's corporate web site.

<sup>2</sup> Detailed information about the Holding functions can be found in Doğuş Group Annual Report 2014 at [http://www.dogusgrubu.com.tr/dg\\_files/faaliyetraporlari/DogusGroupAnnualReport14.pdf](http://www.dogusgrubu.com.tr/dg_files/faaliyetraporlari/DogusGroupAnnualReport14.pdf)



- » Formulating and managing corporate initiatives so as to enable the Group to adapt in the quickest manner possible to the developing and evolving business environment.
- » Leading the creation and management of strategic alliances and corporate partnerships.
- » Providing communication among the Group companies and identifying opportunities that will result in synergies.
- » Coordinating and consolidating the financial and corporate reporting of the Group companies.

- » Ensuring optimum use of technology, knowledge and human resources across the Group.
- » Formulating and maintaining corporate values and communicating them within and outside the Group.
- » Instilling an awareness of social responsibility and corporate citizenship.
- » Implementing the ERM (Enterprise Risk Management) approach to assure that the business risks undertaken by the Group companies are aligned with shareholders' risk appetite.

## KEY FINANCIAL INDICATORS (TL THOUSAND)

|                                                     | 2012        | 2012 RESTATED <sup>3</sup> | 2013       | 2014       |
|-----------------------------------------------------|-------------|----------------------------|------------|------------|
| <b>REVENUES</b>                                     | 11,000,016  | 6,649,328                  | 8,644,506  | 10,372,853 |
| <b>GROSS PROFIT</b>                                 | 2,790,710   | 776,615                    | 1,083,348  | 1,185,416  |
| <b>PROFIT BEFORE NET FINANCE COST</b>               | 1,047,284   | 961,861                    | 1,036,479  | 1,046,099  |
| <b>NET PROFIT FOR THE YEAR</b>                      | 744,003     | 744,003                    | 127,591    | 60,739     |
| <b>GENERAL ADMINISTRATION EXPENSES</b>              | (1,351,433) | (591,404)                  | (748,359)  | (886,260)  |
| <b>SELLING, MARKETING AND DISTRIBUTION EXPENSES</b> | (294,942)   | (263,955)                  | (312,559)  | (395,275)  |
| <b>TOTAL ASSETS</b>                                 | 56,085,148  | 17,815,222                 | 20,748,914 | 26,854,001 |
| <b>TOTAL SHAREHOLDERS' EQUITY</b>                   | 10,801,229  | 10,801,229                 | 10,586,002 | 10,626,543 |

## KEY PERFORMANCE INDICATORS (%)

|                                    | 2012 | 2012 RESTATED <sup>3</sup> | 2013 | 2014 |
|------------------------------------|------|----------------------------|------|------|
| <b>GROSS PROFITABILITY</b>         | 25.4 | 11.7                       | 12.5 | 11.4 |
| <b>NET PROFITABILITY</b>           | 6.8  | 11.2                       | 1.5  | 0.6  |
| <b>ROA- RETURN ON ASSETS</b>       | 1.3  | 4.2                        | 0.6  | 0.2  |
| <b>ROE- RETURN ON GROUP EQUITY</b> | 6.9  | 6.9                        | 1.2  | 0.6  |

<sup>3</sup> Effective from 1 January 2013, the Group has adopted the new reporting standard (IFRS 11- Joint Arrangements). The proportionate consolidation method applied to the Group's interest in joint ventures is replaced by the "equity method" effective for annual periods beginning on or after 1 January 2013. Therefore, key financial indicators for 2012 are restated for comparative presentation.

# AWARDS AND RECOGNITIONS

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## DOĞUŞ HOLDING

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- » D-Marin Turgutreis International Classical Music Festival, **“Silver Stevie in Best Corporate Image Activity”**, Stevie Awards

## BANKING AND FINANCIAL SERVICES

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### GARANTI BANK

- » **“Operational Excellence Appreciation Award”**, Wells Fargo
- » **“Best Trade Finance Bank in Turkey”**, Global Finance
- » **“Most Innovative New Solution”**, Global Finance
- » **“Sustainability Awards 2014”** in Environmental and Social Performance Category, European Bank for Reconstruction and Development - EBRD
- » “Garanti Bank 2013 Annual Report”, **“Gold Award”** in Vision Annual Reports Competition, LACP
- » **“2013 The Best Project Finance Adviser”** in Europe Middle East and the Africa Region, Project Finance Awards, EMEA Finance
- » **“Most Targeted Mobile Ad”** in Mobile Ad Category, Honor Award, Webby Awards
- » Became the first bank to receive a **“Green Office”** diploma from WWF Turkey
- » “Experimental Banking” campaign, **“The Best Film in the Banking Industry”**, the 26<sup>th</sup> Crystal Apple Turkey Advertising Awards Competition
- » “Experimental Banking” campaign **“The Best Digital Campaign”**, the 26<sup>th</sup> Crystal Apple Turkey Advertising Awards Competition
- » “Experimental Banking” campaign, **“Best Online Video”**, the 26<sup>th</sup> Crystal Apple Turkey Advertising Awards Competition
- » “Experimental Banking” campaign, the **“Judges’ Special Award”** in Film Category, the 26<sup>th</sup> Crystal Apple Turkey Advertising Awards Competition
- » “Experimental Banking” campaign, **Silver Apple** in the Viral Project Service Category, the 26<sup>th</sup> **Crystal Apple** Turkey Advertising Awards Competition
- » “Experimental Banking” campaign, **Bronze Apple** in the Most

- Creative Social Media Communication Service Category, the 26<sup>th</sup> Crystal Apple Turkey Advertising Awards Competition
- » **“Best Domestic Cash Management Bank in Turkey”**, Euromoney Cash Management Survey 2014
- » **“CDP 2014 Turkey Climate Disclosure Leadership”** in Carbon Disclosure Leadership Index, CDP
- » **“Best Bank in Sustainability”** by the Turkish Green Building Council at the 3<sup>rd</sup> International Green Building Summit
- » **“Global Green Award”** for environmental achievements and sustainable practices, Association Otherways Management & Consulting
- » **“The Best Bank for Sustainability in Turkey”**, World Finance
- » garanti.com.tr, **“1<sup>st</sup> Prize”** in the Online Banking Category, 2014 Golden Spider Awards
- » garanti.com.tr, **“1<sup>st</sup> Prize”** in the Corporate Website Category, 2014 Golden Spider Awards
- » ogretmeninsiniriyok.com, **“1<sup>st</sup> Prize”** in the Education Category, 2014 Golden Spider Awards
- » garantitalentcamp.com, **“1<sup>st</sup> Prize”** in Events Category, 2014 Golden Spider Awards
- » flexicard.com, **“1<sup>st</sup> Prize”**, in Financial Services Category, 2014 Golden Spider Awards
- » andclub.com.tr, **“2<sup>nd</sup> Prize”** in the Financial Services Category, 2014 Golden Spider Awards
- » nba-garanti.com, in Sports Category, 2014 Golden Spider Awards

### GARANTI BANK SA

- » **“The Best Bank for Corporate Financing”**, Finmedia
- » **“Silver Award for Excellence”** for the social media communication campaign, “SEQR the City”, Romanian PR Awards
- » **“Banker of the Year”**, Business Arena Magazine
- » **“The Best Consumer Internet Bank in Romania”**, Global Finance Magazine
- » **“The Best Dynamic of the Economies Attracted”**, Finmedia
- » **“The Most Efficient Branches and Employees”** (medium and large banks category), Finmedia
- » **“The Largest Share of Retail Customers of all Bank Customers, and the First National Internet Banking Service that is Pre-approving Loan Applications in Real Time (iLoan)”**, Finmedia
- » **“Bank of the Year 2013”**, Nine O’Clock

### GARANTI PENSION AND LIFE

- » **“Respect for Human Award 2014”**, “Kariyer.net/GE”, PERYÖN Human Resources Summit
- » **“Training and Development Management Award 2014”**, PERYÖN People Management Award
- » **“Insurance Sector Marketing Campaign of the Year”**, Silver Awards, Stevie Awards

- » **“Platinum”** and **“The Best Annual Report Cover Platinum”**, Annual Report Category, League of American Communications Professionals Vision Awards, League of American Communications Professionals (LACP)
- » **Golden Award** in Financial Services Annual Report Category, ARC (Annual Report Competition)
- » Garanti Pension Hobby Clubs, “Public Relations” and “Financial Services”, **“United Nations Special Award”**, IPRA (International Public Relations Association)

#### GARANTI SECURITIES

- » **“Daily Bulletin of the Year”**, TÜYİD Turkish Investor Relations Society
- » **“Best Investment Bank”**, International Finance Magazine

#### GARANTI MORTGAGE

- » Garantimortgage.com, “Website Awards”, **Gold Winner** in Bank & Finance Category, Horizon Interactive Awards
- » Garantimortgage.com, “Website Awards”, **Webby Honoree Winner** in Financial Services/Banking Category Website Awards, The Webby Awards

#### GARANTI FLEET MANAGEMENT

- » **“Outstanding Achievement”**, in Automobile Category, Interactive Media Awards 2014

#### GARANTI TECHNOLOGY

- » **“The Vision Award”**, CA
- » **“The Bank Best Utilizes Technology”**, Compec
- » **“HP 2014 Best Automation Project Award”**, HP
- » **“2014 EMC Customer Reference Best Infographic Award”**, EMC World 2014
- » **“FICO Decision Management Award”** for Fraud Control
- » iGaranti, **“Best New Product or Service of the Year / Financial Services”** Silver Stevie, The Stevie Awards 2014
- » iGaranti, **The Top Score** on 2014 European Mobile Banking Functionality Benchmark Report of Forrester Research

#### GARANTI CULTURE

- » **“Culture, the Arts and Entertainment”**, 11<sup>th</sup> Kırmızı Awards

## AUTOMOTIVE

#### DOĞUŞ OTOMOTİV

- » Traffic is Life!, **“Best Radio Application of the Year Award”**, ODD Sales and Communication Awards 2014 Gladiators
- » Traffic is Life!, Economic and Social Council Panel **“Traffic**

**Safety Exemplary Application”**, United Nations, General Assembly

- » Volkswagen Commercial Vehicles, **“Most Sold Light Commercial Vehicle Brand”**, ODD Sales and Communication Awards 2014 Gladiators
- » Volkswagen Commercial Vehicles, Crafter Magazine Advertisement, **“Red Award for Most Creative Page Design in Press”**, Kırmızı 2014 Advertisement Awards
- » Volkswagen Passenger Cars, Volkswagen Golf, **“European Compact Class 1<sup>st</sup> Prize”**, AutoBild - Autoshow Golden Wheel
- » Volkswagen Passenger Cars, Medina Turgul DDB Range Advertisements, **“Silver Effie Award in Automotive Category”**, Effie Awards
- » Volkswagen Passenger Cars, **“Lovemark in Automotive Category Award”**, MediaCat - Ipsos Awards
- » Volkswagen Passenger Cars, Jetta TV Commercial, **“TV Application of the Year in Automotive Category Award”**, the Crystal Apple Festival of Creativity
- » Volkswagen Passenger Cars, Jetta TV Commercial **“Most Successful TV Application of the Year Award”**, ODD Sales and Communication Awards 2014 Gladiators
- » Audi A4 2,0 TDI Model Advertisement, **“Magazine Application of the Year Award”**, ODD Sales and Communication Awards 2014 Gladiators
- » Audi A3 Sedan Model, **“Car of the Year Awards”**, World Car Awards
- » Audi Quattro Advertisement, **“Best Car Advertisement in the Press Award”**, Kırmızı 2014 Advertisement Awards
- » **“Platinum Sales and Service Provider Award”**, Thermo King, OEM

#### VDF

- » **“3<sup>rd</sup> Place Award”** for “Mobile Application Project”, FSAG IT Project Awards

## CONSTRUCTION

#### DOĞUŞ CONSTRUCTION

- » **“The Best Employers of Turkey 2014 Award”** and **“Occupational Health and Safety Special Prize”**, Great Place to Work Institute
- » **The ENR Top 250 International Constructors**, Engineering News Record
- » “Building - Construction Company Receiving Highest Number of Job Applications”, **“Employers of the Year Awards 2014”**, Yenibiris.com and Hürriyet Newspaper HR
- » **“Best Picture in Tunnel and Underground Construction**

**Category Award**” for a picture captured in Üsküdar - Ümraniye - Çekmeköy Metro Project, ITA

» **“Placement among the Best 37 Pictures of 2014”** for two pictures captured in Üsküdar-Ümraniye-Çekmeköy Metro Project, in “Annual Readers’ Photography Competition”, ENR (Engineering News Record)

## MEDIA

» **Approximately 1,050 awards** to date for broadcasts and social responsibility campaigns

» **119 awards** in various areas from ministries, organizations, associations and foundations, professional chambers, universities and high - schools in 2014

## TOURISM AND SERVICES

### D-HOTEL MARIS

» **“Six Star Diamond Award”**, the American Association of Hospitality Science - 2014

» **“Hideaways Award”**, Robb Report Best of Best Russia - 2014, Germany - 2014

### GRAND HYATT

» Tripadvisor for the **“Certificate of Excellence”** in 2014

### PARK HYATT İSTANBUL

» **One of the top hotels in the world** on Condé Nast Traveller’s 2014 Gold List

» Tripadvisor for **“Certificate of Excellence”**, 2014

» **“Five Star Diamond”**, American Academy and Hospitality Sciences, 2014

### VILLA DUBROVNIK

» Tripadvisor 2014 **Traveller’s Choice**

» Nomination for the best **“Above and Beyond Hotel”** by Mr. & Mrs. Smith

### MARITIM CLUB ALANTUR

» Chosen as **Top Quality Hotel** 2014 by HRS

» Holidaycheck.com, **Highly Recommended Hotel Certificate** 2014

## NEW INVESTMENTS

### POZITIF

» Babylon, **“The Best Live Music Hall”**, 13<sup>rd</sup> Time Out İstanbul Awards

### DOĞUŞ CUSTOMER SYSTEMS

» **“The Best Lifestyle Website of Turkey”**, 2014 Gold Spider Awards

### DOĞUŞ PLANET / N11

» Kariyer.net, **“Respect to Human Award”**

### DOĞUŞ TECHNOLOGY

» Web Development **Microsoft Gold Partner Certificate**

### RELATED GROUP

» Madebycat, **“Advertisement, PR, Interactive Agency Sites 1<sup>st</sup> Prize”**, 2014 Golden Spider Awards

### DARÜŞŞAFAKA DOĞUŞ

» **Championship** in 2<sup>nd</sup> National Basketball League

» **Championship** in TÜBAD Tournament

### SALIPAZARI PORT MANAGEMENT AND INVESTMENTS

» **“Port of the Year”**, Seatrade Insider Cruise Awards

# STRATEGIC PARTNERSHIPS AND MEMBERSHIPS

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## STRATEGIC SECTORAL PARTNERSHIPS

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At Doğu Group we also give utmost importance to strategic sectoral partnerships and collaborate with global leaders related to our business activities. Our sectoral partnerships are:

- » Finance Sector: BBVA (Banco Bilbao Vizcaya Argentaria)
- » Automotive Sector: Volkswagen AG, TÜVSÜD, Meiller, Scania
- » Media Sector: CNBC, MSNBC, Condé Nast, National Geographic, Curtco Robb, NBC News
- » Tourism Sector: Hyatt International Ltd., HMS International Hotel GmbH, Kiriacoulis Group, Lamda Development, Adriatic Croatia International, Gucci, Armani, Porsche Design, Hublot, Loro Piana, Bell & Ross, Arnold & Son
- » Entertainment Sector: Azumi Group, Doors Group, IMG
- » Healthy Life: Chenot Group
- » Others: SK Group, Crate & Barrel, REIDIN, Darüşşafaka

## MEMBERSHIPS

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In 2014, Doğu Group had memberships in the following organizations either on a corporate or individual basis:

- » ASTD – American Society for Training and Development
- » CDP – Carbon Disclosure Project
- » DEİK – Foreign Economic Relations Board
- » DenizTemiz TURMEPA – Turkish Marine Environment Protection Association
- » EFAMA – European Fund and Asset Management Association
- » FERMA – Federation of European Risk Management Association
- » Finans Kulüp - Finance Professionals' Foundation of Turkey
- » FODER – Financial Literacy and Inclusion Association
- » Forum İstanbul
- » KİD – Corporate Communications Association
- » KRYD – Enterprise Risk Management Association
- » ÖSGD – Corporate Volunteer Association
- » Para Durumu (Turkey's first financial literacy initiative)
- » PERYÖN – Personnel Management Association of Turkey
- » TBCSD – Turkish Business Council for Sustainable Development
- » TEİD – Ethics and Reputation Society
- » TİDE – The Institute of Internal Auditing, Turkey
- » TKYD – Corporate Governance Association of Turkey
- » TÛBİYAD – Finance & IT Executives Association
- » TÛFİDER – Financing Institutions Association
- » TÛSİAD – Turkish Industrialists' and Businessmen's Association
- » UNEP FI – United Nations Environment Programme Finance Initiative
- » UNGC – United Nations Global Compact
- » UNPRI – United Nations Principles for Responsible Investments
- » WEF – World Economic Forum
- » WWF – Green Office Program

# MESSAGE FROM THE CEO

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To Our Esteemed Stakeholders,

In Doğuř Group, we always give the utmost importance to being a responsible company, focusing on continuous growth and paying attention to the concerns of the companies of the Group, our employees, shareholders and other key stakeholders. Last year, with a clearly focused Corporate Social Responsibility strategy that demonstrates our strong ambition to become a good 'Corporate Citizen', we created a positive, clear understanding of the CSR approach of Doğuř Group for the future.

Our strategy is also driven by our corporate values to create shared value for Doğuř Group's stakeholders and for economic development. We know very well that the sustainability and progress of organizations are very much linked to the development of the environment; prosperity for any enterprise is inextricably linked to the prosperity of the community in which operates. The only way to develop is to move forward and grow together. Doğuř Group has realized about USD 3.4 billion in the last five years (total investments in the past 10 years have reached USD 5.4 billion). While approximately 16% of these investments have been actualized in foreign countries, the majority of the investments of the Group were realized in Turkey.

Operating in several industries evolving constantly with many opportunities and challenges arising from business, technological and regulatory changes, innovation and sustainability are both keys to our success. We are proud of several important achievements in this regard. With over 50 thousand employees in 2014, through Banking and Financial Services, Automotive, Construction, Media, Tourism and Services, Real Estate, Energy and F&B sectors and its new initiatives, Doğuř Group continues to be the leader in the sustainable and accountable management approach. In eight sectors, with more than 250 Doğuř Group companies, we hired more than 7,000 new employees in 2014 and our women employee rate reached to 51% in the reporting period.

Remaining grounded in our values, we continue to adapt to new situations as the world around us and the expectations of our stakeholders change. Though we encountered several challenges, we have made considerable progress on our sustainability journey since issuing our last report. In fact, our commitment to sustainability has never been stronger, as the value it creates, including greater customer satisfaction, enhanced employee engagement and improved financial results, has become apparent.

The initiator of our Corporate Social Responsibility approach was the United Nations Global Compact Principles, which we signed in 2007. But the 'Equality at Work Platform', a global leadership initiative established for setting the agenda for closing the gender equality gap is also very important for our Group. The goal of this 3-year project is to increase the participation of women in the business work force in Turkey and to reduce the gender gap in our nation's economic contributions and opportunities by 10 percent. Doğuř Group will develop a "mentoring" system especially for the development and progress of our female employees; studies to support their development were carried out in 2014 and the project will begin in 2015. Doğuř Group companies total women employee rate reached 51% in 2014, so we are very proud of announcing that our strategic approach to the employment of women is continuously improving.

Doğuř Group's new financial literacy education program, which aims to increase children's consciousness about money management, savings and budgeting from an early age and turn it into behavior, is called 3 Kumbara. It had spread to 9 cities in all the regions of Turkey, and reached 70,000 students in 2014. In the current educational year 3 Kumbara has rolled out to another 30 cities throughout Turkey, reaching 230,000 students. Another forty-one cities will be added in the following year; 3 Kumbara will span the country to all 81 cities, aiming to reach 500,000 children and their parents.

The crucial goal of the responsible investment approach of Doğuř Group is to ensure that the managements of current and newly partnered companies align their business targets with the long-term social, economic and environmental concerns of stakeholders. Several social and environmental programs were established in 2014 by our Group companies; they can be examined in detail in the companies' own corporate responsibility reports, or as case studies in Doğuř Group's seventh Corporate Responsibility Report. While we are proud of our 2014 achievements, we continue to progress and to be challenged in finding solutions to the changing requirements of our stakeholders. Our corporate responsibility strategy and the exciting performances of our companies give us confidence to plan future steps. We believe, as Doğuř Group, that sustainability creates value for our business and stakeholders.

I am herewith very pleased to present our seventh Corporate Responsibility Report, which includes the social, environmental and economic performances of Doğuř Group in 2014. While growing our existing business, we will continue to value our social and economic environment for the prosperity of our world and the community. We believe that responsible business practices will foster a sustainable future; we thank all our stakeholders, and especially our Group companies, for supporting and making common cause with us in this endeavor.

Respectfully Yours,



**HÜSNÜ AKHAN**  
**Doğuř Group**  
**CEO**

# CSR AT DOĞUŞ GROUP

Responsible growth is the key objective of Doğuş Group's corporate strategy, and is essential to our vision of being a 'leader' with our brands in the Turkish services sector and the surrounding areas. With a customer focused approach, we believe that sustainable growth is about our material issue towards all of our key stakeholders.

As Doğuş Group, we have a Corporate Social Responsibility (CSR) Strategy that defines the structure of the CSR and sustainability programs in our Group companies. Intending to be a regional leader in the services sector, we have set up our CSR policies to coordinate and manage sustainability performances.

The CSR Strategy of Doğuş Group is to increase the level of prosperity by creating innovative and sustainable business models in every sector and region, in which we operate as a Group, and ensure the sustainability of development in terms of economic, cultural, social and environmental aspects.

Being one of Turkey's leading business groups, we strive to conduct all our business operations in a responsible way, taking into consideration our stakeholders' concerns and requirements, as well as profitability.

## DOĞUŞ CONSTRUCTION

Doğuş Construction became a part of the world's largest voluntary corporate responsibility initiative by signing United Nations Global Compact on October 8, 2012. Consequently, the Company shared its first Corporate Social Responsibility Report with its stakeholders in September 7, 2014 with the aim of encouraging them to take part in this international roof and to spread its principles.

Other signatories of Doğuş Group include Doğuş Holding (2007), Garanti Bank (2012), Doğuş Otomotiv (2010) and Ayson Geotechnical (2012).

## CSR MANAGEMENT APPROACH AND POLICIES

The UN Global Compact (UNGC) together with its ten principles about Human and Labor Rights, Environment and Anti-corruption, which we signed in 2007, is the basis of our CSR strategy and policies. We are also one of the pioneers in Turkey on CSR Reporting with respect to GRI (Global Reporting Initiative) International Framework, beginning in 2010.

Doğuş Group CSR Management Model was disclosed together with the CSR strategy and policies<sup>4</sup> in the 2012 CSR Report. Because we are a multi-business conglomerate with global and local presence in several sectors, it is essential to clarify strategy and policies through a stakeholder engagement process. Therefore in 2013, Doğuş Group CSR Committee worked on key stakeholders and the economic, environmental and social material issues of our Group. The workshops were managed by an independent consultancy according to AA1000SES (Stakeholder Engagement) standard and its methodology. Key Stakeholders and Material Issues of Doğuş Group were published in the 2013 CSR Report<sup>5</sup> as well.

### Corporate Governance

Doğuş Group's corporate governance framework is the widest control mechanism, both internally and externally, for stimulating the proper and efficient use of corporate resources and simultaneously eliciting accountability for those resources. We believe that our Group companies must be run with the contributions of our stakeholder groups in response to the ecologic environment and the community of which they are a part of. Therefore when decisions are to be made, Doğuş Group companies are encouraged to take into account how their decisions impact all these constituents.

Corporate Social Responsibility is itself a complex process of self-regulatory codes, especially with supply chains and multi-stakeholder business models. Corporate governance for Doğuş Group is a precursor to CSR which both enables CSR performance and encapsulates it.

### Governance Structure

Doğuş Holding's Board of Directors consists of 12 members and meets at least four times annually and, if necessary, at any particular time for Group activities. There are two oversight committees which directly report to the Board: the Risk and Audit Committee and the Human Resources Coordination Committee. There is also a Legal Advisory

<sup>4</sup> The details of Doğuş Group CSR Strategy and related policies within the CSR Management Model can be found in Doğuş Group CSR Report 2012 at [http://www.dogusgrubu.com.tr/dg\\_files/faaliyetraporlari/dogus\\_kss\\_2012.pdf](http://www.dogusgrubu.com.tr/dg_files/faaliyetraporlari/dogus_kss_2012.pdf)

<sup>5</sup> The details of Doğuş Group Key Stakeholders and Material Issues can be found in Doğuş Group CSR Report 2013 at [http://www.dogusgrubu.com.tr/dg\\_files/faaliyetraporlari/dogus\\_fl\\_2013.pdf](http://www.dogusgrubu.com.tr/dg_files/faaliyetraporlari/dogus_fl_2013.pdf)



Council. Doğuş Holding has 14 departments. There are no independent members on the Board of Directors.

Detailed information on the Board and Committees, besides the Code of Ethics and the audit processes can be found in Group's web site<sup>6</sup> and in the annual reports.

## MATERIALITY AND STAKEHOLDER ENGAGEMENT

### Materiality

The main principles of CSR are based on materiality and the social, economic and environmental impact of our Companies with a major focus on key stakeholders' expectations, and Doğuş Group's materiality process was constituted in line with this vision. We believe it is critically important for all our Companies to get the process of materiality correctly; identifying the material issues creates a successful and essential link between strategy and sustainability. Integrating CSR and sustainability into the business is a necessary driving force for reporting. The Material Issues of Doğuş Group are identified in line with AA1000SES standards and published in the 2013 CSR Report.

For a conglomerate as diverse as Doğuş Group, a Group level assessment of materiality cannot cover all material issues faced by each company within the Group. Our approach is to have a Group level materiality assessment and provide guidance for all our businesses. Some of our Group companies have published their individual CSR Reports, which include their CSR strategies and stakeholder engagement processes.

### Doğuş Group Stakeholder Engagement Approach

For Doğuş Group, stakeholder engagement is at the heart of our sustainability and stakeholder strategy and policies. We encourage our Group companies to consider the environment in which they operate and to meet the requirements of the stakeholders affected by their operations while achieving their objectives successfully<sup>7</sup>.

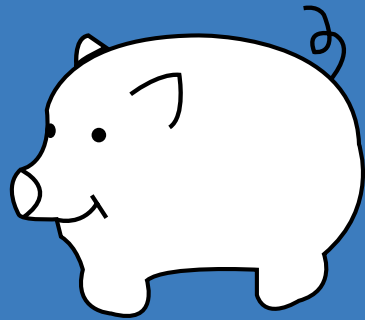
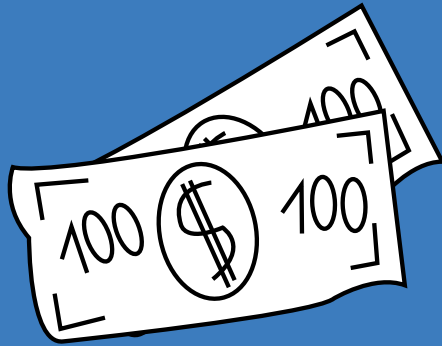
Doğuş Group operates strictly in line with its Code of Ethics considering the principles of transparency and accountability. This business conduct is applied in our relations with all our stakeholders, including customers, employees and the society as a whole. Our operations, business activities and future plans are communicated regularly on engagement platforms; our processes and activities are shaped in line with the feedback we receive as well.

### Stakeholder Dialogue in Group Companies

In Doğuş Group companies, stakeholder dialogue platforms are very much related to their key stakeholders' needs and concerns. Every Doğuş Group company pays careful attention to stakeholders' requirements. Stakeholder engagement is among the pillars of our corporate strategy. Several stakeholder engagement processes are managed by the Group companies in order to ask, learn, analyze and respond to their expectations. Customer satisfaction surveys, employee loyalty surveys, partner and supply chain meetings and surveys, investor meetings and presentations, in addition to many online information tools, are common dialogue platforms which every Doğuş Group company utilizes annually.

<sup>6</sup> <http://www.dogusgrubu.com.tr/en/home-page.aspx>

<sup>7</sup> Doğuş Group Stakeholder Dialogue Platforms are published in 2011 Corporate Responsibility Report [http://www.dogusgrubu.com.tr/dg\\_files/faaliyetraporlari/Dogus\\_Group\\_Corporate\\_Responsibility\\_Report\\_20111.pdf](http://www.dogusgrubu.com.tr/dg_files/faaliyetraporlari/Dogus_Group_Corporate_Responsibility_Report_20111.pdf), pages 66-67



01

ECONOMIC

ENGAGEMENT

# ECONOMIC ENGAGEMENT

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Doğuş Group's Economic Responsibility Policy is set to manifest Group companies, enabling them to manage their economic impact, taking stakeholder benefits into consideration. This policy is a guiding principle for all Group companies.

## **Doğuş Group Economic Responsibility Policy**

Doğuş Group:

- » Fulfills its responsibilities while proceeding with investments towards sustainable growth targets, considering the Group's direct and indirect economic impact,
- » Ensures that the Group companies manage their operations and strive for the highest economic benefit within their value chain, aware that they are important actors of economic development in their sectors,
- » Evaluates, monitors, and manages its contribution to economic development under the principles of Risk Management, Responsible Investment and Local Economic Development.

## COMPLIANCE AND RISK MANAGEMENT

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Doğuş Group acts proactively in terms of risk management in order to ensure that its business operations in different industries and regions are not adversely affected as a result of market, operational, liquidity and/or counterparty risks. Risk Management and Internal Audit Departments within every major sector and at the Group level provide and maintain awareness for different types of risks, including emerging risks, and ensure that appropriate risk management mechanisms are in place.

Global and local risk experiences in the last years have made effective risk management mechanisms crucial. Increasing scrutiny, as well as a push for stronger governance coming from not only regulatory bodies (including Turkish Commercial Code) but also the investing community, makes it essential for companies to have in place solid risk management and control systems for ensuring viability and sustainable growth. Doğuş Group, with diverse business operations in different regions and countries, has already been cognizant of its need to monitor and manage various risks, including not only its strategic, business and operation risks but external risks as well.

As for Doğuş Group's risk management activities in 2014, it was a successful year in terms of maintaining and improving risk management practices, both at the Group level and at the Company level, and enhancing the risk culture across the Group. Risk Committee meetings are held on a regular basis and these meetings generate valuable and relevant risk information, which is discussed and escalated if deemed necessary. Risks are managed on a daily basis by various levels of management in each of the subsidiaries, and supporting risk management activities, such as providing a framework for related guidance and reporting mechanisms, are conducted by the risk function teams.

The Group Risk Management Function works closely with the company Risk Management Departments in order to strengthen its risk culture and ERM penetration and obtain sound and timely information for assessing and evaluating the decision making processes. In addition to establishing an independent reporting infrastructure for companies and providing policies, guidance and know-how to Group companies, raising group-wide awareness for different types of risks and ERM culture is a continued undertaking facilitated by periodical risk roundtables, workshops, dashboards and reports throughout the organization. The Department is also responsible for risk retention and transfer through design and procurement of corporate insurance cover with relevant insurance policies.

Every major sector has its own Risk and Audit Committee. The Committee, which functions under the Board of Directors, is also responsible for assessing risks and proposing appropriate solutions according to risk appetite of shareholders.

Internal Audit is an independent department designed to improve and add value to Doğuş Group's operations. It helps the Group to accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.

The Internal Audit Department of Doğuş Holding is responsible for performing financial, operational (process) and IT audits at Doğuş Group companies in accordance with its annual risk-based

audit plan. The Department operates with a risk-based approach, tracking all internal audit findings and coordinating follow-ups to ascertain that appropriate action is taken. Results are periodically reported to the Risk and Audit Committee of Doğuş Holding, which in turn monitors and reviews the scope, extent and effectiveness of the activity of the Internal Audit Department of Doğuş Holding and receives a report. The Internal Audit team consists of qualified professionals in different audit disciplines with relevant experience in the business processes that are under review.

In addition, every major sector within Doğuş Holding has its own Internal Audit Department. The Internal Audit Department of Doğuş Holding works closely with the Internal Audit Departments of various sectors to improve the effectiveness of control environments within the Group companies.

### **Anti-corruption and Bribery**

Doğuş Group audit processes include analyzing risks related to corruption in every part of our business. To ensure full alignment, each Company's compliance risk assessment processes are reviewed and documented by the Internal Audit Department and reported to the Group's Audit Committee. All risk assessment results are shared regularly with the senior management. In addition, all our Companies assess and monitor the integrity and compliance performances within their own management processes. Our Doğuş Group Internal Audit Team can play an essential role if there is a necessity of consultancy, assurance, cooperation, advisement, monitor or investigation need about possible corruption cases within any of the Group companies under the control of Group Audit Committee.

As a part of assurance activities, Doğuş Group monitors potential corruption risks, evaluates the internal control systems and provides advice for improvement to the Group companies. Anti-corruption and bribery are our top compliance priorities in our risk management plans and the related subjects are covered in Doğuş Group Ethical Principles.

### **Transparency and Accountability**

Doğuş Group adheres to strict business ethics that include transparency and accountability in an environment where all players, from large corporations to individual customers, and from employees to society in general, are affected by each other's actions. In all of its operations and business activities, Doğuş Group has fully integrated globally-accepted principles of responsible business conduct. All stakeholders have been informed of the Group's position on these matters. Upholding these principles and high ethical standards is not limited to its own business dealings; the Group also requires that the same approach be followed by all of its stakeholders, on both national and international levels. Doğuş Group embraces the principle of "not being involved" with any party that acts contrary

to globally-accepted standards and that cannot provide reliable disclosures with regards to its actions.

Much attention is paid by Doğuş Group to the disclosure of its financial and non-financial information to its shareholders, employees, customers, national and international business partners, suppliers, existing and potential investors of its publicly floated companies, and the public at large. The Group makes all relevant information available on its website and informs the public about its corporate strategy, activities, and new fields of investment via annual reports, periodic press releases, and conferences. The Group's financial statements are drawn up quarterly in accordance with International Financial Reporting Standards (IFRS). Independent semi-annual and year-end audit reports are shared with the public.

All Doğuş Group affiliated companies listed on Borsa İstanbul (BIST) have their individual Investor Relations Departments that are able to effectively manage the flow of information to their stakeholders in line with national regulations. The fields of activity and performance of the Group's publicly-floated companies are disclosed in conformity with the principles of their respective companies by the Capital Markets Board of Turkey (SPK).

### **Ethical Principles**

Strict compliance with the Code of Conduct and Standards is a key principle for Doğuş Group. As such, actions that violate the Company's Code of Conduct are subject to disciplinary measures. As a participant to the United Nations Global Compact since April 2007, the Group has reaffirmed its commitment to fight corruption both internally and in other areas, which may fall within its sphere of influence.

Ethical principles are spelled out and documented in procedures under the following headings:

- » Time and resource utilization at the companies,
- » Relations with customers, subcontractors, suppliers of goods and other companies and individuals with whom the company has commercial interactions,
- » The acceptance of gifts, invites, aids and donations,
- » Relations with the media,
- » Actions that can result in conflict of interest,
- » Safeguarding of information pertaining to the companies, personal information, professional misconduct, security and harassment.

### **Climate Change Risks**

Climate change risks are monitored in the external risks category and in the scope of long-term risks within Doğuş Group's risk monitoring systems.

Since we have business lines which may be directly affected by climate change, such as energy, climate change impact is directly monitored by our Risk Management division. The risks related to the impact of climate change have short-term effects on insurance programs which we manage at preferred costs. In the Group's insurance related business lines, the climate change risks are considered under risk based pricing. During the elementary insurance program buying process, the essential clauses are included and defined within the scope of assurance.

Our real estate business lines project progress in general expenses with the green building approach and improved evaluation systems. In the construction and real estate sectors, our Group companies are paying more attention to climate change related issues during the constructing, maintenance and repair phases of the projects.

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## GARANTI BANK

### Commitments to Climate Change

Garanti Bank publicly declared its commitment to six initiatives in climate change within the scope of United Nations Climate Summit, held in 2014 in New York:

- » ISO 14001 Environmental Management System Certificate
  - » Reduction Targets for Greenhouse Gas Emissions
  - » Increased Awareness
  - » Environmental and Social Impact Analysis
  - » Environmentally-friendly Cooling and Lighting Systems
  - » Environmentally-friendly Supply Chain
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## RESPONSIBLE INVESTMENT

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As Doğuş Group, we believe that companies, which demonstrate powerful and transparent corporate governance and have sustainable business policies, generate financial benefits in addition to enhancing value to brand reputation and gaining the trust of stakeholders. Effective environmental, social and economic management systems and policies ensure companies credibility and sustainability because of a reliable risk management. Our investment policies actively encourage Group companies to improve their business standards by integrating the corporate responsibility approach to their management systems, monitoring their social and environmental impact, and addressing corporate responsibility as a business case and risk management system.

The crucial goal of the responsible investment approach of Doğuş Group is to ensure that current and newly partnered companies' managements align their business targets with the long-term social, economic and environmental concerns of the stakeholders.

Doğuş Group has reached about USD 3.4 billion in the last five years (total investments in the past 10 years have reached USD 5.4 billion). While approximately 16% of these investments have been actualized in foreign countries, the majority of the investments of the Group were realized in Turkey.

The new investments policy of the Group is to strengthen our current business lines and to increase our market share. It is very important for us to enhance our product and service portfolio by entering into new business sectors. Our new investment decision mechanisms are grounded on several market and sector scenarios, in addition to the Group's short and long term targets and vision. All of the investment decision processes include the corporate responsibility strategy. Economic, social and environmental aspects of the Group's growth process are analyzed by the related divisions and experts.

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## AYHAN ŞAHENK FOUNDATION

### Public Service

Since its establishment in 1992, the Ayhan Şahenk Foundation has been undertaking initiatives in the areas of education, health and environment as well as offering social aid to those living in disadvantaged areas. With the vision and philosophy of its founder, Mr. Ayhan Şahenk, the Foundation continued to implement significant projects in 2014 for the benefit of people and community with a responsible perspective to help the government in fulfilling its social welfare duties.

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## GARANTI BANK

### Loan Allocation Processes

One of the issues investigated while financing projects is whether the location of the project is in one of RAMSAR (protected) sites. In accordance with the Environmental and Social Loan Policies, Garanti Bank doesn't finance projects and operations in RAMSAR areas without financial restrictions or conducting environmental and social impact assessment. In addition, the environmental and social impacts of the funded projects, based on the Environmental and Social Loan Policies, are investigated to increase its positive effects to the highest level. Therefore, the impact of these projects on water resources are taken into account in loan processes and requests are made to reduce water use and the impacts on water quality to the lowest level

in line with the principles determined according to each sector, and measures are taken for the efficient consumption of water resources and their reuse/recycle.

In loan process, impact of projects on natural resources (consumption), and biodiversity, their environmental impacts, measures to be taken and issues regarding compliance to legal regulations are examined and evaluated in detail within the scope of Environmental Impact Assessment Process. The investigation starts from Environmental and Social Loan Policies and continues with Sectoral Policies. Articles regarding the project's Environmental Impact Assessment commitments and compliance with legal regulations are added to loan contract. After loan allocation, environmental performance of the project is monitored as well.

### **Responsibility to Implement High Technology**

In metro line rail systems, high-tech driverless vehicles will be employed as well as platform isolator door systems in each station, besides facilities for handicapped such as lifts and walking platforms. This metro line will make great contribution to İstanbul's transportation network due to its integration to Marmaray and Metrobus lines as well as to Bostancı Metro Line that will be constructed in the near future.

### **Responsibility to Ensure Minimal Disturbance to Inhabitants**

By changing the construction methods at sections where station construction works and roads are intersected, necessary measures are taken to release the roads that are blocked due to traffic. Information meetings are held with inhabitants prior to the commencement of road closing works and they are notified via brochures and posters about the works that will be performed.

### **Responsibility to Provide Information**

Information regarding the works is provided to the concerned parties via project website and light boards available at the site entrances. The Company introduces the project to visitors with an introductory film and brochures, and provides information on the issues that concerns the inhabitants.

## **GARANTI ASSET MANAGEMENT**

### **UN Principles for Responsible Investment**

After becoming a signatory of the United Nations Principles for Responsible Investment in 2011, the Company established its Responsible Investment Policy and Responsible Investment Committee. The Committee is the highest authority for integrating Environmental, Social and Corporate Governance factors into the processes of establishing an "investment scope" for securities and evaluating credit risks inherent in corporate bonds. The Company annually reports its performance in Responsible Investment practices to the UN, accessible on the website [www.unpri.org](http://www.unpri.org).

## **DOĞUŞ ENERGY**

### **Artvin Dam and HEPP Project**

Artvin Dam and Hydroelectric Power Plant (HEPP) Project aims to contribute to national economy by reducing the dependence on foreign energy. Observations, inventory analysis and similar applications are carried out to monitor, develop and protect the diversity of wildlife in collaboration with the Artvin National Parks Directorate, since a part of Artvin Dam and HEPP Project enters "Çoruh Valley Wildlife Development Area".

In addition, "Olive Branch Story" Project prepared by Directorate of Provincial Food Agriculture and Livestock was sponsored. Thanks to the project, olive types beneath reservoir will be protected and young grafted new olive groves will be created.

## **DOĞUŞ CONSTRUCTION**

### **Responsibility to Make Contribution to Urban Infrastructure Projects**

Doğuş Construction is implementing its fourth metro project in İstanbul besides to Taksim-Şişli, Kadıköy-Kartal and Otogar-Kirazlı-Başakşehir. This metro line includes 16 stations, double line tube tunnel with a length of 20 km. This metro line has a route that extends on west-east axis in a way to include the districts of Üsküdar, Ümraniye, Çekmeköy and Sancaktepe.

The construction of Üsküdar-Ümraniye-Çekmeköy Metro that commenced in 2012, is a very crucial project that will bring solution to İstanbul's transportation problem. While implementing a project that will enable 700,000 inhabitants to travel every day without being stuck in traffic, Doğuş Construction has undertaken necessary measures and responsibilities in order not to bring life to a halt in the heart of the city.

## **SALIPAZARI PORT MANAGEMENT AND INVESTMENTS**

### **Karaköy Cruise Port**

On May 16, 2013, Doğuş Group placed the highest offer for the privatization of the İstanbul Salıpazarı Cruise Port, with a USD 702 million bid, winning the right to operate the port area for 30 years. Following the signing of Transfer of Operating Rights Agreement with Turkish Maritime Management on February 24,

2014, the Company took over the management of the pier and started its operations. Salıpazarı Port Project is a city project with a master plan coherent with the neighborhood texture of the Karaköy region and İstanbul. With the project, the Karaköy coastline, which is currently closed to public access, will be transformed into an open public promenade connecting the city with the sea. Through the corridors planned between the buildings, visual and physical access to Bosphorus will be enabled. The maximum height of the new buildings will be lower than the heights of the current ones.

## NEW INVESTMENTS IN 2014

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With the investments carried out in the domestic market and in abroad in 2014, we provided important contribution to the economy of Turkey and the region in terms of employment and growth. New investments of Doğu Group in 2014 include the following:

### TOURISM

#### **Villa Dubrovnik Purchase**

Our Group bought 86.8% of Villa Dubrovnik settled in Croatia in accordance with the share transfer agreement dated March 12, 2014. Villa Dubrovnik is positioned in the market as a strong brand offering high quality accommodation service to A-class customers. Its potential of adding value to Doğu Tourism Group's growth-oriented investment policy formed the basis for the investment.

#### **The Purchase of Argos**

We bought 80% of Argos Turizm Yatırım ve Ticaret A.Ş., owner of Argos Hotel in Nevşehir-Cappadocia Region in accordance with the share transfer agreement dated March 26, 2014. The purchase of Argos, which offers high quality accommodation service in the region, has been carried out in parallel with the vision of Doğu Tourism Group to be the leader in its region and expand in the sector.

#### **The Purchase of Corpera**

Our Group bought 50% of Corpera Turizm Yatırımları A.Ş., settled in İstanbul, in accordance with the share transfer agreement dated November 18, 2014. The purchase of Corpera was carried out within the scope of growth strategy of Doğu Tourism Group in the domestic market.

### ENTERTAINMENT

#### **The Purchase of Itsumi**

Our Group bought 50.10% of Ryo-Tei Itsme Gıda Ürünleri Turizm ve Ticaret A.Ş., settled in İstanbul, in accordance with the share transfer agreement dated January 22, 2014. Since Itsumi's positioning in offering high quality food service to A-class customers in the domestic market overlaps with the objectives of our Group as a strong and well-known brand, it formed the basis of the investment.

#### **The Purchase of Günaydın Et Restaurants**

Our group bought 70% of Günaydın Group Companies settled in İstanbul in August, 2014. The overlap of Günaydın Et Restaurants' positioning in offering high quality food service in the domestic market with the objectives of our Group, which has an extensive and strong service network and is a well-known brand in its field, formed the basis of the investment.

### NEW INITIATIVES

#### **Radore Data Services**

Our Group's subsidiary Doğu SK Investment Capital, established to invest in small and medium-sized companies in 2013, became partners of Radore Veri Merkezi Hizmetleri A.Ş., which is among the leading companies of Turkey in the field of server hosting and leasing services, with a share of 57% on December, 1 2014 through İş Girişim. Radore, which became one of the leading companies in the sector with a rapid growth since 2004, provides server hosting and leasing, hosting and cloud infrastructure services.

## LOCAL ECONOMIC DEVELOPMENT PROGRAMS

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Doğu Group's corporate responsibility strategy fully intends to ensure the well-being of the communities where we operate, and the Group's vision and values also support this target. Beginning from the local supply chain, Doğu Group has a strong economic impact on the local communities and high business standards support in public policy platforms as well as providing employment.



**DOĞUŞ HOLDING****Para Durumu for Financial Literacy (Turkey's first financial literacy initiative reaches out to the public)**

Financial literacy is an individual's ability to make informed judgments and effective decisions about the use and management of his/her money. Thus, financially literate consumers manage their income, save and invest wisely and avoid fraudulent practices. The term has gained much importance all around the world, as each person and household is the base of economic sustainability in a country.

Para Durumu, Turkey's first private media and interaction-based financial literacy initiative, reaches out to the public via a multi-platform weekly TV show, a page in the most widely circulated national newspaper, Posta, as well as the weekend section of Hürriyet, another prominent newspaper. Para Durumu is also published in the monthly women's magazine, Elele, actively uses social media channels such as Facebook and Twitter, and operates a very popular blog and website at [www.paradurumu.tv](http://www.paradurumu.tv).

Para Durumu was founded and is spearheaded by Özlem Denizmen who is our Head of Social Projects at Doğuş Holding. We empower and encourage Mrs. Denizmen in her capacity as a social entrepreneur in this important effort for promoting sustainable change in Turkish society. As a result of this initiative, Mrs. Denizmen was honored by the White House Entrepreneurship Summit and as a Young Global Leader at the 2011 World Economic Forum. Additionally, Para Durumu is recognized as a Financial Literacy initiative of Turkey by OECD. These special programs were presented as a model for financial education to the Ministry of National Education.

Para Durumu has already become an address where people seek solutions and guidance on personal finance problems, financial products, saving for a house, budget decisions, investment choices, credit card issues, and more. It has become a pioneering venue for people to "talk about money" in public.

**Financial Literacy for Children: 3 Kumbara**

Doğuş Group has started the "3 Kumbara" financial literacy education program, which aims to increase children's consciousness about money management, savings and managing their budgets from an early age and turn it into behavior. "3 Kumbara" is undertaken with the support of the Ministry of National Education of Turkey, the social enterprise Para Durumu and FODER (Financial Literacy and Inclusion Association). The project aims to teach 4<sup>th</sup> grade elementary school students about savings, sharing, needs and wants as well as entrepreneurship to make these children financially literate. "3 Kumbara" incorporates a three-step awareness raising sustainability model of financial literacy. Accordingly, the parents and the

teachers of these children are also educated about financial literacy in order to ensure the sustainability of the program. Operation-wise, a teacher from every city, where the program is offered, is trained to become a "3 Kumbara" instructor in his/her own city. The program started with a pilot study in 2011, as a six week project with Lütfi Banat Elementary School where children were taught how to use and manage money. In the 2<sup>nd</sup> phase, "3 Kumbara" reached 25,000 children in the pilot city İstanbul. In the 2<sup>nd</sup> and preparation phase following the initial pilot study, both national and international programs as well as standards were analyzed by the Advisory Board of experts in their fields (psychologists, pedagogues, teachers etc.). This phase enabled the program to be revised and developed so that the content matches international standards.

In the 3<sup>rd</sup> phase, parallel to the ongoing education in İstanbul, "3 Kumbara" has spread to 9 cities (Antalya, Erzurum, Eskişehir, Denizli, Hatay, Kahramanmaraş, Niğde, Rize, Şanlıurfa) in all the seven regions of Turkey, reaching 70,000 students. "3 Kumbara" has rolled out to another 30 cities throughout Turkey within the ongoing 2014 - 2015 educational year reaching 230,000 students in its 4<sup>th</sup> phase. This will be followed by 41 cities in the following year. Thus by the end of the 5<sup>th</sup> phase, "3 Kumbara" will be spanning the country to all 81 cities, aiming to reach 500,000 children and their parents. Impact analysis surveys are being conducted and reported out periodically through seminars by an independent impact analysis team consisting of leading academicians in this field, in cooperation with Bahçeşehir University.

**Financial Literacy for Women: İSMEK**

We have initiated a new personal finance education movement for women, cooperating with "Para Durumu" and with support of the Ministry of Family and Social Policies and İstanbul Metropolitan Municipality. The movement aimed to reach and raise financial awareness of 20,000 women in İstanbul by the end of 2014. After the completion of this phase of the movement, an education model which has been developed by "Para Durumu" will be carried out further and become a nationwide education plan, taught at various Municipality Arts and Vocational Training Centers around the country. By the end of 2014, the program has successfully reached a total of 19,000 women. The closing ceremony will take place as we reach 20,000 women, planned for February 2015.

**GARANTI BANK****Support for Women Entrepreneurs**

Organizing gatherings such as Anatolian Meetings and KOBİLGİ SME Informative Meetings in order to inform the SMEs, the

backbone of the economy, Garanti Bank considers it as an important responsibility to back women entrepreneurs for the social and economic advancement of Turkey. Besides allocating funds to women entrepreneurs, the Bank supports them through training programs and activities that encourage entrepreneurship. The Women Entrepreneurs Executive School training program, which was launched in 2012 in collaboration with Boğaziçi University Lifelong Learning Center, continued in the cities of Adana, Eskişehir, Diyarbakır and Kayseri in 2014. Under the program, 370 entrepreneurs in these four cities successfully completed the program and earned certificates.

### **KAGIDER Cooperation**

Women Entrepreneurs Meetings, a co-organization of Garanti Bank and the Women Entrepreneurs Association of Turkey (KAGIDER), continued to inform women entrepreneurs in fundamental topics. In 2014, meetings were held in five cities across Turkey with the participation of almost 1,100 women. Garanti Bank, for the purpose of supporting and encouraging women entrepreneurship, organized Turkey’s Woman Entrepreneur Competition in cooperation with the Economist magazine and KAGIDER for the 8<sup>th</sup> time.

### **Entrepreneurship Foundation**

Garanti Bank is the main sponsor of the Entrepreneurship Foundation of Turkey, which is set up in 2014 to let university students discover the entrepreneurial spirit. With its Fellow Program, the Entrepreneurship Foundation makes university students part of a large network, giving them the chance to be introduced to inspiring entrepreneurs and learn from their experiences. Within the scope of the program, 40 students designated for the first year will join a network and take part in conferences every two months, where they will get the chance to get together with role models.

### **BUMED Partnership to Support Entrepreneurship**

In an effort to help develop the entrepreneurship ecosystem in Turkey and to give the Turkish economy new businesses and establishments, Garanti Bank is engaged in a strategic partnership with BUBA (BUMED Business Angels) established by BUMED (Boğaziçi University Alumni Association). Having adopted an understanding that regards entrepreneurship as a continuous process, BUBA targets to lead up entrepreneurs that are not yet ready by way of trainings, seminars and various programs.

### **Young Entrepreneurs Meetings**

Garanti Bank organizes in cooperation with TOBB (The Union of Chambers and Commodity Exchanges of Turkey) “Young Entrepreneurs Meetings” that bring prominent role models

from the industry together with young entrepreneurs. In 2014, meetings were held in Bilkent University, Ankara.

### **Join the Workforce Join Life**

October 2014 marked the introduction of the project “İşe Katıl Hayata Atıl” (Join the Workforce Join Life) under the patronage of the Ministry of Family and Social Policies and with the support of Garanti Bank, which is aimed at increasing the employment of people with disabilities.

Under the project, people with disabilities are provided with support in various matters such as job selection according to their characteristics, abilities and preference, and adjustment to the working environment and social life, based on the “aided employment” model that is implemented for the first time in Turkey. The objective is to place 300 people with disabilities in five cities in appropriate jobs following their education and training led by 60 professional business coaches.



## **GARANTI BANK SA**

### **Support for Local Economic Environment**

Garanti Bank contributed to the development of local economy in Romania through various activities, including:

- » Garanti Bank granted a financing to a locomotive manufacturer for the financing of the first electrical multiple unit train in Romania.
- » Garanti Bank granted a loan for the construction of a four star hotel in Bucharest, a very important project contributing to the development of the capital’s attractiveness as a tourism destination.
- » Garanti Bank granted a loan for the reconditioning of a historical building in downtown Bucharest, as part of a financing agreement.
- » Garanti Bank financed the partial refinancing of the investment in a shopping mall from Galati, an important project for the city’s economic development, being the first of its kind in Galati.
- » Garanti Bank signed a lending agreement with the IFC, member of the World Bank Group, with the purpose of financing Romanian small and medium businesses. Out of the total amount, a part was dedicated for the on-lending to companies owned or managed by women.

### **Sign of Success Campaign**

As a part of the Women Entrepreneur Program, the campaign ran from October 2013 until January 2014 and targeted women who had investment projects or wanted to expand their already established businesses (especially SMEs).

**The Entrepreneurship Workshop Programs**

The Entrepreneurship Workshop Programs (Ateliere de Antreprenoriat) was organized by Romanian Business Leaders Foundation and supported by Garanti Bank. The training was focused on the essential areas that determine the success of a recently founded business and had an interactive approach.

**Support of Innovation Spirit in Romania**

Garanti Bank was the main sponsor of Techsylvania, an event that took place in Cluj-Napoca and promoted innovation. The foremost creative minds, technologists and innovators in the region were invited to participate in a wearable devices software development competition as well as IT conferences. The event was based on the idea that Cluj-Napoca was repeatedly compared to the Silicon Valley area, a business area for IT businesses and an important market for multinational software developing companies.

**N11.COM**

**Open Market Business Model**

n11.com aims to support the growth of SMEs by carrying the open market business model all over Turkey. In December, 2014, n11.com began to organize “n11.com Anadolu’ya Uğur Getiriyor” (n11.com Brings Luck to Anatolia) seminars to increase the trade volume of SMEs all over Turkey. The first leg of the seminar series launched to explain the importance of e-commerce was organized with the support of Antalya Union of the Chambers of Artists and Artisans in Antalya.

**DOĞUŞ AVENU**

**Regional Chain**

Crate and Barrel opened its first store in Europe by Doğuş Avenue in May 2014, and second and third stores in the same month and December in Acıbadem and İstinyePark respectively. In September 2014, the first Crate and Barrel store in Russia was opened in AFIMALL City in Moscow. Having adapted the “One-stop-shop” philosophy, Crate and Barrel offers a wide product portfolio including furniture, kitchen utensils, tableware, accessories, textiles and bath accessories for every need and all living spaces. İstanbul is the first chain of the regional operation in the franchise system also covering Azerbaijan, Bulgaria, Georgia, Croatia, Kazakhstan, Romania, Ukraine and Russia.

**SUPPLY CHAIN MANAGEMENT**

Doğuş Group believes that the Group’s supply chain plays an important role in the decisive factors of the stakeholders and represents an essential resource to achieve the Group’s strategic goals. We very strongly give importance to supply chain management systems and encourage business partners regarding sustainable practices. We acknowledge that the value of supply chain service and quality have direct and recognizable impacts on our Group’s product and service quality, so we support any kind of improvement within the supply chain systems, such as assessments, awareness programs, audits, social and environmental issues.

During our purchasing process, all international quality, health and safety certifications are requested from the suppliers. Supplier agreements include employee health and safety clauses.

**DOĞUŞ HOLDING**

**Supplier Agreements**

In the agreements made with the companies providing service, social security premiums and payments of supplier employees are controlled and it is assured that there are no employees under the age of 18. Suppliers are requested every second month a statement from the Social Security Institution as a proof of no debt and a 5-year letter of guarantee. According to Doğuş Holding A.Ş. and Doğuş Group Purchasing Procedures, the purchased products are communicated to the Audit Department and thereby monitored within the Group.

While purchasing products and services, necessary document are requested from suppliers to control their processes These documents are aimed for MSDS, ISO 9001:2008, ISO 22000, OHSAS 18001, TSE HYB, ISO 14001, waste oil disposal contract, stock inventory and supplier audit system, R&D department, training department, hygiene control system, porter examinations, grounding and drinking water analysis.

**DOĞUŞ RETAIL**

**Risk Management in Supply Chain**

Independent Inventory Companies conduct instant inventory analysis in stores every six months, and the results are evaluated by the risk committee in management meetings. Targets for 2015 include completion of “Risk Analysis throughout Supply Chain”, prevention and compensation of losses and leaks throughout the chain, and annual assessments about insurance process.

## D.REAM

### Supplier Selection

Supplier selection criteria start with the necessary license permits for production, packaging, and import that are determined as pre-conditions by Food Safety Department. HACCP based control system is applied in enterprises for customers to prevent any harm due to food. Prerequisite Program is managed by the Central Management. All suppliers are requested the Legal Document provided by relevant Ministries. In livestock suppliers, ISO22000 is required or a Supplier Audit is carried if it is not available. Environmental factors are also taken into consideration in supplier selection. In products containing oil and its derivatives damaging environment, such as garbage bags, recyclable products are given preference. If they are not recyclable, the goods are not purchased. In addition, to ensure risk management in the supply chain, ethics hotline is available for suppliers.

## PUBLIC POLICY CONTRIBUTIONS

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As one of the leading conglomerates of Turkey, we are aware of our responsibility to enhance communities, in which we operate, and our important role on the public policy processes, which has an impact on our business sectors.

Doğuş Group companies are among the major economic actors in Turkey's economy with employment, investments, taxes and community development programs. We comply with all applicable legal laws and regulations regarding our businesses.

Doğuş Holding's public policy contribution efforts including all community engagement programs, payments to trade associations and taxes to governmental bodies are approved by the Board of Directors to ensure the relevance of policies.

Doğuş Group companies engage with several councils and associations related to their business and sectors. All have active roles in those communities to act as important actors of their industries. Related information can be found on the corporate web sites of the Companies.

## GARANTI BANK

### Collaborations in the Sector

Garanti Bank participates in various working groups and develops projects in cooperation with the finance sector through its memberships in national and international initiatives such as UNEP FI (The United Nations Environment Programme Finance Initiative), TBB (The Banks Association of Turkey), UNGC (United Nations Global Compact) and SKD (Business World and Sustainable Development Association). Garanti took part in the establishment of the Sustainable Finance Working Group within SKD, of which it is a member of the board, and undertook the current co-chairmanship of this Working Group.

With the aim of raising awareness and facilitating cooperation in the banking sector, Garanti Bank organized an Environmental and Social Risk Assessment training in cooperation with United Nations Environment Programme Finance Initiative (UNEPFI) in the first quarter of 2013. In addition, the Sustainable Finance Forum is organized in collaboration with UN Global Compact, UNEP FI and SKD every year.

## CUSTOMERS

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Since its foundation, Doğuş Group has been taking its place among the leading business conglomerates of Turkey. Active in eight core businesses including banking and financial services, automotive, construction, media, tourism and services, real estate, energy and entertainment, we utilize a management style that is both customer-focused and productivity-centered. While formed through material gains, it embodies a strong corporate citizenship approach, which is at the center of all our business practices and benefits the entire society.

### Customer Satisfaction Oriented Group Culture and Approach

Doğuş Group companies are committed to customers' well-being and satisfaction, and a loyal customer approach on every stage of their operations. To ensure this, every company has its own customer satisfaction strategy and monitors performances accordingly. Product and service quality, as well as customer health and safety, are the crucial key performance indicators of our Group companies. We monitor and evaluate the customer satisfaction oriented Group culture in every stage, through auditing and feedback mechanisms.



The management and strategic approach to customer satisfaction and loyalty are very important in service sector companies and also in sustainable company policies. Since we underline the customer-oriented culture that embeds customer satisfaction throughout our organizational practices, focus is on the total customer experience, customer service standards and accountability. Creating and installing a “culture” of customer service in which employees are encouraged and expected to go to great lengths to satisfy customers is another hallmark of a successful company. We work to create an environment where employees focus on customer satisfaction in each encounter, every day.

## RESPONSIBLE MARKETING COMMUNICATION

All promotion and advertising activities of our brands are carried out in accordance with responsible marketing communication principles and relevant laws and regulations, and all employees, third parties and suppliers are required to comply with these practices.

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### GARANTI BANK

#### Disabled-Friendly Banking

In addition to sustainable products and services, Garanti Bank aims to increase the accessibility of its banking services on the back of initiatives geared towards people with disabilities. To this end, Garanti started the renovation of its branches and Paramatik ATM network in 2012, and gave training to its employees, with the aim of making life easier for its customers with disabilities.

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### GARANTI BANK SA

#### Automation of Client Data Collection

As of November 2014, the bi-annual NBR (National Bank of Romania) Financial Rating for legal entity clients has been automated. Instead of collecting official financial statements from all clients, and then manually introducing them in the intranet application, only financials from a limited sample of clients are collected and only the qualitative indicators are introduced in the application. All qualitative information will be automatically processed centrally, and fed in the intranet applications, saving significant time.

#### Due Diligence Automation and Centralization

The verification of the SME and corporate customers in the accredited database platforms has been automated, and conducted since June 2014 by accessing a single platform, which brings together all seven individual platforms used in the past, thus saving time for the employees.

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### GARANTI PENSION AND LIFE

#### Hobby Clubs

In 2008, Garanti Pension and Life initiated the Hobby Clubs Project with the goal of keeping customers happy by providing pleasant moments not only after their retirement but also during the wealth accumulation phase. Currently, the project covers 18 different hobbies ranging from arts to sports and is implemented with the participation of 150 partners, all of which are leading institutions in their fields.

Garanti Pension and Life members participating in Hobby Clubs benefit from discounts up to 50% on hobby courses, training and hobby equipment they use in their different hobby fields. The Hobby Clubs website, hobimlemutluyum.com, gives members the opportunity to discover the different aspects of their hobbies and share their thoughts and accomplishments

with other members. New events are organized every month to allow members the opportunity to develop their social lives and communities concurrently.

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## GARANTI LEASING

### Quality Standards

Processes, job descriptions and procedures are redesigned as a result of information fed from many sources such as meetings held during the year, customers complaints, suggestions and notifications, both from customers and employees, surveys applied for information gathering inside or outside the company, field studies and technology-based developments.

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## GARANTI ASSET MANAGEMENT

### Informing Customers

Within the scope of Asset Management studies, the Company shows great attention to the contracts signed with clients to include transactions to contain information in a clear and precise manner. In addition, reports are sent to customers at regular intervals specified in the contract, and face to face meetings are organized. Customers can view their reports and account activities through Garanti Saklama (Storage) Branch internet system. Before providing Portfolio Management Service specific to customers, a discretionary test is applied to prevent dissatisfaction that may occur during the use of the service.

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## GARANTI MORTGAGE

### Improving Quality Standards

Intranet became more useful with the user experience in the foreground, new modules were added. With the tracking module, the effective follow-up of Mortgage loan applications and pricing by branch employees is ensured. The competition module enables providing a more suitable offer to the customers in response to competitor bank offers. 444Evim (Home) call center employees direct the customers to the most appropriate branch with Şubebul (Find Branch) module. Branch employees were provided with an expertise cost calculation tool to calculate expertise cost online.

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## GARANTI FLEET

### Customer Satisfaction

With the aim of ensuring driving safety of customers, the Company provides “Safe and Protective Driving Techniques Training” and “Advanced Driving Techniques” to its 300 vehicle users every year.

Four different surveys were applied to query customer satisfaction in 2014. Necessary actions are taken by measuring the quality of products and services through the survey results. Overall satisfaction rate of customers from the products and services is 94%.

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## GARANTI TECHNOLOGY

### Customer Services

In addition to customer satisfaction surveys, a system enabling users to create a Complaint Notice for other problems was developed. Users can access this system through the Service Management System screen. After understanding the complaint both through the record and via e-mail, the authorized employee has to respond to these complaints as soon as possible, either by solving it or assigning it the appropriate department. The records are not closed until the complaint is resolved. A resolution has to be approved by the user.

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## MARITIM HOTEL CLUB ALANTUR

### Customer Surveys

Regular customer surveys are carried out covering topics such as employees, service areas, food-beverage and the hotel. Necessary studies are conducted in the improvement areas by sharing the results with all department managers. Evaluations of visitors via Holidaycheck, Tripadvisor and similar websites are analyzed as well.

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D-MARIN MARINAS GROUP

**Customer Health and Safety**

Customers cannot enter the boatyard without taking the same safety precautions as employees. The port area and commercial areas are equipped with special equipment (smoke sensors, fire-fighting and first aid kits, etc.) in order for all customers to be able to spend time safely, and all employees are trained to intervene properly in case of emergencies. Drills conducted at regular periods ensure that employees are always ready for employee and customer safety.



N11.COM

**Customer Protection**

n11.com carries out separate studies to protect the safety of both buyers and sellers. n11.com established “Brand Protection Center” to protect the security of the sellers and cooperate with the owners of the brand rights. The purpose of “Brand Protection Center” is to support brands about copyright and intellectual property. Shopping in n11.com is under the guarantee of “Payment Protection System” consisting of product control, testing and approval processes.



DOĞUŞ TECHNOLOGY

**Product and Service Security**

The establishment of an integrated management system in compliance with the international standards within Doğuş Technology aims to ensure the quality, security and sustainability of services and products. The studies carried out to obtain ISO/IEC 27001:2005 Information Security Management System certificate continued in 2014. Confidentiality, integrity and accessibility features of information assets are secured, and risks are reduced to an acceptable level.

The establishment of an ISO/IEC 20000 based “IT Service Management System” aimed to continual improvement of IT services, aligning them with the best practices, and customer-oriented management of service processes. By installing ISO 22301 “Business Continuity Management System”, services and responsible business units were determined together with their action plans to ensure business continuity in unexpected situations.

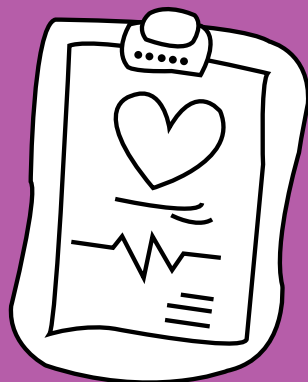
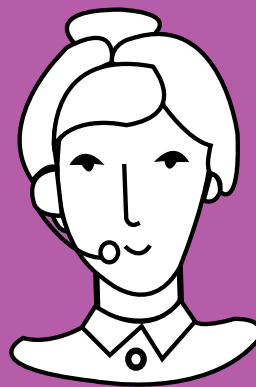


DOĞUŞ AVENU

**Informing Customer Accurately**

Product label formats coming from USA are handled by the company lawyer to include all information and explanations required by law. The labels varying according to product types include product code, product description, product content information and details, retail price including VAT and origin. The products that will contact with food are also labelled as “suitable for contact with food”. Shelf labels are edited according to the format of each product and arranged by relevant measures. During discount periods, discount rates are clearly stated in the stores and customers are informed via e-mail. Different types of surveys and forms are available in stores such as “Your Comments” questionnaire, which includes customer opinions and suggestions, “My Customer Says” form, which is filled by the store employees and includes request and suggestions of the customers conveyed verbally, and “Customer Satisfaction After Delivery Survey” which is conducted by phone after the delivery of furniture.







2022

EMPLOYEE  
ENGAGEMENT

# EMPLOYEE ENGAGEMENT

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For Doğuş Group, employee engagement is a business approach to ensure that the employees are motivated to contribute to our success as well as enhance their own well-being.

## **Doğuş Group Employees and Decent Work Responsibility Policy**

We believe that only companies engaged with their employees have values strong and sustainable enough to confront the future with clear evidence of trust. We are also committed to extending and developing our employee engagement strategies, which we believe are fundamental to the Group's future success.

Doğuş Group believes that its success is directly linked to the Group's culture of valuing and empowering its employees. One of the key principles of our Employee Responsibility Policy is providing a great place to work for the employees.

Doğuş Group;

- » Encourages its employees to work with Doğuş Group for the duration of their professional life. Hence we strongly support employment and rotation within the Group and actively provide opportunities toward career variety to our successful employees.
- » Seeks employee feedback with open and transparent communication mechanisms.
- » Provides the best working conditions.
- » Pays attention to the balance between business and social life of our employees, and supports their professional and personal development through training programs, mentoring and coaching.
- » Takes precautions and provides solutions for employees' physical and mental health and safety.
- » Values equal opportunity employment, and requires the same level of awareness and practices from its business partners and supply chain.

## **Equality at Work Platform**

The Equality at Work Platform was established as part of the efforts of a task force formed under the World Economic Forum (WEF) and supported by the Ministry of Family and Social Policies to combat inequalities based on gender. Doğuş Group will develop a "mentoring" system special for the development and progress of our female employees. With these studies, we will implement a project that will enable our female employees, wearing both a spouse and manager hat, to climb the career ladder quickly. The studies to support their development were carried out in 2014 and the project will begin in 2015.

## OPEN COMMUNICATION

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Our employee engagement policy is based on establishing a culture of open and honest dialogue among our employees and increasing the percentage of actively engaged employees in the future for sustainable growth and more efficient and innovative business lines. Since engagement is strongly linked to positive business outcomes, it is important to encourage best practices regarding open communication.

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## DOĞUŞ HOLDING

### **Open Communication**

Open Communication Strategy encourages employees to engage in all business activities of the Holding. "CEO Talks" in which employees come together with the CEO is organized every month. In addition, the employees who got promoted come together with the CEO at dinner.

DĞŞTALKS, a two days event attended by all Doğuş Group senior managers, is organized once a year since 2013. The event provides an open platform to meet the Chairman of the Group, and discuss about their companies' strategies and the Group vision. In both 2013 and 2014, around 400 Doğuş executives from all over the world have participated at the Meeting. In 2014, DĞŞTALKS was organized under the concept of "collaboration".

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## DMS – DOĞUŞ CUSTOMER SYSTEMS (DMS)

### **Open Communication**

Our employees can forward their proposals verbally. A green light is given to the proposals if they are aligned to our policies and procedures. Open communication is essential for DMS

and all employees are encouraged by top management to speak up and express themselves. As of 2014, bi-monthly Directors meeting were initiated. CEO Open Office, CEO Strategy Update and weekly team meetings are planned for 2015.

## REIDIN

### Open Door Policy

The Company has an open door policy. Each employee can organize a meeting or communicate with any manager or CEO. Senior management spends time with employees at every occasion and organizes regular meetings. The CEO has already delivered the message, that he is also accessible for engaging in social activities with the teams.

## EMPLOYEE HEALTH AND SAFETY

Doğuş Group always ensures employee safety and health as a universal value. Doğuş Group Human Resources and Employee Engagement Policy with the related targets outline the Group's commitment to strengthen a safety and health oriented culture conducive to the mental and physical well-being of our employees.

All Doğuş Group employees attend employee health and safety courses and are periodically informed about first-aid, occupational diseases, infectious diseases, obesity, prophylaxis methods and general hygiene practices. According to the employees' work and position, they are also informed about protective security systems and tools for maximum personal security.

## DOĞUŞ HOLDING

### Health and Safety

The occupational health and safety general assembly, including both the employer and employee representatives, acts as both monitoring and audit unit. Occupational physicians and occupational safety specialists commissioned by OHS General Assembly make regular efforts on this issue, report the results to the General Assembly with regular intervals. During the regular meetings carried out every two months, all kinds of occupational health and safety issues collected by employee representatives from colleagues are evaluated, discussed and recorded. The results are monitored at the next meeting.

Occupational physicians are obliged to inform employees about health, raise awareness against diseases to avoid potential risks in the short and long-term keep both for themselves and their families.

Employees are informed on an individual basis about:

- » Common diseases, which are usually not driven by short-term causes, and symptoms of preclinical processes, since common diseases may result from a long preclinical process that can take years.
- » The measures that can be taken against health risks that may result due to genetic reasons in the short and long-term.

Several articles are written in the e-mail format about many topics such as chronic diseases, and smoking. With the Healthy Thursday Project in Doğuş, interactive discussions are held with employees by inviting a physician, who is an expert in his field (e.g. in breast cancer).

Due to the fact that employees need to work with a screen, a comprehensive examination was made by two ophthalmologists invited for four days, and employees were informed about their situations and directed for further examination if necessary.

Against the flu, which may create epidemic, the traditional flu vaccine application was also applied in 2014.

Other Health and Safety Activities in Doğuş Holding in 2014 were as follows:

- » Doğuş Holding and Doğuş Group gave a total of 28 trainings for 79 people and 43 trainings for 136 people on occupational health and safety respectively.
- » The ambulance team was available to take patients to hospital quickly without delay in emergency situations. There were 30 cases in 2014.
- » Two porter examinations were carried out for the employees responsible for food service.
- » Cafeteria, floor kitchens, mother's room and Kahve Dünyası (Coffee World) audits were held every two months.
- » Water samples were taken from different points every two months and sent for analysis; the results were evaluated.
- » Material Information Safety Forms of all chemicals entering the buildings were archived to better prepare against possible poisoning events.
- » First aid, search and rescue, evacuation and firefighting teams were built to be ready in case of emergencies. Location measurements (dust, lighting, etc.) were carried out.

vdf

### Health and Safety

All employees of the Company received employee health and safety trainings. Regular trainings were organized for newly recruited employees as well. The Occupational Health and Safety Committee and the Emergency Teams are established by completing necessary trainings received from authorized institutions. The teams and procedures were prepared in accordance with relevant regulations.

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### AYSON GEOTECHNICAL

#### Health and Safety

Ayson implements an Occupational Health and Safety Management System in line with OHSAS 18001:2007 standard certified by LRQA (Lloyd’s Register Quality Assurance), provides its continuity, and constantly improves its efficiency. OHS Committee Meetings are held every month to take the opinions of employees on Occupational Health and Safety issues and to ensure their participation.

## EMPLOYEE SATISFACTION AND ENGAGEMENT

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In today’s uncertain economic climate, both employee job satisfaction and employee engagement are important for business sustainability. Top-performing organizations understand that measuring employees’ contentment levels and emotional commitment to the organization on a regular basis can put them at a competitive advantage.

While employee satisfaction and employee engagement are both critical to maintaining a happy and productive workforce, achieving satisfaction without engagement will have significantly less impact on business results. After all, engaged employees are emotionally committed to working hard, demonstrating initiative, and expending extra discretionary effort — and doing so in alignment with strategic priorities to move the organization forward.

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### DOĞUŞ HOLDING

#### Employee Satisfaction Survey

An Employee Satisfaction Survey is conducted every 2 years. According to the most recent survey, satisfaction rate and loyalty index reached 66.3/100 and 73.5/100 respectively. Human resources areas that employees are most satisfied and are

not satisfied with, emerge as a result of surveys. Feedback is provided to employees as a result of the survey. Action plans are developed by Human Resources Department for the areas that need improvement.

### Employee Satisfaction Activities within IT Programs in Doğuş Holding

A satisfaction survey was carried out by the IT Department during 2014. 105 Doğuş Holding employees participated in the survey, and 94% of respondents were satisfied with the support and hardware services provided by the IT Department. Improvement studies were initiated for issues that had low satisfaction rate.

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### GARANTI PENSION AND LIFE

#### Pension Plan

Being a Garanti Pension employee is sufficient to benefit from Garanti Pension Group Pension Plan. The employees join the system as they start working. The contribution, which is determined by the employees, may vary from TL 25 to 100. The company deposits the determined amount of contribution into the private pension account of employees. Vesting period term is available in Employer Pension Contract and entitlement will be obtained according to the specified plan. Total number of funds is 20. Distribution of the fund is also determined by the employees themselves.

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### GARANTI FACTORING

#### Employee Satisfaction

Development areas are detected by determining improvement potentials as a result of career interviews carried out once a year and employee loyalty surveys carried out every two years. In 2013, the Company worked with Aon Hewitt Company in employee loyalty survey and loyalty was measured with three basic behaviors. Hewitt’s method was applied and the Employee loyalty was measured as 42% as a result of the last survey carried out in 2013. 7/24 phone counseling service is provided for our employees to support their private lives on many issues including law and psychology by employee hotline “Leap”.

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### DOĞUŞ OTOMOTIV

#### Employer Brand Study

Within scope of the vision create “Fan Employee for Fan Customer” and be the most preferred company in Turkey; “Employer Brand” study was initiated to professionally manage

the employer perception in the eyes of employees, make employer communication with a single voice, and strengthen the employer perception internally and externally in 2014. Face to face focus group studies were carried out with Doğuş Otomotiv employees within the scope of Employer Brand studies. In addition, web-based values study was carried out, and the perceptions of those who resigned, newly recruited and declined the job offer were measured. Doğuş Otomotiv’s perception of experienced professional, university and vocational school students was also measured. The perception of 8,551 people about the Company was surveyed.

## EMPLOYEE SUGGESTION SYSTEM

As Doğuş Holding we agree that employee suggestions are a form of employee-to-management communication that benefits employees as well as employers. Our suggestion system gives employees a voice and a role in determining Company policies and operating procedures. We also support employee suggestion systems in Doğuş Group of companies to help increase efficiency, eliminate waste, improve safety, and improve the quality of our companies’ products and services.

### DOĞUŞ CONSTRUCTION

#### Reunion of Doğuş Construction Kids

Doğuş Construction believes the success and motivation of its employees is closely related to their intra-familial harmony. Therefore, for the purpose of enabling the children to observe the working environment of their parents and to socialize with their fellows, Doğuş Construction organizes events, called “Reunion of Doğuş Construction Kids”. The second reunion took place in August 2014, where the children had the opportunity to spend enjoyable time with their parents and participate in various activities such as painting. The company plans to continue organizing similar events targeting children.

### GARANTI PENSION AND LIFE

#### ‘Development Begins with Me’ Platform

To improve communication with employees, minimize communication-based problems, include them in the process by taking their suggestions, make them feel stronger and a part of the whole, a communication platform named “Gelişim Benden Başlar” (“Development Begins with Me) has been created. Opinions and suggestions are shared through an agenda including the issues that concern all the employees via the Platform. By coming together with mixed groups, consisting of employees that shared suggestions and opinions, meetings were organized with working groups.

Major improvements were made in nearly 40 processes, applications and approaches in 10 different subjects since 2013, by carrying out studies within the scope of topics such as performance management, career maps, training and development processes, employee relations practices and success reward system.

vdf

#### Employee Surveys

The ‘Opinion Barometer’ survey is carried out by VW FS AG every year in all Volkswagen companies within the scope of Employee Satisfaction. In 2014, employee loyalty and satisfaction were measured in a more comprehensive manner by joining “Great Place to Work” as well as this survey. Outcomes were evaluated together with related departments, and ideas were shared in terms of satisfaction points and expectations. Individual interviews were made with the employees of vdf Sigorta Aracılık Hizmetleri A.Ş. under the heading “Discussions with HR” and a more detailed satisfaction study was carried out. As a result of these interviews and meetings, action plans to be implemented in 2015 were taken (Employee Council, vdf Value Representatives, Focus Group, FunPractical Workshops, Team Coaching, etc.) and a long-term training and development process was initiated with the support of a consulting firm.

### MARITIM HOTEL CLUB ALANTUR

#### Satisfaction Surveys

In satisfaction surveys, opinions effecting the operation of the employees in a positive way are awarded. A small zoo construction was recommended by one of the employees; with the approval of CEO, a cat house and a poultry section were created.

#### Mother-Infant Policy

Employees who are new mothers continue to enjoy certain rights after returning to work. Being aware of changing life conditions for new parents, we support them with a private, healthy and safe

nursing room in addition to other maternity leave and pay rights in accordance with the law.

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## DOĞUŞ HOLDING

### Activities for Mothers

Milk room for nursing mothers was redesigned to be comfortable in 2014, and child development seminars were organized for the mothers. For 2015, seminars are planned to raise awareness among pregnant employees. Three employees gave birth in 2014 and 15 employees took parental leave. Return to work rate after maternity leave was 100%.

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## DOĞUŞ OTOMOTIV

### Nursery

The nursery, fully owned by the Company, was enabled to 218 female employees and the costs were completely covered in 2014. As of 2014, 12 female employees having children between 0-66 months benefited from it. The children of employees, who completed 66 months before the education year, can benefit from the nursery until they start school as well.

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## PERFORMANCE MANAGEMENT



Doğuş Group is committed to the principle that a good performance management system works toward the improvement of the overall organizational performance, managing the performance of employees to ensure achievement of the overall organizational ambitions and goals.

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## DOĞUŞ HOLDING

### Performance Management System

Doğuş Holding Performance Management System plays a very important role in business success by ensuring that employees understand the importance of their contributions to corporate goals and objectives. The system primarily aims to facilitate a transparent relationship between the employee and the line manager based on trust and empowerment. After target setting interviews at the beginning of the year, employees provide performance forms to Human Resources Department for control and filing. Performance grades, forming the basis of premium, are determined with assessment interviews at the end of the year. Business goals in the performance system weigh 70% and values and competencies 30%. Trainings were provided to promote performance system for all employees in 2014. A “Performance System and Values Guide” was developed to be used as a guide in the performance period and distributed to all employees. Performance premium payments are made in May according to salary coefficient ratios determined by the management in line with the performance grades of employees every year.

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## REIDIN

### Performance Assessment

Performance assessment process is conducted every year and employees are rewarded with a bonus system by evaluating their performance results every quarter. With the OKR (Objectives and Key Result) system, employees are supported to reach 4-5 main goals set by the Company at the beginning of the year. The system enables the Company goals to be reduced to departmental and individual level. 7geese system is used to monitor this system. Employees enter their Objectives and Key Results that are agreed upon with their supervisors every quarter and revise them regularly. Since 7geese system is open to all employees, each employee can see and monitor the goals of another employee via the system and the main company target benefitting from this goal.

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## TRAINING AND DEVELOPMENT PROGRAMS

Doğuş Group considers it crucial to train and develop its employees in order to be a sustainable and innovative company. The training and development programs thereby increase employees' performance and motivation and enhance their ability to make more effective decisions about both their professional and personal lives.

### DOĞUŞ HOLDING Employee Development

Training and development activities are of vital importance for Doğuş Holding Human Resources. By analyzing training needs of employees stated in performance sheets, annual trainings catalogs are created. Training catalog is composed of both personal and professional development trainings. Employees are also provided with English language learning opportunities as education abroad and through private tutoring.

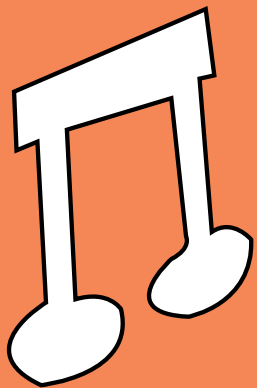
Attendance to trainings and satisfaction of employees are monitored throughout the year. Employees are encouraged to take part in training programs necessary to prepare them for senior positions. Discount agreements with universities for graduate programs and foreign language courses are also made. In 2014, coaching sessions were conducted for employees' career development. Leadership programs designed for different levels are also available. Leadership programs consist of different programs to develop management skills of employees as well as support their professional and personal development.

The goal of Human Resources Department is to focus on the strengths of employees, develop their leadership skills, and design training programs, in which they can develop and experience their abilities and skills with different perspectives. These programs aimed to enabling a new perspective for employees and raising their awareness. Joint environments were organized, in which employees can externalize their abilities with artistic activities, and a wide variety of training programs aim to develop their strategic thinking, coaching and communication skills. As a result of these investments in education, 15-20% percent of employees were promoted to senior positions in Group companies in the last 4 years.

The performance and award systems were improved as well. The development and training programs were associated with the performance system. In this context, a total of 6,933 hours of training was provided in 2014 with 60 training programs, and the orientation program was renewed. A movie named "Being a Member of Doğuş Group", which includes the opinions of Doğuş employees, was added to the orientation presentation.

### GARANTI INVESTMENT Career Development

The Company creates an environment that provides equal opportunity in the career development of employees, encourages and rewards excellence, creativity and quality, and facilitates communication. The objectives of business, management, teamworks and career development are prepared in line with the objectives of the Company, and provided to employees to measure their success in their duties. Employees use individual development goals as an important tool to achieve their career plans, and create consensus by discussing all their objectives with their managers. Managers are closely involved in the performance of employees, do their share for the development of the employees, and provide equal educational opportunities to all.





03

COMMUNITY  
ENGAGEMENT

# COMMUNITY ENGAGEMENT

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Doğuş Group strives to support the development of communities and contributes to both local and regional growth and new employment opportunities.

## **Doğuş Group Community Engagement Policy**

Doğuş Group tailors programs and opportunities to each Group company and the changing needs of their communities. In 2012, we have worked on our community engagement policy to address effective engagement processes for the Group companies and published our community engagement strategy with our stakeholders in the 2013 CSR Report.

As Doğuş Group, we:

- » Internalize ethical investment principles both for the community and our business.
- » Analyze the concerns of the community and enable people to be part of the decisions which may have the potential impact on their social life and well-being.
- » Give top priority to being responsive to community needs.
- » Monitor business processes for anti-corruption and comply with respective laws and regulations, believing that the primary responsibility of a company is doing its business ethically for the community's well-being.
- » Encourage our business partners and Group companies to establish necessary monitoring mechanisms in order to detect and prevent potential corruption risks.
- » Aim to be a role model to our stakeholders with an ethical business approach, and to execute awareness programs that extend our approach among suppliers and other third parties.

## **Local Communities**

The opinions, requests and development of local people in the regions, where we carry out our activities, are among the priorities of

Doğuş Group. In this context, we provide the necessary support for the social welfare of local communities living in these regions. We strive to fulfill our requirements locally, thereby benefit from local sources and support the local economy as well.

Before starting operation in a region, detailed analysis studies are performed by our teams. The impact of our operations on local community is also considered in these studies. In addition, we also carry out information meetings for local community and mutually share opinions and listen to drawbacks before creating zoning plan in our projects. These meetings are not only for information sharing, but also serve to avoid any misunderstandings and conflicts, and to fulfill the expectations of local communities as much as possible.



## **Doğuş Construction The Impact of Operations on Local Communities**

The Company avoids activities that may adversely affect local communities. Nevertheless, “White Tables” are also established to assess any results, where individuals can consult and share their opinions.



## **D-RESORT SIBENIK Communication with Local Community**

Contacts with the local community are regular and open-door. The Company has previously credited the new infrastructure of the location (sewage, water, lighting and road system) and is continuously in touch with the community to develop a separate road access to the village after the finalization of the construction to solve the current traffic problems caused by the construction.



## **DOĞUŞ REAL ESTATE Relations with Local Communities**

Investments are made in the operating regions by evaluating the needs, requests and demographic structures of the local communities. As in previous investments, such as the investment in a shopping center, discussions are held with local communities, including artisans, and their opinions and suggestions are prioritized. Positive reactions from local communities and municipalities are also ensured by giving priority to locals during the recruitment process, building roads, bridges, intersections, etc. to meet the needs of the investment region.

## Social Impact Management

Inevitably there are social change implications, positive and negative, at each stage of the business life-cycle of our Group companies' operations. With more than 200 companies in eight sectors, evaluating and monitoring social impact management systems and detailed analysis before and after the operations are crucial for our businesses.

Prior to making investments, our related departments conduct detailed analyses about the concerns and requirements of local communities. We organize community briefing meetings before the investments with the local communities and listen and try to respond to their concerns with the related Impact Analysis Reports and evaluation results about the projects.

## DOĞUŞ HOLDING

### Gönül Payı – A Şahenk Initiative/Social Citizenship Platform (Share of Heart)

Gönül Payı is the first (and only) social brand which is in direct communication with Doğuş Group customers. Launched by utilizing more than 70 brands and 170 touchpoints of Doğuş Group brands including hotels, restaurants, stores, gyms and auto dealers, as well as online channels of Doğuş brands, N11.com and 220plus.com.tr, Gönül Payı has identified Doğuş customers as one of its core stakeholders and encouraged their active participation as social citizens. It engages people and prompts their choice and involvement by giving the message “Gönlünüzden Geçsin Bir Hayat Değişsin/Change lives with your choice” as its call-to-action. There's no benchmark to Gönül Payı in Turkey as a social initiative with its direct reach to 3 million people through 100 different touchpoints to inspire their choice and involvement. Besides directly communicating with Doğuş Group's customer base, Gönül Payı has been touching lives, inspiring and empowering people through its platforms, namely Stay in the Game (Childrens Platform), Today is Tomorrow (Youth Platform), Live On! (Ageing Well Platform). Its aim is empowering people towards realizing their potentials regardless of their age. Its approach is the idea that changing even one life is a step towards creating a better society. With this idea as its cornerstone, Gönül Payı has been actively listening to people and empowering them based on their specific interests, abilities, targets and demands, through its social citizenship platforms formed as per age groups of the society; children, young people and the elderly.

Gönül Payı candidly promotes volunteerism, social citizenship and self-realization and it has been inciting people and creating value in a sincere, collective and sustainable manner. Engaging Doğuş employees (Do Platform), customers and the society

as its main stakeholders while at the same time utilizing its touchpoints, Gönül Payı social citizenship approach has been a model for sustainable value creation aimed at mobilizing the society.

### Doğuş Kids (Doğuş Çocuk)

Established in December 2004, Doğuş Kids is the social responsibility platform of Doğuş Group and it is based on the perspective that our future will be largely shaped by today's children and child development. We believe that this perspective should be given utmost importance by all players today, including the business sector.

Contributing to the development of young children, through education, entertainment activities and projects since its inception, Doğuş Kids aims to create a more conscious and responsible society in the areas of child development, education and arts & culture.

With this objective in mind, Doğuş Kids engages in partnerships with other institutions including non-governmental organizations, international organizations, state and governmental bodies. All of these institutions share Doğuş Kids' vision of cultivating social change through our children.

### Doğuş Kids Symphony Orchestra

The “Doğuş Kids Symphony Orchestra” was established in 2006 as Turkey's first national and permanent children's symphony orchestra. The Orchestra is comprised of conservatory students between 11 and 18 years of age from different regions of Turkey; it introduces the wonder of symphonic music to Turkish children as performed by their peers.

In 2014, Doğuş Kids Symphony Orchestra performed in Şanlıurfa and Gaziantep. The Orchestra also took stage in Ankara within the events of the National Sovereignty and Children's Day, with the cooperation of the Directorate General of State Opera and Ballet & Turkish Radio and Television Children's Choir.

So far Doğuş Kids Symphony Orchestra has held 56 concerts in 3 countries and 22 provinces, performing before more than 65,000 concert-goers. The orchestra will concentrate more on international concerts in the future. As in Turkey, it aims to make the modern voice of Turkish children be heard in international platforms.

### **Doğuş Kids Symphony Orchestra Website**

Having reached its target member number of 100,000 in less than 5 years, the Doğuş Kids website was replaced by the Doğuş Kids Symphony Orchestra website as of July 2010. The Doğuş Kids Symphony Orchestra website aims to create a communication platform among the orchestra members and furthermore, it aims to inform and educate young people on classical music.

### **D-Marin Turgutreis International Classical Music Festival**

Doğuş Group continues to contribute to and provide support for the development of classical music. The Group strives to ensure its access to a wider section of the population and help Turkish artists produce world-class pieces. Since 2005, Doğuş Group has been organizing the D-Marin Turgutreis International Classical Music Festival in Bodrum. This Festival highlights the support that is required for the development of diverse forms of music.

D-Marin Turgutreis International Classical Music Festival is a member of the European Festivals Association (EFA) which is the umbrella organization for festivals across Europe. For more than 50 years, the Association has grown into a dynamic network representing more than 100 music, dance, theatre and multidisciplinary festivals, national festival associations and cultural organizations from about 40 (mainly European) countries.

In 2014, on its 10<sup>th</sup> anniversary, the Festival took place on July 31 & 1-2-3 August, hosted many gifted artists and well-known orchestras from Turkey and other countries, including the world-renowned Turkish pianist Fazıl Say and Vanessa-Mae, British violinist with album sales reaching several million. In 2014, a total of 21,500 audiences followed the festival, which was joined with nearly 600 artists at seven concerts during four days.

The proceeds obtained from the Festival were donated to the Tohum Autism Foundation to be used for educational materials at the Foundation's private school for children with autism and for the training of teachers specialized in this area. In the meantime, some of the proceeds were used for providing professional skills to the mothers of handicapped children with the cooperation of the Bodrum Health Foundation.

In 2014, the Festival has been also awarded a "Silver Stevie" in the category "Best Corporate Image Activity" in Stevie Awards 2012, which is one of the most prestigious organizations in the United States, receiving thousands of submissions from 60 countries.

The Festival has already constituted a loyal audience of its own which constantly increases each year. The festival retains its distinctive character in Turkey for featuring nothing but classical music, offering a total of seven concerts in four days at sunset and by night. By now, Since 2005, the festival has reached more than 160,000 audiences and held almost 3,500 artists within 77 concerts. The goal is to foster a growing interest in the Festival in the years to come, thereby disseminating a taste for classical music in the general public and hosting international artists and orchestras more often in Turkey.

### **Presidential Symphony Orchestra of Turkey - Symphony on Campus Project**

The Presidential Symphony Orchestra of Turkey, which was established in 1826, has been one of the few special orchestras in the world that has managed to survive to date. In November 2007, Doğuş Group signed an agreement, with the Ministry of Culture and Tourism, to become the main sponsor of the Orchestra for a period of 3 years and to start the "Technical Betterment Project" of the concert building of the Orchestra. The renovation work was completed in less than a year, by October 2008, covering the renovation of the entire inner building and the concert hall, the landscaping as well as the renewal of the orchestral and office furniture.

In line with its main sponsorship of the Presidential Symphony Orchestra of Turkey, which was renewed in early 2012 for another 3 years, Doğuş Holding initiated a new corporate sponsorship project in 2009: "Symphony on Campus." The objective of this project was to take the orchestra on a tour, covering state universities in Anatolian cities where the orchestra had never visited, to promote classical music among university students and regional communities. At the end of five years, the project reached more than 26,000 audiences in a total of 24 cities. The Symphony on Campus Project will continue covering many more universities in the upcoming period.

### **Bodrum Castle Renovation**

Doğuş Group initiated the "Bodrum Castle Redevelopment Center" to contribute to Bodrum's arts and culture scene. Within the scope of the project, Doğuş Group renewed the concert venue's technical infrastructure and landscape, increased the number of seats, redesigned the stage and preserved the historical structure of the venue while facilitating a contemporary look. In addition, the cocktail lounge got renovated and the venue got redesigned to ensure a comfortable and safe environment for its guests with disabilities.

### Soma Aid Campaign

In order to help the local victims of Soma disaster, Doğuş Group has started a volunteer-based social aid project within its employees and Group companies. Embracing the slogan “All Together for Soma”, Doğuş Group has signed a protocol with AFAD to contribute to the health, shelter and social needs of the affected area. The protocol ensures the construction of residential premises that will consist of 301 houses for the victims’ families to live in comfortably. In addition to the houses, Doğuş Group will also build a primary school and playground within the premises.

### AYHAN ŞAHENK FOUNDATION

#### Schools and Scholarships

The construction of a modern center with 30 classrooms, 4 ateliers and 1 conference hall has been started to contribute the education and integration of autistic children to the society in Van. The construction studies of Anatolian Vocational and Technical High School of Girls, consisting of 24 classrooms, 9 laboratories, a multipurpose hall and an amphitheater in the garden, started to contribute to the girls in Artvin in terms of acquiring a profession, was completed and opened to education. Niğde Faik Şahenk Technical and Industrial High School has been subjected to a wide range of maintenance, repair and renovation work. Garden walls, garden floor, exterior walls, all interior doors, toilets, teachers room, students’ furniture were renewed; interior and exterior painting of the school and student dormitories were also remade. Electronic scoreboard was established in the gym, whose floor coating, stage upholstery and locker rooms were renewed. Multi-purpose hall and dining room of Şanlıurfa Ayhan Şahenk Technical and Industrial Vocation High School, whose exterior paint was renewed, was equipped with air conditioning and solar energy system to save energy. To ensure the internal and external security of the school, night vision cameras and Mobese system have been implemented.

500 new desks were bought for Ferit Şahenk Secondary School in Darıca, garden walls and railings of the school painted.

440 new desks were bought for İstanbul Zeytinburnu Ayhan Şahenk Secondary School; the school was equipped with a security camera system.

201 students benefited from our foundation’s scholarship and educational support, including 195 students in Turkey and 6 students abroad.

### Mobile Healthcare Units

In 2014, the Foundation worked in 22 places including 15 schools and 7 neighborhoods with mobile health vehicles. During these activities, free health service was provided to 21,064 people, including 4,331 general examinations, 15,192 eye examinations, and 1,541 detailed eye examinations. In General Health examinations, complete blood count of 1,043 people, biochemistry analysis of 1,173 and full urinalysis of 345 people were made, ECG of 257 people were recorded. Over 455,000 people benefited from these health services from 1997, the beginning year of the project, until the end of 2014. Two Power Wheelchair donations were made; dry food aid was delivered to 3,543 families and clothing aid was delivered to 1,022 students. In 2014 Ramadan Iftar dinner, more than 61,000 people were hosted averaging 2,000 people daily.

### GARANTI BANK

#### Community Volunteers Foundation

Garanti Bank has been a supporter of Toplum Gönüllüleri Vakfı (TOG - Community Volunteers Foundation), an initiative of change and transformation, seeking to turn youthful energy into a positive benefit for the society, ever since its establishment. Organized in clubs, societies or groups in their universities, young Community Volunteers execute sustainable social responsibility projects according to the needs identified in their communities. Every year the Foundation supports the realization of over 980 projects and activities, implemented by 40,000 young people in over 120 university clubs.

#### Volunteer Clovers Club

The employees design and execute numerous projects under the roof of Volunteer Clovers Club, and ensure voluntary participation of all managers in these projects by organizing activities during the “Future Meetings”. In November 2014, two schools in Beldibi, Antalya were repaired and given a makeover with the voluntary participation of employees in an effort to contribute to the education and social development of the children. In addition, Volunteer Clovers gave support to the distribution of food and clothing items given away in Soma in cooperation with the Food Banking and Basic Needs Association (Gıda Bankacılığı ve Temel İhtiyaç Derneği). Under the ongoing “Our Book Box” project, Volunteer Clovers donated books to more than 18 schools in different cities across Turkey.

#### Teachers Academy Foundation (Öğretmen Akademisi Vakfı)

The Teachers Academy Foundation (ÖRAV) was established by Garanti Bank in 2008 with the objective of contributing to the personal and professional development of teachers, who can

help raise the new generations aware of their personal and societal responsibilities, who research, are inquisitive, think analytically, and exhibit self-confidence. ÖRAV is the first and the only non-profit organization focusing on this area, and with its first project launched in May 2009, it has reached 92,932 teachers in 80 provinces by the end of 2014.

### **No Limits in Teaching (Öğretmenin Sınırı Yok)**

In parallel to the Öğretmenin Sınırı Yok (No Limits in Teaching) project, which is currently continuing with the name “Learning and Leading Teacher”, the Foundation has contributed to the personal and professional development of 99,692 teachers and 80 provinces through projects such as “Result Oriented Communications”, “The Chemistry of Teaching” and “Program for the Development of Education Executives”. In addition to these projects, the Foundation is running eCampus, a complementary and permanent education platform. The number of active users at eCampus is 79,615.

### **İstanbul Modern Collaboration**

Since 2005, Garanti Bank has been sponsoring the education program of İstanbul Modern, the first and only modern art museum in Turkey. The program is intended to play a central role in fostering creative and inquisitive individuals who are familiar with, and actively participate in the arts, and to supplement classroom education. The number of children and youngsters given education under the Garanti-sponsored İstanbul Modern education programs exceeded 541,684 by the end of 2014.

### **Genç Hayat Foundation**

Since 2010, Garanti Bank has been supporting the Genç Hayat Foundation and the Color Wheel project carried out at Teacher Training High-Schools. The project has reached 22 high schools and 3,150 students.

### **UNICEF Support**

UNICEF has developed a framework for rights-based, child-friendly educational systems and schools that are characterized as “inclusive, healthy and protective for all children, effective with children, and involved with families and communities and children”.

Since 2012, Garanti Bank has been providing support to the UNICEF initiative “Şimdi Okullu Olduk” (We Are Students Now) for the development and execution of school development plans to bring primary schools into alignment with the Primary Schools Standards.

### **SALT**

With the intention of creating cultural awareness and public memory, Garanti Bank, identifying the social need for a cultural environment able to recognize research and creation as an opportunity, has set itself the goal of forming a cultural institution that is unique, autonomous, and, most importantly, able to develop interactively with its users. With this in mind, the cultural associations platform Garanti Contemporary Art Center, Ottoman Bank Museum and Garanti Gallery, operating within the Bank and having been successful in their own fields, have been restructured as one independent institution under the name of SALT in 2011.

SALT, set up in Beyoğlu, Galata and Ulus on the basis of “three buildings-one program,” is a cultural institution which implements a number of programs in diverse fields such as contemporary art, social and economic history, architecture, design and urban living. Entrance to SALT, which develops innovative programs aimed at experimental thinking and research and evaluating critical subjects such as visual and material culture, is free of charge. In this regard, SALT is an institution with its doors truly open to society as a whole. “SALT Research,” administered under SALT Galata, serves as a valuable resource for students, academics and researchers.

From 2011 until year - end 2014, Salt Beyoğlu, Salt Galata and Salt Ulus hosted 51 exhibitions, 44 events in conjunction with the exhibitions, and 137 guided exhibition tours and workshops for students, as well as publishing 14 comprehensive publications. The number of visitors totaled 1,129,111 during the same period.

### **SAHA**

As the corporate sponsor of the SAHA Association that aims to contribute towards the presence and visibility of contemporary art from Turkey, Garanti Bank intends to improve the education and production infrastructure of artists, curators, art historians and critics, and to enhance their interactions with international networks.

### **Garanti Mini Bank Children’s Movie Festival**

Garanti Bank has been co-organizing Turkey’s first children’s film festival, the “Mini Bank Children’s Movie Festival”, with TURSAK (the Turkish Foundation of Cinema and Audio-Visual Culture) since 2004. The festival gave approximately 78,000 children in thirteen cities, including those with very limited access to cinema such as Kars, Ordu, Mardin, Konya, Aksaray, Mersin, Adana, Erzurum and Rize, the opportunity to get familiar with the art of cinema.

### **Tohum Autism**

Through the support it has extended to Tohum Turkey Autism Early Diagnosis and Education Foundation in 2014, Garanti Bank has been instrumental in the bringing the education portal up-to-date, which the Foundation developed for use by autistic children and their families. The update is expected to attract an increased number of users and broadened use for the portal that currently has 12,543 members.

### **Wheelchair Basketball Leagues**

In a bid to support the participation of people with disabilities in social life, Garanti Bank began sponsoring women's, men's and juniors' National Wheelchair Basketball Teams, as well as Wheelchair Basketball Leagues from April 2013.

## **GARANTIBANK INTERNATIONAL**

### **Scholarships**

Scholarships are awarded to selected Turkish students of the "Master of Laws: Advanced Studies Program in European and International Business Law". The scholarships cover the full tuition fees of the successful candidates. Each year GBI may, at its sole and absolute discretion, offer one of the successful applicants of the scholarships the possibility of an internship at its Head Office in Amsterdam, during a period of their study time in the Netherlands.

## **GARANTI BANK SA**

### **Bucharest International Marathon**

Garanti Bank participated and competed in the Bucharest International Marathon, as part of Team Panda, alongside WWF Romania. Garanti team members ran in the marathon in order to raise funds which were subsequently directed to WWF Romania projects which support the protection of nature and the environment.

### **Christmas Bazaar**

Garanti Bank supported the Christmas Fair organized by the representatives of diplomatic missions in 40 countries. The money raised following this event was donated to the associations that help children with health problems.

### **Scheherezade Foundation**

Garanti Bank was partner of an event aiming to provide social services to children and young people in rural areas, from Giurgiu County. Moreover, the Bank supported Scheherazade Foundation also on the occasion of its Annual Gala, organized in

partnership with the Romanian Olympic and Sports Committee, the Diplomatic Institute and the Romanian Fencing Federation, under the auspices of the Ministry of Foreign Affairs, in order to help the Romanian fencers and children who want to practice fencing.

### **'Donations NGOs' Menu**

For the first time in Romania, Garanti Bank launched a special section dedicated to donations for non-for-profit and non-governmental organizations. 'Donations NGOs' are integrated in the internet banking platform "Garanti Online", and in the whole network of BancoSmart ATMs, across the country. The new functionality offers customers a new option of instantly transferring any sum of money to various selected NGOs that support social, educational, and environmental causes.

### **#CuIncredere Platform**

Garanti Bank launched a social media platform named #CuIncredere (With Trust), through which the Bank presented less known people or projects which have had a positive impact within the community. Six videos were made for each cause and uploaded on Garanti Bank's YouTube channel. They were subsequently shared on Facebook and had a high impact in social media. Magor Csibi coordinates the WWF in Romania, Andrei Mitrașcă is the first Romanian pilot who made it to the Pikes Peak race, while Zoli Toth is a percussionist whose most recent show is named "Bach in Showbiz". Liviu Mihaiu is the president of an NGO named "Save the Danube and the Delta", while Corina Puiu and Ionuț Soleanicoș co-founded "Teach for Romania" organization, which attracts and prepares ambitious young people in order to become future leaders in education. Cristian Vasile has a photo project named "Optimist Bucharest" which became highly popular and consists of uploading impressive positive photos of Bucharest in social media.

### **Other Activities with Social Contribution**

- » Prin Transilvania: Garanti Bank supported blogger Andrei Crivat whose purpose was promoting Transylvania as a place full of stories to be discovered by tourists and Romanians, places that have not been promoted up to now, but still, are extremely beautiful and inspiring.
- » Cervantes Institute: Garanti Bank continued its partnership with the Institute in 2014, and helped in organizing its activities related to theatre, dance, music, literature and arts.
- » Creative Est: Garanti Bank supported the first festival dedicated to the cultural and creative industries in Romania, which focused on design, contemporary art, music, film and technology.

## GARANTI PENSION AND LIFE

### **Back to School: Educating, not Employing Children (İşimiz Okumak)**

Since 2010, aiming to lure primary and secondary school working children (most particularly the ones on the streets) back to school on a full time basis, Garanti Pension and Life has been carrying out “İşimiz Okumak” (Back to School: Educating, not Employing Children) project, in collaboration with İstanbul Province National Education Directorate and Boğaziçi University. As a part of the project, about 5,000 children from 38 schools in İstanbul have been taught how to enhance their achievements and increase their loyalty to their education.

Garanti Pension and Life continued to manage the project in different counties of İstanbul where there is intensive number of child labor and at 17 schools in 2014. Nearly 1,500 students have attended extra lessons for their academic success by their teacher’s assistance and there were also social studies for children that will enhance their self-improvement and help to express themselves better. Within the perspective that supporting academic success with social skills is an undeniable truth, Garanti Pension and Life’s cooperation with Uygur Children Theatre since 2012 is still on purpose of raising children’s self-improvement. Professional drama instructors have been organizing drama workshops for children to enhance awareness about themselves.

Since the first day of the Project, Garanti Pension and Life has been implying the importance of “family” when it comes to stopping and preventing child labor. Therefore in the second half of 2014, the Company introduced “Family and Children Communications” seminars for parents who force/encourage their children to work. These workshops are intended to create awareness about children’s right to a proper education by having one on one chats with families.

Since the beginning of the project, 800 Garanti Pension and Life volunteers have given their support and been a role model for children. Garanti Pension volunteers organised and sponsored various activities such as museum and shopping mall visits, Bosphorus tours and boat trips, basketball games, movie screenings, etc. Furthermore, they visited the children at their schools in order to help them with their school lessons.

Since the beginning of the project, 525 students have been redirected to school completely. Compared with similar projects in the world, it has had considerable amount of success by taking many children off the streets and out of work. Moreover, a significant improvement in academic success of these children has been observed. In addition, the children’s parents now view

education in a more positive light. Garanti Pension struggles to lift public effectiveness about the importance of education and children who abandon their education for money. Moreover, the Company intends to spread the project to other schools soon so as to let more children benefit from the project.

### **Support for Cappadocia Vocational School**

Garanti Pension and Life has been collaborating with the Cappadocia Vocational School for preparing students to the professional world, since 2008. The Company added a section called “Banking and Insurance” to the curriculum of Cappadocia Vocational High School in the 2007-2008 academic year.

Within the scope of this project, the Company’s executives give lectures on the private pension system and life insurance sector, help students to obtain the Private Pension Intermediary License, and share their experiences with the students.

The Company also supports students in their preparation for business life by offering them summer internships and job opportunities. Garanti Pension continued its support to the school throughout 2014.

### **Support for Mobile Healthcare Units**

“Public Healthcare Program”, launched by Ayhan Şahenk Foundation in 1997, provides people healthcare services freely. Garanti Pension and Life has been a permanent supporter of the project for nearly 10 years. Well-designed vehicles with medical equipment visit different cities of Turkey to get examined children and people who have limited income for treatment. More than 430,000 people took advantage of this service since the beginning.

### **Support for Community Volunteers Foundation**

In addition, studies performed by Community Volunteers Foundation for children’s education and personal development are supported since 2006. These projects include support to repairs at schools in villages, preparing children with limited opportunities to high school and university exams, and teaching reading and writing. Children are supported with active participation of employees.



## GARANTI FACTORING

### **“CO-OP” (Cooperative Education) Project**

CO-OP is an integrated educational model of university study and the business world. Based on the work of the student during his or her undergraduate education, the goal is to integrate education and business. For students who have taken



advantage of the CO-OP opportunity, the transition into their workplace after graduation has been much easier and smoother. It is a continuous process, completed in a single block of time: a minimum of 3 months and maximum of 9 months.

Garanti Factoring has cooperated with CO-OP Project for five years, offering students internships via “The World of Receivable Finance” lessons. Undergraduate students from any faculties of the university, who wish to work through CO-OP, apply to the CO-OP Directorate. Submitting an application doesn’t necessarily mean that a student will be selected for CO-OP. A high academic record, recommendations and other required criteria are necessary for the CO-OP application. A student accepted into the CO-OP program is called a CO-OPer.

**Scholarship Project**

Scholarship for 12 university students have been provided with the Garanti Factoring Scholarship Fund, established within Community Volunteers Foundation.

**GARANTI MORTGAGE**

**SALT Contribution**

Within the “Summer Homes: Claiming the Coast” exhibition, Garanti Mortgage supported the program “What day is it today?” which consisted of an international movie anthology and held in SALT Beyoğlu between the dates 5<sup>th</sup> September-16<sup>th</sup> November 2014. Starting from 11<sup>th</sup> of September, a feature-film oriented to summer homes placed in different geographies was shown, within the scope of the program that was carried out in SALT Beyoğlu open-air cinema, once a day for 10 weeks.

**GARANTI CULTURE**

**Research and Library Services**

Garanti Culture is a non-profit cultural institution. While there are commercial, material and charitable initiatives, services are predominantly for research and library services to public.

Public libraries, research center and exhibitions are available in the buildings. SALT Interpretation program develops sustainable partnerships based on cooperation with schools and non-governmental organizations. Guided and Critical Exhibition Tours are conducted for high schools, universities and youth communities. During workshops conducted by artists, architects or researchers are providing an appropriate research and application environment for students to provide professional and personal development. Potential partnerships and collaborative projects are discussed during Trainers Day

briefings held for trainers and civil society organizations twice a year. SALT Research and Programs team prepare video guides in Turkish sign language in cooperation with artists and sign language interpreters and exhibitions tours are conducted. All programs of SALT are free of charge.

**DOĞUŞ OTOMOTIV**

**Traffic is Life!**

Doğuş Otomotiv’s primary responsibility is to contribute to traffic, which is closely related to the automotive industry. The Company has gathered all its traffic related safety projects under the platform “Traffic is Life!”. This platform has, for ten years, continued its studies devoted toward creating a long-term cultural change in the society about traffic safety. The project has become the most comprehensive and stable community engagement study on traffic safety with the successful practices carried out in accordance with the needs and expectations of the society.

“Traffic is Life!” Platform is based on the belief that the most important way to create social awareness about traffic safety is to provide traffic safety training programs; it carries out various training programs for different target audiences.

**Traffic is Life for Youth!**

The 15-29 age group has been identified as the group at greatest risk, according to 2013 accident statistics of World Health Organization, indicating that traffic safety - related projects should be increased in universities.

» Traffic Safety Distance Education, prepared for university students, who are future active drivers, was disseminated in 2014, taken as an elective course by 12,393 students in 10 universities.

» This course became the first course on traffic safety to be included in any university curriculum. It is offered in Marmara University, İstanbul Ticaret University, Çukurova University, Işık University, Trakya University, Bahçeşehir University, Sakarya University, Kocaeli University, Erzurum Technical University and Erzurum Atatürk University.

» Traffic Safety-Distance Education project gained social elective course status, and was recommended to universities by the Board of Higher Education of Turkey. It was selected as “Traffic Safety related Model Application” in Social and Economic Council of 2014 United Nations General Assembly.

» “Traffic is Life!” brand, reinforcing its distance education project with field activities, provided access to a total of 4,328 students in 7 provinces and universities with seat belt simulator application, traffic seminars, interviews and social media stands during 2014.

## **Traffic is Life for Children!**

According to 2013 data of Turkey Statistical Institute (TSI), 29.7% of Turkey's population, 76.5 million individuals, are children. In corporate social responsibility practices to be applied in our country, which can be considered as a "Country of Children" according to these data, targeting children is of vital importance.

"Traffic is Life!" took a major step to promote traffic safety culture in Turkey by developing projects in a number of different areas, from training activities to field events, for the children, who are our future. The platform aims to increase the added value of the project by encouraging the participation of parents and teachers in the studies carried out for children. "Traffic is Life!", took its brand name from the imagination of a child, and has developed pioneering applications for our children.

» "Traffic is Life!" supported the creation of safety culture among primary school students with the "Mükemmel Şehir" (Excellent City) content prepared in line with the curriculum of primary school 4<sup>th</sup> grade "traffic" course in collaboration with the General Directorate of Innovation and Educational Technologies and Ministry of National Education.

» "Hayatı Öğreniyorum" (I am Learning Life) trainings, developed for primary school 3<sup>rd</sup> grade students within the scope of Safe Traffic Project, were disseminated and provided to primary school teachers in Mardin as the training of the trainer in 2014. The training contributed to traffic education of 8,000 primary school students indirectly with the training given to 160 teachers from 46 primary schools connected to Mardin Provincial Directorate of National Education.

» A training was provided by Doğu Otomotiv employees to Kocaeli Tuzla Tapduk Emre Primary School 3<sup>rd</sup> grade students with "Hayatı Öğreniyorum" (I am Learning Life) training set. 135 students were trained in this context.

» Traffic is Life! Platform, taking part in events such as 23 April Fenerbahçe Children's Festival and Didim D-Marin Summer Festival with awareness-raising activities, reached thousands by teaching traffic signs with memory and interactive games, in an easy way.

» Considering the 10-year history of Traffic is Life! Platform, "Arka Koltuk Benim" (Rear Seat is Mine) advertising campaign is among the studies that attract the most attention from the public. The advertising campaign, targeting parents and children, was published in various media throughout 2014 to increase traffic safety awareness.

"I am learning Life" Training: With the aim of providing information about basic rules of traffic and traffic signs to children, an interactive training was organized with "Hayatı Öğreniyorum" (I am Learning Life) activity booklets in Tuzla Tapduk Emre Primary School. In this way, the importance of

traffic was communicated to teachers as well students. In the training, designed for primary school 3<sup>rd</sup> grade students and attended by 140 students, traffic safety issues were taught in an entertaining way with small traffic signs by underlying traffic rules with visual elements. The trainings were carried out by three Doğu Otomotiv volunteer employees.

## **Traffic is Life for Adults!**

Believing that it is necessary to start the change from its own employees to create traffic safety awareness in the society, Doğu Otomotiv provided a total of 8,966 hours of training to 2,011 employees through a variety of educational practices. 1,114 Doğu Otomotiv employees were given the basic principles of first aid with "First Aid in Traffic" program, an important part of traffic safety trainings. Traffic is Life! training programs were not limited to employees. 'Güle Güle Kullanın - Güvenle Kullanın" (Use Happily and Use Safely) online education module was created for authorized dealer employees, and 600 authorized dealer employees in direct contact with the customer were informed about the basic components of traffic safety through online training module. Authorized dealer employees, who received online training, transferred the information they acquired about traffic safety to 492,629 customers during the delivery of the vehicle.

To reinforce public awareness, public service ads including traffic safety messages were prepared in collaboration with the General Directorate of Security and Traffic Safety Platform. To highlight the importance of the issues such as "excessive speed" and "seatbelt use", which are the main causes of serious traffic accidents in Turkey, a radio spot on excessive speed and a TV spot on seat belt use were shot.

» The excessive speed radio spot was one of the most often broadcast radio spots; with over 400,000 seconds of broadcasting, it was considered a model application by many institutions. It was also selected "Best Radio Application" in 2014 Gladiator Awards of Automobile Distributors Association.

» Turkey's version of "Embrace Life" movie (Hayata Bağlı Kal), which broke rating records on the Internet, and won a record number of awards in such platforms as the Cannes Film Festival, was shot again in collaboration with BP Turkey, the General Directorate of Security and the Traffic Safety Platform, highlighting the importance of seat belt use.

## **Cooperation with Vocational High Schools**

Activities of Doğu Otomotiv at Vocational High Schools continued in 2013 at existing schools, and a new class has been added; the activities for the 5<sup>th</sup> Volkswagen Laboratory were initiated at Adıyaman Besni Osman İso Anatolian Vocational and Technical High School. Doğu Otomotiv continued to provide

supporting materials such as demo parts and educational documents for 114 schools; maintenance of training tools were conducted, workshop visuals renewed and training activities were organized.

Through continuous visits and interviews during the year, the company listened to the expectations, requests and wishes of students and contributed to their personal and academic development with guidance and counseling activities. Three day site visits were organized for the Volkswagen Laboratory students of Diyarbakır Burhanettin Yıldız Industrial Vocational High School, covering Doğu Otomotiv Logistics, Training Center and İstanbul facilities. Volkswagen Laboratory teacher trainings continued at Şekerpinar Training center.

Atelier internships were organized in 17 Authorized After-sales Service Centers for a total of 122 students from 4 Volkswagen Laboratories and Industrial Vocational High Schools in the 2014-2015 academic year. A total of 60 students graduated from two classes in 2014, 25 of whom have begun to work in Authorized After-sales Service Centers, and another 24 continued their university education. Part-time employment was provided for some who continue their second degree education. The company also recruited 12 new graduates who finished their military service. 308 students have graduated from Doğu Otomotiv Vocational Schools Program so far, and 236 students still continue their education.

### Support to Ayhan Şahenk Foundation

The company has donated TL 1.5 million to Ayhan Şahenk Foundation in 26 June 2014 for the maintenance and repair of Niğde Faik Şahenk Anatolian Vocational and Technical High School, Darıca Faik Şahenk Secondary School and Zeytinburnu Ayhan Şahenk Secondary School. After the conclusion of the work, the remaining portion, TL 230,000 was used for the maintenance and repair of Şanlıurfa Direkli Ayhan Şahenk Anatolian Vocational and Technical High School.

### Audi Göcek Race Week

The 15<sup>th</sup> “Audi Göcek Race Week”, one the most important examples of Audi Turkey’s support for sailing and organized by Göcek Yacht Club, was held in 17-22 May, 2014. Nearly 40 boats and 400 sailors competed in the race. In 2014, 75 children started sailing courses and 3 of them rose to the national team candidate camp. With the support of Audi, the number of children trained by the Göcek Yacht Club is expected to increase to 120.

### Doğu Oto Theatre

In 2014, Doğu Oto Theatre was implemented and the pre-qualifying round was completed with 60 applicants, 12 of whom

were accepted. Technical training and play preparations began. The first play is planned for 2015.

### Doğu Oto Orchestra

Doğu Oto has an orchestra with 12 members. Rehearsals are generally held on weekdays during working hours. In 2014, the orchestra appeared 9 times in various events of Doğu Group.

### TÜVTÜRK

#### Traffic Responsibility Action

“Traffic Responsibility Action” (Trafikte Sorumluluk Hareketi) is a corporate social responsibility project, carried out under the coordination of the Turkish Ministry of Transport, Maritime Affairs and Communications, in cooperation with the institutions and organizations operating in the field of traffic safety, with the support of TÜVTÜRK. “Traffic Responsibility Action” aims at raising awareness in the public on traffic safety and individual responsibilities.

In order to produce permanent and sustainable solutions to the problem of traffic safety, many stakeholder organizations have been included in the project. The stakeholders of the project act like the steering committee of the project, providing support, assessment and sharing experience and know-how.

First announced publicly at the press conference held on May 4, 2010 in Ankara, the first stakeholder meeting of the project was held on the same day. Stakeholder meetings are held regularly. The meetings are of great importance, as they provide the opportunity to assess the course of the project and benefit from new cooperation opportunities.

“Traffic Responsibility Action” reaches the target groups through specific sub-projects. “Bosom Buddies Action” aims at raising awareness on traffic safety in 4<sup>th</sup> grade students, their teachers, parents and school bus drivers. “Youth in Traffic Action” targets the 12<sup>th</sup> grade students, their teachers, parents and school bus drivers. “It’s Your Turn to Learn, Mr. Driver” is the latest sub-project targeting school bus drivers.

#### Bosom Buddies Action

“Bosom Buddies Action” aims at raising awareness on traffic safety and individual responsibilities in 4<sup>th</sup> grade students, their teachers, parents and school bus drivers. The project is carried through the cooperation protocol between the Ministry of Transport, Maritime Affairs and Communications, General Directorate of Road Transport Regulation, Ministry of National Education, General Directorate of Basic Education, and TÜVTÜRK.

The project is carried under five steps:

- 1) Representative teachers attend the training seminar on traffic safety.
- 2) Representative teachers train the other 4<sup>th</sup> grade teachers at their schools using the materials provided to them.
- 3) All class teachers train their students by using the original materials provided to them within the scope of the project during the traffic safety course.
- 4) All class teachers train the parents of their students by benefiting from the original content provided to them within the scope of the project.
- 5) All class teachers carry out informative activities for the school bus drivers at their schools.

A website has been developed within the scope of the project ([www.candostlarihareketi.com](http://www.candostlarihareketi.com)). This site aims at supporting the practices at schools and provides an interactive environment for all students, by providing original and creative contents on traffic safety.

As of December 2014, 491 schools from 45 different cities were included in the project. Approximately 135,000 students, 270,000 parents, 8,000 drivers and 4,600 teachers were reached.

### **Youth in Traffic Action**

“Youth in Traffic Action” (Trafikte Gençlik Hareketi) is a corporate social responsibility project supported by Goodyear Turkey. The project is run within the scope of the “Traffic Responsibility Action”. Since its launch in 2010, “Traffic Responsibility Action” has always been seeking ways to reach more people through collaboration with various stakeholders. In an attempt to bring the business world together to achieve greater safety in traffic, “Traffic Responsibility Action” sought ways to establish a platform. It was during this process that TÜVTÜRK and Goodyear planted the seeds of the “Youth in Traffic Action”.

In face of the worrisome figures declared by the WHO with regard to the cause of death for age-groups, the stakeholders of the “Traffic Responsibility Action” had already expressed the need to address the youth, because road crashes were the number one cause of injury deaths for the age group 15-29 on a global scale.

The project aims at raising awareness on traffic safety and developing individual responsibility among the target groups: teachers of Traffic and First Aid course, school bus drivers, 12<sup>th</sup> grade students and their parents.

Training the teachers to increase their capacity is the first step of the project. Then, the teachers train the parents, school bus drivers and students by using the project materials and contents.

The training set for the students consists of 10 case studies on various topics and supports the existing curriculum. This method was intentionally chosen as the students stated they wanted the contents to appeal to them.

### **Traffic Safety and First Aid Clubs and Traffic Olympics**

Apart from the in-class practices, Traffic Safety and First Aid Clubs are positioned as a vital element of the project. Being usually inactive, these clubs are turned into the coordinating bodies for the teams in schools that develop communication campaigns on traffic safety for the “Traffic Olympics”.

Teams can apply to the “Traffic Olympics”, a prize-competition among the students designed to promote active learning and engagement. In the first year of this prize competition, students went beyond the expectations, by simply putting into practice their communication campaigns in their cities, whereas they had originally been supposed to just ‘design’ it. It is both surprising and pleasing to witness vigorous volunteers in action, who often tended to defend that they would have no time for such activities. We believe the most touching outcome of the project is the “Traffic Olympics”. Thanks to the success in the first year, the competition is now open to all high schools all over the country.

In the first three years, “Youth in Traffic Action” reached 150 teachers, 30,000 students, 60,000 parents and 1,500 school bus drivers directly in 17 different cities. Nonetheless, it is evident that the value produced for the entire stakeholders is just greater than that. The project partners are highly satisfied with the outcomes of the project.

Quantitative pre and post-tests were used to assess the change in the target groups. Alterations in the level of knowledge in all target groups are as follows: (for the 2012-2013 academic year) teachers: 8%; parents: 12%; school bus drivers: 15%; students: 13%; and (for the academic year 2013-2014) teachers: 9%; parents: 11%; school bus drivers: 14%; students: 11%. However, feedbacks from the target groups show that these figures are only representative of the positive change in the target groups. “Traffic Olympics” alone has proved how creative and enthusiastic the youth can be when motivated and guided correctly and effectively. The people these students reached are of paramount importance, as it proves the efficiency of the project’s mechanism.

### **It's Your Turn to Learn, Mr. Driver**

“It's Your Turn to Learn, Mr. Driver” (İyi Dersler Şoför Amca) is a CSR project carried out with the support of Michelin Tires Turkey. The project is run within the scope of the “Traffic Responsibility Action”, which is also an outcome of the collaboration efforts. The project partners are the Ministry of Transport, Maritime Affairs and Communications, General Commandership of Gendarmerie, TÜVTÜRK Vehicle Inspection Stations and Michelin Tires. The project started in August 2014 after the signing of the collaboration agreement by the partners.

In Turkey, students in remote areas depend on the free-of-charge school bus service. Every day, they travel to town or city centers to receive education, because the number of students in where they live is not viable to open up and run a school there. Therefore, they come together in certain schools to receive education. In the year 2014, 817,000 primary school kids benefited from the school bus service (this system is called ‘mobile education’).

While this system provides better education opportunity to kids, it also brings along some risks. Traffic safety is one of them. A kid spends at least two hours in traffic to receive education. Many researches and studies have proved that capacity of professional drivers is not enough. While the regulation stipulates the training of school bus drivers in the mobile education system, quality and quantity, standards of such training is not clarified. Therefore, there is a need for a standard training program for school bus drivers in the mobile education system.

The project aims at developing capacity of school bus drivers. On the other hand, it also aims at increasing the capacity of the trainers, raising awareness among kids and their parents.

The project benefited from the personnel of the General Commandership of Gendarmerie and Ministry of National Education. 20 trainers from 10 cities attended to a comprehensive seminar. When they returned to their cities, they invited two persons from each town to the training seminar (228 in total). In the next step, the trainers in the towns provided trainings for all the school bus drivers in the mobile education system. In this way, the project reached 6,108 drivers directly.

The project proved to be very beneficial in its first year. This is a very specific field and the project meets a very specific and vital need. Assessment and evaluation activities were carried out in all trainings. In the first seminar with 20 trainers, the overall improvement was 24.4%; it was 25.2% in the seminars for trainers and 19.9% in the trainings for drivers. The figures are based on the correct answers given in the pre and post tests.

“It's Your Turn to Learn, Mr. Driver” reached its targets in the first year, and gained experience, feedback and motivation for the coming years.

### **Communication Activities**

Since 2010, eight introductory films were made for the “Traffic Responsibility Action”. The films focus on traffic safety and individual responsibilities themselves. Two main films were approved as public service ads and broadcasted on national TV channels to be watched at least once by the 80% of the population. Through collaboration with the stakeholders, posters and other informative materials were distributed through their channels. By this way, messages reached millions of people.

The Facebook page of the project received nearly 64,000 likes and proved to be the perfect media to run interactive communication activities. Since the beginning of the project, the Facebook page has been used to deliver special messages regularly, to hold prize competitions, thereby always keeping the issue of traffic safety on the agenda. The Twitter account of the project has received more than 10,000 followers and this channel has been used to deliver messages on traffic safety. So far, more than 5,000 tweets have been shared.

## **DOĞUŞ CONSTRUCTION**

### **Doğuş Construction Şile Diabetes Education and Life Village**

Doğuş Construction believes that it is a crucial responsibility to inform the society especially the families with genetic load about early diagnosis of diabetes in order to prevent and fight against this health problem. With this perspective, the Company supports the construction of “Şile Diabetes Education and Life Village” which will be the largest diabetes education centre of Europe. A land of 50,250 m<sup>2</sup> in Doğançılar Village is allocated to the Turkish Diabetes Foundation by the Ministry of Treasure. The project is developed as a holiday village concept on an area of 18,000 m<sup>2</sup> and with a construction area of 5,814 m<sup>2</sup>. Annually, it is planned to give education on diabetes to 5,000 children, youngsters and adults in this camp that includes accommodation units, an administrative building, a conference and meeting hall with an area of 1,714 m<sup>2</sup>, 784 m<sup>2</sup> restaurant with a 184 seating, swimming pool, car park, playfield as well as an open air theatre.

### **Ethics Summit 2014**

Doğuş Construction sponsored to “Ethics Summit 2014: Ideals and Facts” organized by TEID (Ethics and Reputation Society) in Bilgi University on June 12. In the summit that brought senior executives of the leading companies together, the participants

exchanged ideas with one another on the concepts of ethical value, sustainability and responsible leadership that are the basis of newly emerging business model. The participants mentioned “reputation management” as one of the most significant elements besides to financial concerns for companies.

### **Charity Support**

Doğuş İnşaat made various investments for charity events in the fields of education and health and for environmental regulation in the areas where it carried out its projects. Doğuş İnşaat provided a total amount of TL 2,439,042 for community engagement, donations and sponsorship support.

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### **DOĞUŞ MEDIA GROUP**

#### **Social Engagement Approach**

Doğuş Media Group with its publications and dedicated projects puts forward concrete examples of its approach on corporate social responsibility, an important part of its corporate identity. The group aims to fulfill its intermediate role for the good of society by supporting various projects on environment, education, health, and culture- arts and working with civil society organizations, state and local authorities. Some of the projects and CSOs supported in 2014 were TEGV, UNICEF, TURMEPA and Wings for Life.

On 23<sup>rd</sup> April 2014, NTV aired special programs during the day, hosting TEGV. Viewers were called to action and significant awareness has been created.

#### **Dialogue in the Dark Exhibition**

NTV, NTV Radio and Radio Voyage supported Dialogue in the Dark Exhibition as media sponsors. In the exhibition visitors are led by blind guides in groups through specially constructed dark rooms in which scent, sound, wind, temperature and texture convey the characteristics of daily environments. The concept has been proved quite effective. Over the last twenty years Dialogue in the Dark has been presented in more than 30 countries and 130 cities throughout the world since its opening in 1988. More than 7,000,000 visitors worldwide have experienced Dialogue in the Dark and thousands of blind guides and trainers have found employment through Dialogue in the Dark.

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### **D-RESORT SIBENIK**

#### **Sponsorships and Internships**

A sponsorship was provided to the local basketball club oriented towards development of young players, which attracted other

sponsors and overall improved the sports results and financial stability of the club. Croatian-Turkish Friendship Organization was also supported financially.

Donations were provided for the establishment of ballet school in Šibenik, and for computer equipment to a disabled children’s school in Šibenik.

With the cooperation of Polytechnic of Šibenik, students had the opportunity for practice at the Hotel in Turkey (D-Hotel Maris). Students were trained for 2 months, all expenses were covered. The goal was to train the young professionals for their future career in tourism. 25 students are now prepared for work obligations and D-Resort Šibenik will also provide them the opportunity to start their professional careers in 2015.

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### **CAPRI PALACE HOTEL & SPA**

#### **Support for Culture**

The Hotel is a member of Fondazione Capri, local foundation created with the mission to protect and improve cultural and artistic activities on the Island. Donations will be provided to the municipality of Anacapri for the refurbishment of Piazza Vittoria, works will start in November 2015.

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### **ARGOS IN CAPPADOCIA**

#### **Restoration Project**

Within the scope of “Educating women as financial entrepreneurs and transform traditional hand skills into trade” project in 2014, a restoration project was initiated for the old school area (registered Republican artifacts belonging to 1930s and 1060s) in Uçhisar village, which was vacant for two years. The construction will be completed in 2015. With this area, women living in the village will be brought into economy and in social life.

#### **Support for History and Culture**

Uçhisar Castle stairs were lightened. The renovation of the mosque next to the Hotel in Uçhisar village was also supported. The repair and decoration of VIP hosting area located in Göreme Open Air Museum was undertaken. The Hotel mends historic village paths and the unique rock carvings remaining under these paths. By uncovering abandoned places of an underground living system spanning 3,000 years, which were doomed by filling with debris and garbage, the dissemination of unique information coming from the history was ensured.

**Equality**

The Company has been developing strategies to bring women into society and social life. For open positions, priority is given to female candidates within the scope of required qualifications so that the number of female employees to form the majority. Women living in relevant regions are also prioritized in choices.



**D-MARIN MARINAS GROUP**

**Contributions to Social Life**

The Marine Group conducted several activities to contribute to social life. These included: D-Marin Turgutreis International Classical Music Festival, D-Marin Turgutreis Summer Season Thursday Concerts, D-Marin Sea Film Festival, Šibenik Sansone Festival, International Children Festival (Sibenik), Krka Rowing Club, GKK Šibenik Basketball Team, KK Zadar Basketball Club Sponsorship, D-Marin Göcek Wobbly Boat Race, D-Marin Göcek Sailing Race, D-Marin Göcek Fishing Competition, D-Marin Göcek Art Days, D-Marin Göcek April 23 Children’s Festival Sailors Stand, D-Marin Göcek Volleyball Tournaments, D- Marin Göcek Fethiye International Culture and Art Days Sponsorship, Stand at D-Marin Göcek Tourism Week Activities, D-Marin Göcek Disabled Boat Tours, and Support Activities to D-Marin Göcek Disabled Theater.

Marinas aim to establish closer relationships with local communities and improve their life quality with all social (cafe-bar, restaurant, shops as commercial areas), cultural (classical music festivals, summer concerts) and sports activities (sailing competitions, etc.) as well as creating employment in the regions they operate.



**REIT**

**Social Responsibility Projects**

The Company intends to contribute to the social, cultural, artistic and economic development of communities in which it operates. To achieve this, several social responsibility projects were implemented. The major projects include technical and administrative support as per the project activities given to

- » Artvin Girl Vocational School Construction, undertaken by Ayhan Şahenk Foundation.
- » The revision of Darüşşafaka Doğuş Sport Club.
- » Van Autistic Children Education Center Construction undertaken by Ayhan Şahenk Foundation.



**REAL ESTATE**

**Social Responsibility Projects**

Several projects are managed to contribute to the social, cultural, artistic and economic development of local communities. The major projects include technical and administrative support as per the project activities given to

- » Bodrum Castle Performing Center Construction, undertaken by Doğuş Holding. With this project it was aimed to host the cultural and artistic activities in Bodrum.
- » Darülaceze Okmeydanı Decoration Project including a café, a museum, a bakery and a greenhouse. With this project which is undertaken by Doğuş Holding, it is aimed to provide sustainable opportunities for the elders to have an active life and join society.
- » Van Autistic Children Education Center Construction undertaken by Ayhan Şahenk Foundation.
- » Soma Housing & Other Facilities Complex Construction undertaken by Doğuş Holding. Within the scope of the project a living complex comprising 304 flats, a mosque and a school is planned to be constructed.
- » Recep Tayyip Erdoğan University Faculty Building Construction undertaken by Doğuş Holding.



**POZITIF**

**Music for Soma**

All proceeds from Pozitif’s summer 2014 concerts and festivals, including Bob Dylan, Travis, Pixies, Sun Ra Arkestra, Belleruche, One Love Festival and Babylon Soundgarden Festival, were donated to Community Volunteers Foundation’s initiative, Soma Youth Scholarship, which aims to support young people who have lost their relatives in the Soma tragedy.

**Social Inclusion Band**

With the slogan “Music for everyone”, Social Inclusion Band aims to gain active and equal participation in the society for disadvantaged young people who suffer from various physical or social handicaps, through volunteering musicians and talented disadvantaged people. Social inclusion Band plays at Babylon on a monthly basis, which gives them an opportunity to be on stage at a world-known venue, free of charge.



## N11.COM

### Social Supports

n11.com has been supporting Darüşşafaka Doğuş Basketball team since 2013. n11.com undertakes the main sponsorship of Traditional Uludağ Uğur Böcekleri (Ladybirds) Festival organized by Kahramanmaraş Search-Rescue Nature Sports and Amateur Radio Operators Club (KADAK) and Büyük Sır Village local government in Kahramanmaraş for the last two years.

Another long-term project that is supported by n11.com is Dreamstalk conference series, designed by perception strategist and Koç University lecturer Semih Yalman to encourage dreaming, carry dream concept perception to positive behaviour and ensure expression opportunities outside fixed patterns. Dreamstalk team, aiming to achieve interesting dreams, listened to the dreams of hundreds of students and helped to achieve nine of these dreams by visiting nine universities in its first year.

## DOĞUŞ RELATED GROUP

### Sponsorships

Doğuş Related Group provides sponsorship support to Unicef, Tohum Autism Foundation, FODER (The Financial Literacy Association), Fundraising School, Support to Life Association, Hope Foundation for Children with Cancer, ALS MHN Association, Solidarity Association for the Physical Disabled, KAGIDER (Women Entrepreneurs Association of Turkey), Physically Handicapped People Foundation, Turkey Breast Foundation and Koruncuk-Turkey Children in Need of Protection Foundation.

## REIDIN

### Contributions to Society

REIDIN is aware of the importance of social responsibility and making contributions to the society. Having prioritized the education topic, it is aiming to create a brighter future for children. Therefore the Company analyzed the needs at Aksaray Eski Elementary School and provided a printer and other paperwork needs.

In Van, REIDIN helped to establish a library at Van Hıdır Elementary School that had no books at all. REIDIN sent out about 100 books that were chosen by a teacher, who had the professional experience and knowledge on the needs of children.

REIDIN also implemented an exclusive project for TEV to provide scholarships to more than 200 students.

## DARÜŞŞAFAKA

### Basketball

Darüşşafaka Doğuş Basketball was established with the cooperation protocol signed between Doğuş Holding A.Ş., Darüşşafaka Association and Darüşşafaka Sports Club. The purpose of the initiative is to bring new athletes to Turkish sports, starting with basketball, keep young people away from bad habits, make people love sport, and create a significant impact on Turkish and European basketball. Darüşşafaka Doğuş Basketball is located in İstanbul and plays home games in Darüşşafaka Ayhan Şahenk Sports Hall.

## SALIPAZARI PORT MANAGEMENT AND INVESTMENTS

### Support for Istanbul Design Biennial

Under the coordination of the Salıpazarı Port Management and Investments, Doğuş Group and Bilgili Holding were one of the five co-sponsors of the 2<sup>nd</sup> IKSİ İstanbul Design Biennial, which took place between November 1<sup>st</sup> and December 14<sup>th</sup> 2014. As part of this co-sponsorship, Doğuş Group and Bilgili Holding hosted the Academy Programme of the Biennial at Antrepo 7 located in the Salıpazarı Port Area.

During the six week period, Antrepo 7, which was opened to public for the first time, hosted the Biennial's Academy Programme as well as other exhibitions, seminars, conversations and workshops. The Academy Programme featured 72 projects organised by over 33 academic institutions from İstanbul, Ankara, İzmir, Turkish Republic of Northern Cyprus, Europe and the United States. Throughout the Biennial, Antrepo 7 attracted over 30,000 guests.

## BUSINESS ETHICS<sup>8</sup>

Business ethics is among the important and vital principles of Doğuş Group values and strategies. We pursue the highest ethical standards in all aspects of our business. Ethical business principles and implementations, and audits with monitoring systems are crucial assets that we encourage for our Group companies.

<sup>8</sup> Doğuş Group ethical principles can be found at <http://www.dogusgrubu.com.tr/en/investor-relations/corporate-governance-principles/code-of-ethics.aspx>



**DOĞUŞ HOLDING**

**Anti-corruption Processes**

The main responsibility regarding Doğuş Holding’s ethical performance is vested in the Audit Committee, which reports directly to The Board of Directors. The Internal Audit Department is responsible for auditing the Group companies’ effectiveness in internal control systems. Furthermore the internal auditors are important actors with regard to consulting, assurance, collaboration, suggestions, monitoring and the investigation processes of anti-corruption cases.

Even though designing internal controls for preventing, detecting and managing corruption is under the responsibility of the Company’s management, evaluating the effectiveness of the companies’ internal control systems is always included in our audit plan. In addition, internal auditors provide consulting, security, collaboration, advice, observation and investigation services in line with the guidance of audit committee during the corruption management process of the Company. Corruption audits are regularly performed in all units of the Companies. Corruption audit may also be performed in line with the directive of senior management. Studies are carried out through risk matrices created for the operational process suspicious for corruption, and the financial effect of the corruption is sought.

Potential corruption risks are monitored as a part of security practices, the adequacy of relevant controls is evaluated and recommendations are made for improvements. The risks that may lead to abuse and corruption are included in the checklists created for all operational and financial processes. The topic is also mentioned under the title of “misconduct” in ethical principles procedure published by Human Resources Department. During audit studies every three months, the fulfillment of improvement suggestions related to internal control systems of companies are controlled. In addition, denunciations made to companies’ senior management are evaluated immediately by Internal Audit Department and investigations are carried out.

All new recruits are provided with the ethical principles procedure. The procedure is also available on the intranet and human resources portal for easy access.

**GARANTI BANK**

**Anti-corruption and Risk Management System**

There are various control mechanisms in risky processes to avoid corruption cases. The effectiveness and adequacy of these controls are tested by audit departments. The Bank

provides Prevention of Criminally Related Money Laundering and Terrorist Financing training with regard to anti-corruption policies and practices. This training must be taken every two years. 16,500 employees completed the training in 2013-2014. Anti-corruption policies and practices are also mentioned within the Ethical Principles and Righteousness Rules training; 17,000 employees received this training.



**GARANTIBANK INTERNATIONAL**

**Anti Corruption System**

GarantiBank International (GBI) is compliant with all applicable laws and regulations relating to the prevention of money laundering and terrorism finance. These are implemented and enforced within the Bank by means of written policies and procedures and supervised by Garanti Bank’s Compliance Committee and Compliance Officer. All employees of GBI take the e-learning module ‘Compliance and Integrity’ which includes GarantiBank anti-corruption policies and procedures. The Anti-Money Laundering, Anti-Terrorism Financing & Anti-Corruption Policy of GarantiBank International N.V. establish the general framework for maintaining the fight against money laundering, terrorist financing and corruption. The Third Party Due Diligence Policy of GarantiBank International N.V. outlines rules of engagement regarding third parties and the due diligence process to be applied for assessing the level of corruption risk associated with third parties which may be engaged with GarantiBank International N.V. Third parties identified as being “in-scope” for risk based due diligence must be assessed to determine the level of risk and appropriate level of due diligence.

The Gifts, Entertainment and Hospitality Policy of GarantiBank International N.V. outlines acceptable and non-acceptable behaviour(s) for giving and accepting gifts and hospitality to ensure compliance with anti-corruption, anti-bribery laws and the Code of Conduct and Ethics Policy of GarantiBank International N.V.



**GARANTI BANK SA**

**Measures against Corruption Risks**

The Bank has implemented measures to timely identify and monitor potential conflict of interest situations which may generate corruption risks. There are annual checks in this respect and also there is an alert procedure for whistleblowing. The employees receive training in this regard in the induction program and annually in mandatory compliance trainings

(online and in class), followed by online testing. As a result of this ongoing process, 100% of employees are trained about anti-corruption policies and procedures.

and Process Management Directorate, and later to all managers and directors in 2014.

All senior managers working in Doğu Otomativ received the mobbing training as well. A total of 644 man/hours of training was given; 8 directors, 52 managers, 67 officials attended the training.

## GARANTI FLEET

### Code of Ethics

Garanti Fleet Management Services SA. defines 'Code of Ethics' as the fundamental policies, procedures and rules that all executives and employees are obligated to comply with. These rules are designed to ensure that Garanti Fleet Management executives and employees display high standards of conduct, are aware of the impact of their conduct and attitudes on the incorporation, and display highly qualified behaviors.

Also, most of the departments are scheduled for audits every year, else every second year. Internal controls are performed every 2 weeks, every month or quarterly depending on internal control plan of Internal Audit Department. In 2014, 20 employees were educated about Internal Audit, Code of Ethics, Anti-Fraud Policy and Compliance Policy by Internal Audit Department. Total training hours for all employees were 12 hours.

## TÜVTÜRK

### Code of Ethics

Code of Ethics booklet designed for all employees and stakeholders has been published. In addition, each information and denunciation from Call Center and Ethics Hotline are recorded and evaluated. 600 people received code of ethics training.

## DOĞUŞ OTOMOTIV

### Code of Ethics<sup>9</sup>

Doğu Otomotiv established a Code of Ethics Committee to prepare a Corporate Code of Ethics, to include real case studies from the automotive retailing and services sector and complied with international ethics standards, in 2011. The committee members worked on the code for one year and in 2012 the Doğu Otomotiv Code of Ethics, with the Board of Directors' approval, was transmitted to the employees and the public. Doğu Otomotiv Code of Ethics is the first corporate ethics code in Turkey which was not adapted from international samples and includes local and sectoral case studies. Until January 2015, 377 people received 188.5 man/hours code of ethics training.

The Company also started its mobbing trainings in 2013. The aim of the training is to help participants distinguish, take measures against and produce solutions for mobbing concept; raise awareness about the psychological effects of mobbing and its legal consequences. The training was first given to the Executive Committee and the employees of Human Resources

## D.REAM

### Ethical Principles

Ethical Principles Handbook was prepared and Ethics Hotline was established in 2014. d.ream Ethics Committee was established within the scope of ethical principles. The foundation purpose of Ethics Committee is to support the Board of Directors with audit compliance principles, programs and methods of d.ream, and focus on compliance problems. The ethical principles, published under the name "Ethical Principles Manual", will be printed as a booklet and distributed to all employees, and ethical principles training will be provided as well. 450 people received the "Abuse Prevention Training".

## HUMAN RIGHTS

### Doğu Group Human Rights Policy

At Doğu Group, we manage our operations in compliance with local laws and regulations, United Nations Global Compact principles lead the Group's Human Rights Policy. Our Human Rights Policy also refers to the main principles of United Nations Universal Declaration of Human Rights and its protocols, United Nations Convention of International Covenant on Economic, Social and Cultural Rights, ILO Declaration on Fundamental Principles and Rights at Work, and the Vienna Declaration and Program of Action.

<sup>9</sup> Doğu Otomotiv Code of Ethics can be found on the corporate web site at <http://www.dogusotomotiv.com.tr/en/corporate-responsibility/code-of-ethics.aspx>

Doğuş Group;

- » Gives special importance to establishing dialogue platforms regarding human rights while operating our businesses and ensuring its continuity.
- » Takes precautions to protect the rights of local communities.
- » Requires the human rights approach from every business partner, including suppliers.
- » Conducts and encourages training and awareness programs regarding human rights in its value chain and among employees.

Since its foundation Doğuş Group has shared a set of core values based on integrity, understanding, excellence, creativity, unity and responsibility. These values continue to guide and drive business decisions made by each company within the Group.

DOĞUŞ HOLDING

**Human Rights Training for the Security Employees**

To support the implementation of the Human Rights Policy, Doğuş Holding provided an updated human rights training program to the security employees, and continued to develop useful new corporate tools in 2014. 84 security employees attended human rights trainings in 2014.

GARANTI BANK

**Human Rights Training**

17,000 Bank employees received human rights training. The ideal time to complete the training is 3.5 hours, a total of 59,500 hours of training were provided. Newly recruited security employees receive basic security training and refresher training every 5 years, which include human rights topics. Ethical principles are published on the Bank's intranet. In-class and web-based trainings are organized on ethical principles as well. During audit activities, compliance with ethical principles are taken into account and the employees are informed when required.

DOĞUŞ CONSTRUCTION

**Human Rights Training**

Employees are informed about human rights during orientation. 21 people received a total of 73.5 hours of orientation in 2014.

GRAND HYATT AND PARK HYATT İSTANBUL

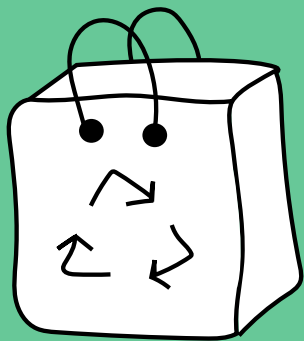
**Human Rights Training**

Human rights trainings are given to all new recruits within the scope of orientation program. Refresher training is given to all other employees once a year. 100% of employees of Grand Hyatt and Park Hyatt took this training.

SALIPAZARI PORT MANAGEMENT AND INVESTMENTS

**Security Trainings**

In parallel with ISPS (International Ship and Port Facility Security) trainings, Security Department receives training on illegal human trafficking. Training on narcotics is also given in coordination with the General Directorate of Security.



ENVIRON-  
MENTAL  
ENGAGEMENT

04

# ENVIRONMENTAL ENGAGEMENT

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We monitor the environmental performances of the Group companies with care and support their efforts to minimize the current and potential negative environmental impacts of products and services within the ecologic and social environment.

## **Doğuş Group Environmental Responsibility Policy**

We acknowledge that environmental responsibility is directly related to the change of communities' consumption trends and culture, and therefore has a very powerful effect on human rights as well. Doğuş Group is committed to behave in alignment with its environmental policy and encourages all Group companies to follow suit.

The key elements of our environmental responsibility policy are stated below:

Doğuş Group:

- » Is committed to comply with regulatory and voluntary codes and plans its business processes with environmental consciousness.
- » Requires environmental management approach from its business partners and supply chain.
- » Analyzes the environmental impact of its investment and supply chain processes, and pursues new technologies to minimize potential negative impacts.
- » Builds systems and supports awareness programs in order to decrease paper consumption, and encourages the use of recycled paper.
- » Operates in accordance with environmental management systems which shape our consuming behaviour, waste management processes and ensures effective logistics management.
- » Encourages its employees to act with environmental consciousness when making operational decisions and conducting their processes, and strives to create environmental awareness.

## ENVIRONMENTAL AWARENESS PROGRAMS

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Doğuş Group's environmental awareness approach mainly depends on employees as an important part of the implementation processes, because it is their engagement that will increase the probability of a successful implementation of all kinds of environmental practices. Employees are an important source of knowledge, expertise, and ingenuity when it comes to the Company, its procedures and its equipment.

In addition, community awareness also should be the part of the environmental awareness approach as progress towards a more sustainable approach to business is essential if we are to compete in a reality of limited resources and interlinked ecological systems. We believe in this double effect of awareness to reach successful and effective results regarding environmental awareness.

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## **DOĞUŞ HOLDING**

### **DenizTemiz Foundation**

Since 2007, Doğuş Holding has been one of the corporate members of the DenizTemiz Turmepa Foundation. DenizTemiz Foundation was founded on April 8, 1994 by leading business institutions and the marine sector with the aim of protecting the seas and the 8,333 kilometer coast line that stretches around most of Turkey from Hopa to the İskenderun region.

### **Environmental Awareness**

To create environmental awareness among employees, visuals related to water savings and energy are shared on LED screens. Since the Company has a smart building, electricity and water facilities are equipped with sensors. By changing Open Garden Irrigation System from dripping to sprinkler, 5,000 tons of annual water savings were achieved. The vegetable oil wastes are collected by the municipality.

Inspection and maintenance of shuttle buses, which have to be less than 5 years old as stated in the contracts, are regularly reported. Service routes are planned to be optimum. The vehicles (rented and owned) have diesel and BlueMotion systems.

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**AYHAN ŞAHENK FOUNDATION****Reforestation Activities**

Within the scope of environmental studies, spring and fall maintenance of Ayhan Şahenk Sevgi Forests, created by 550,000 saplings in Bodrum, Marmaris, Niğde, Şanlıurfa and Beykoz, Alemdağ and Silivri districts of İstanbul was made; 1,500 new saplings, including 1,300 grown-up ones, were planted.

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**GARANTI BANK****Environmental Management System**

After the audits performed by the German independent audit institution, TÜV SÜD, in October 2012, Garanti Bank Environmental Management System was certified with ISO 14001. In 2014, the System has reached to 605 branch/region/unit directorate buildings. Environmental Management System is planned for all buildings until the end of 2015.

**WWF Sponsorship**

Garanti has been the main sponsor of WWF Turkey for 22 years with the slogan Garanti for Nature. WWF is the world's leading conservation organization with 2,000 conservation projects funded and managed, and 4,000 employees worldwide.

For any purchase paid with WWF Bonus Card, Garanti Bank donates, on behalf of the credit cardholder, 0.5% of the purchase's value to WWF projects, for preserving the protected areas in the Carpathians, along the Danube and in the Danube Delta.

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**GARANTIBANK INTERNATIONAL****Recicleta**

Garanti Bank supports a "green" philosophy within the company and also outside of it. Thus, the Company joined the Recicleta project, the first carbon neutral project in Romania, aiming to collect paper waste from office buildings and recycle it. The paper is transported by cargo-bicycles, unique in Romania. People with disabilities ride the bicycles, thus having a job.

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**GARANTI BANK SA****Bucharest International Marathon**

Garanti Bank participated and competed in the Bucharest International Marathon, as part of Team Panda, alongside WWF Romania. Garanti team members ran in the marathon in order to raise funds which were subsequently directed to WWF Romania projects which support the protection of nature and the environment.

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**GARANTI ASSET MANAGEMENT****Green IT**

By switching to Solid State disk system with low energy consumption in PCs, less heat emission and power consumption were achieved in systems. Magnetic tape use was stopped by abandoning the data cartridge system, thus, the use of these materials, produced with carbon and considered as chemical waste, has been annulled. By making periodic maintenance (cleaning, fan maintenance, etc.) of PCs, the heating rate and thus carbon emissions and electricity costs were reduced. Energy saving PCs with no fan are preferred in new PC purchases. Energy consumption is also reduced by keeping closing, standby and screen saver time-out settings of monitors and PCs to minimum, thus enabling the shutdown of these devices when not in use. Old PCs are donated after re-configuring them for further use. By sending not-usable devices (printer cartridges) to relevant places for recycling, contribution to the environment is achieved as well.

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**TÜVTÜRK****Green IT**

The central servers used in the data center have been consolidated and the number of servers was reduced. The new servers in this consolidation are more effective in terms of electricity consumption; energy savings were also targeted. Paper consumption was reduced in all stations with the dissemination of document archiving system. In this way, both paper and toner savings were achieved by taking less printout.

The production of printer toners in unsuitable conditions or their disposal seriously threatens the environment and human health. Therefore an environmentally friendly project was carried out with the support of Lexmark Turkey. In this project, the deposited toner wastes are collected in a center and brought to use again by recycling in proper conditions, without harming environment.

### **Green IT**

Virtualization studies of server systems constituting IT infrastructure continued to reduce energy consumptions, carbon emissions and purchasing costs. The card printing system in the printer inventory was completed and the number of prints and paper consumption was decreased. A Service Management System was commissioned and several approval processes including invoice approval and purchase request forms have been moved into digital environment, reducing paper use. Studies were initiated about the scrap sale of electronic waste; licensed companies will be commissioned to dispose of electronic devices.

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## **DOĞUŞ CONSTRUCTION**

### **Environmental Interaction Responsibility**

Soil movements are monitored regularly on and below the surface in order to minimize environmental effects, also relative measurements on gas, noise, dust are made and necessary measures are taken. Not only washing pools are placed at the entrance and exit points of the sites in order to wash vehicles' wheels, but also surrounding roads are washed and cleaned regularly by street washers. Water used at the sites is filtered by means of holding tanks, cleaned before being transferred to the sewage system. Hazardous wastes such as chemical materials, used motor oil and batteries are collected and disposed of in hazardous waste collection centers. Also, wastes such as paper and boxes are delivered to recycling plants.

### **Environmental Awareness among Employees**

All employees receive "Orientation Trainings" which include Environmental Management System practices. All employees are informed about the environmental effects of operations with "Environmental Handbook for Employees". "Zero Harm to Environment" is targeted in projects. Environmental trainings are conducted regularly and drills are implemented.

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## **D-HOTEL MARİS**

### **Environmental Activities**

Fertilizers are produced in the compost field and drip irrigation systems are used. Unconscious fishing is not allowed in the bay, and measures are taken for the yachts coming to bay not to pollute the sea. Environmental cleaning and forestation activities are organized continuously, making shelters for birds and squirrels as well. The Company cooperates with TÜRÇEV for cleaning beaches and environment for seven years.

Under the responsibility of D-Green committee, trainings are organized in schools and in-house, and events for Blue Flag Environmental activities to raise awareness among local people. By building teams under D-Green Committee established in 2013, the 5 km-road outside the hotel, marine debris in the bay caused by the boats, the Tavşan (Rabbit) Island, the beaches and sea of surrounding bays are regularly cleaned, the rabbits in the island fed, all waste separated and necessary trainings for employees provided. Reforestation activities were carried out for the wasteland, which occurred as a result of the fire in the forest behind the hotel.

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## **DOĞUŞ MEDIA GROUP**

### **NTV Green Screen Project**

Since 2008, NTV's summer lineup has been mainly composed of environmental programs, called the "NTV Green Screen". This project calls attention to environmental problems and raises public awareness on related issues, responding to questions and correcting common misunderstandings about "green" issues, including global warming, renewable energy, organic diets, green holidays etc. in a variety of formats. The project is being supported by other brands of the Doğuş Media Group as well, and the Group has been awarded prizes by NGOs and academic institutions for its efforts and contributions made to environmental issues.

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## **D-RESORT GÖCEK**

### **Environmental Activities**

For the facility (Blue Point Beach), which is located in the Fethiye-Göcek special environmental protection zone, the environmentally sensitive blue flag certification is targeted. Coastal and seabed cleaning of Kumburnu District was done by social responsibility teams of D-Hotel Maris and D-Resort Göcek in May, 2014. With the support of these teams, bins were placed for collecting waste, saplings planted and environmental



arrangements conducted. A presentation was made for the elementary school students of Göcek Deniz Temiz School, the sister school of the Company, and brochures were distributed.

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**PARK HYATT İSTANBUL  
Environmental Certificate**

After the audit of Ministry of Culture and Tourism, Environmentally Responsible Tourism Facility Certificate has been taken as a result of the studies and measures carried out in the Hotel in 2014.

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**ARGOS IN CAPPADOCIA  
Environmental Activities**

Aware of the global warming problem, the Company management is developing projects in Central Anatolia region where drought risk is really high. Projects include: finding original groundwater resources, whose streambeds are corrupted, repairing and making them usable again; establishing rain water drainage system and collecting the water in original rock carving cisterns; and restoring the original cisterns filled with mud and partly demolished since they were not used for many years.

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**D-MARIN MARINAS GROUP  
Environmental Activities**

Major infrastructure studies were initiated under the environmental opinion policy to be an exemplary marina by using solar and wind energy. Efforts are undertaken to disseminate water saving measures.

Activities to contribute to environmental contribution included: Cooperation with Turmepa Deniz Temiz Foundation in Turkey, the Blue Flag Award, Products Made of Recycling Products and their Exhibition, Environmental Training for Captains and Sailors, Seabed Cleaning (D-Marin Turgutreis, D-Marin Didim, D-Marin Göcek, D-Marin Mandalina, D-Marin Dalmacija, Flisvos, Gouvia, Lefkas), 5 Gold Anchor Award (D-Marin Turgutreis, D-Marin Didim, D-Marin Göcek, D-Marin Mandalina, Flisvos).

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**ASLANCIK AND BOYABAT ENERGY  
Environmental Management Systems**

ISO9001 Quality Management System, ISO14001 Environmental Management System, ISO18001 Occupational Health and Safety Management System and ISO50001 Energy Management System certificates were received in 2014. The Company is the first Hydroelectric Power Plant to get ISO50001 Energy Management System Certificate in Turkey. Projects such as switching to LED lights, installing sensors and system changes were conducted to reduce energy consumption. Risk management, quality certification and carbon certification studies were also carried out.

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**SALIPAZARI PORT MANAGEMENT AND INVESTMENTS  
LEED Certificate**

Current project aims for LEED Gold Certificate, and all buildings will be constructed in line with LEED/BREEAM standards. Several measures, including the use of seaway in logistics practices and procedures to be applied for construction vehicles during their entrance and exit, are planned for the constructions.

**ENERGY EFFICIENCY**

Our environmental responsibility policy commits us to procure and use energy efficiently, cost-effectively and responsibly, and we expect all Group companies to use energy efficiently at their facilities, to preserve current natural resources, reduce carbon emissions and support all energy efficiency programs.

At Doğu Group we lead and promote energy efficiency programs to ensure that the Group companies do their business in accordance with our environmental responsibility policy.

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**GARANTI TECHNOLOGY  
Activities for Energy Savings**

Motion sensor fluorescent luminaries are used in garages. The batteries of UPS' (about 1000 pieces) are given to the Company in charge of changing the batteries, to be delivered to battery recyclers determined by the Ministry. The office lights that are not used, are put out by the employees on duty after 21.00. Six meeting rooms with video conference facility were opened

for use in Güneşli Campus. With the iPads provided to all Unit Managers, Executive Vice Presidents, Branch Managers and field technicians, all users were given the opportunity to carry out video conference from their location. DC precise coolers, whose efficiency decreased in the last three years, were replaced with new systems. 85% of the physical servers in the Data Center was virtualized.

Special attention was given to the protection of natural areas and resources within the projects carried out in 2014. Starting from this idea, several applications were implemented in the new buildings such as using recycled materials, automatic lighting, individual lighting control, sensor water use, using ambient temperature regulated heating systems, and using wooden and similar materials.

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## D-RESORT GRAND AZUR MARMARİS

### Activities for Energy Savings

Several studies are carried out to reduce energy consumption; use of energy saving and LED armatures and frequency controlled systems are the leading ones among these studies. Thanks to energy saving lights, nearly 10% energy savings were achieved. The Building Energy manager makes sure that all equipment and devices are A-class and have high performance. The Company has a Blue Flag international environment certification and continues its efforts for the Green Star certificate. There are also studies to generate hot water from solar energy. For renewable energy use, wind turbine and photovoltaic panel researches are conducted.

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## DOĞUŞ CENTER MASLAK

### Activities for Energy Savings

The status of insulation is detected by taking thermal camera shots, and the power consumption of engines is monitored. Lighting levels are controlled by making measurements with luxmeter. A curtain system was established to limit the solar light from skylight windows, which was installed in previous years with the aim of savings. Thus, energy to be used for cooling in the summer was saved. A sensor system was established to reduce the electricity used by the escalator.

Following air quality control inside the building, the working hours of fresh air facilities were limited, thus saving energy. An energy efficiency contract was signed with YKS Tesis Yönetim A.Ş., and studies were carried out by authorized engineers for energy saving. Elevator cabin and revolving door lightings were changed with LED luminaries. Carbon emissions were measured and evaluated.

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## VILLA DUBROVNIK

### Activities for Energy Savings

In the laundry there is a standard set up for the softer program on washing machines to wash on eco-programs with lower temperatures for lower energy consumption. The Hotel has central software for smart room system, implemented in all hotel residence, which can be regulated on optimal temperature depending on outside temperature. In that way the guest can control air condition only 3 degrees up or down. The light and AC in resident areas are only turning automatically, when guests or employees are in the room, by inserting the room card in the switch board panel.

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## POZITIF

### Activities for Energy Savings

All lighting units located within the venue are selected from energy efficient armatures. Photocell wash basin is preferred to achieve water savings. In the long term, energy consumption of activities carried out within Pozitif is planned to be reduced with solar panels and similar alternative ways. All waste of the events is separated and recycled regularly as well.

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## DOĞUŞ REAL ESTATE

### Activities for Energy Savings

To reduce energy consumption, all lighting applications have been programmed with sensor systems for activation according to working hours of office employees. In addition, the employees can use the office phone to increase or reduce lighting intensity according to the need of the environment.

## WASTE MANAGEMENT

Doğuş Group is active in eight core businesses: banking and financial services, automotive, construction, media, tourism and services, real estate, energy and entertainment. With around 250 companies and over 50,000 employees, we have a strong effect on communities and the related areas of responsibility. Every sector where we do business has various impacts on the environment, and each of our Companies has their own strategy to manage their impact. Waste management is one of the core elements of environmental responsibility.

Doğuş Group companies have detailed waste management and disposal processes, according to their products and services. All Group companies comply with the laws and regulations concerning waste management.

### AYHAN ŞAHENK FOUNDATION

#### Paper Recycling

Waste paper collected from Doğuş Group companies and from other companies sent for recycling were 454,136 and 81,964 kg in 2014 respectively, totaling 536,100 kg.

The goals of the Waste Paper Project are to support social responsibility projects with the income obtained from waste paper collected, and raise awareness among new and potential companies of the Group to ensure that they make use of their waste paper through the Foundation.

### GARANTI BANK

#### Carbon Footprint

Considering the fact that the first step to fight against climate change is to determine greenhouse gas emission profile, Garanti Bank has been measuring its carbon footprint since 2009 and implementing a number of initiatives to manage it. Garanti Bank shares its greenhouse gas emissions and climate change strategy primarily to CDP (Carbon Disclosure Project) since 2010. The Bank was awarded with "Carbon Performance Leadership" by CDP, which is considered the world's largest environmental initiative, on November 26, 2012. Garanti Bank obtained limited audit for the first time in CDP reporting in 2014, and was awarded "CDP 2014 Turkey Climate Disclosure Leadership", receiving the highest score among 42 companies in the assessment of Turkey Climate Disclosure Leadership Index of CDP.

#### Electronic Waste Project

Garanti Bank continued to recycle electronic waste and encourage its employees via informative e-mails to collect their electronic waste at home. Garanti Bank also placed e-waste recycling bins in headquarters and Training Center in Dikilitaş. In order to increase the awareness of the employees in this area, an exhibition was organized in headquarters in Zincirlikuyu with the artworks created from electronic waste in collaboration with Mimar Sinan University. Garanti Bank participated in "HP Planet Partners Program" for the disposal of waste printer cartridges.

### AYSON GEOTECHNICAL

#### Waste Disposal System

Wooden, iron and metal wastes are collected separately in waste storages and sent for disposal. Waste oil in cafeteria is collected by the food subcontractor and given to authorized oil collector companies. In addition, medical waste is collected in accordance with regulations within the scope of the contract made with municipalities and sent for disposal. Ayson has had ISO 14001 Environmental Management System Certificate since 2009, fulfilling all the obligations required by this system.

### KÖRFEZ AVIATION

#### Emission Standards

The Company fulfills its responsibilities to comply with carbon emission measurements published by ICAO (International Civil Aviation Organization), of which our country is a member. Among the studies carried out are rearranging approaching and departing patterns of aircrafts at the optimum level, and developing takeoff and landing procedures to ensure minimal noise effect for the residential areas around the airport. New generation aircraft engines reduce the air pollution with technological innovations. In addition, there is a separate payment item, called "emission surcharge", among the fees paid to the authorities in EU airports.

BOYABAT ENERGY

**Emission Reduction Project**

Within the scope of Voluntary Emission Reduction Project mechanisms of Boyabat, Verified Carbon Standard and Social Carbon Standard rules and requirements have been developed. In this context, the related documents were received and audited by an independent firm. Thanks to clean energy production, there is an amount of 497,174 tons of CO<sub>2</sub>, whose verification has been made and is available for sale. An estimated annual emission reduction of the project was determined as 580,882 tons of CO<sub>2</sub>.

WATER CONSUMPTION

Doğuş Group strives to manage water in an environmentally sound and socially responsible manner, while cost-effectively addressing the short-term and long-term water related risks to our businesses. Our recent focus has been on developing awareness based water strategy, driven by individual business units, and focusing on assets where fresh water is scarce or effluent quality is challenged. Our “Environmental Responsibility Policy” states our commitment to developing management practices that conserve and protect freshwater resources and enhance the efficiency of water usage at our facilities.

TÜVTÜRK

**Activities to Reduce Water Consumption**

Several studies, such as sensor faucet, waterless urinals, the installation of rainwater collection and filtration well, are carried out in selected stations. In addition, water consumption in stations is recorded at the local level with water consumption charts and additional measures are taken at the local level.

DOĞUŞ CONSTRUCTION

**Waste Water Treatment Systems**

Waste water treatment systems are used in some of construction sites and water from treatment systems is used for road cleaning and tire washing. The system is regularly controlled by Project Machine Supply Units, and water loss is avoided by carrying out maintenance and repairs.

D-HOTEL MARIS

**Waste Water Treatment Systems**

68% of total water consumption of the Hotel is regained from waste water plant. While the irrigation of about 90 hectares area with shrubs and trees is conducted with drip irrigation system, sprinkler systems are used for lawns due to savings. Frequency control is available in pumps to reduce energy consumption in irrigation systems.

GRAND HYATT

**Activities to Reduce Water Consumption**

During the “Green Star” Environmentally Sensitive Accommodation Facility Document application process and after certification, detailed consumption analyses were carried out to monitor the consumption of all outlets by installing filter counters. Information regarding water savings is given on TV Info Channel in guests rooms. Water savings were achieved by using efficient perlators in the sinks and showers available in staff areas.

PERFOR-  
MANCE  
DATA

05

# PERFORMANCE DATA

## LOCAL ECONOMIC CONTRIBUTION DATA

| DOĞUŞ HOLDING         | 2013 | 2014        |
|-----------------------|------|-------------|
| Local Purchasing (TL) | N/A  | 112,692,794 |

## LOCAL CONTRIBUTION DATA

### LOCAL PURCHASING (TL)

| COMPANY                                 | LOCAL PURCHASE VALUE (TL) 2013 | LOCAL PURCHASE VALUE (TL) 2014 | LOCAL PURCHASE RATIO (%) 2013 | LOCAL PURCHASE RATIO (%) 2014 |
|-----------------------------------------|--------------------------------|--------------------------------|-------------------------------|-------------------------------|
| <b>BANKING &amp; FINANCIAL SERVICES</b> |                                |                                |                               |                               |
| Garanti Bank <sup>10</sup>              | N/A                            | 90,000,000                     | N/A                           | 100                           |
| Garanti Bank International NV           | N/A                            | 29,854,575                     | N/A                           | 76                            |
| Garanti Bank SA <sup>11</sup>           | 40,227,000                     | 53,253,000                     | 94                            | 89                            |
| Garanti Pension & Life                  | 8,668,000                      | 11,273,000                     | 100                           | 100                           |
| Garanti Leasing                         | N/A                            | 5,263,000                      | N/A                           | 100                           |
| Garanti Asset Management                | 8,921,633                      | 7,368,489                      | 95                            | 73                            |
| <b>AUTOMOTIVE</b>                       |                                |                                |                               |                               |
| Doğuş Otomotiv                          | 982,000,000                    | 999,000,000                    | 15                            | 13                            |
| vdf Group                               | N/A                            | 5,273,990                      | N/A                           | 100                           |
| TÜVTÜRK                                 | N/A                            | 63,000,000                     | N/A                           | 100                           |
| <b>CONSTRUCTION</b>                     |                                |                                |                               |                               |
| Doğuş Construction                      | 140,000,000                    | 209,264,109                    | 55                            | 63                            |
| Ayson Geoteknik ve Deniz İnşaat A.Ş.    | 183,477,341                    | 5,700,000                      | 100                           | 95                            |
| <b>MEDIA</b>                            |                                |                                |                               |                               |
| Doğuş Media Group                       | N/A                            | 661,274,779                    | N/A                           | 88                            |
| <b>TOURISM &amp; SERVICES</b>           |                                |                                |                               |                               |
| D-Hotel Maris                           | N/A                            | 52,486,333                     | N/A                           | 94                            |
| D-Resort Göcek                          | N/A                            | 45,370,433                     | N/A                           | 99                            |
| D-Resort Grand Azur                     | N/A                            | 21,696,191                     | N/A                           | 98                            |
| D-Resort Sibernik                       | N/A                            | 1,820,000                      | N/A                           | 7                             |
| Grand Hyatt İstanbul                    | N/A                            | 17,279,163                     | N/A                           | 98                            |
| Park Hyatt                              | N/A                            | 4,540,085                      | N/A                           | 87                            |
| Capri Palace                            | N/A                            | 7,350,000                      | N/A                           | 75                            |
| Villa Dubrovnik                         | N/A                            | 7,287,026                      | N/A                           | 80                            |
| Argos in Cappadocia                     | N/A                            | 4,139,151                      | N/A                           | 90                            |

|                                                    |           |             |     |     |
|----------------------------------------------------|-----------|-------------|-----|-----|
| Maça Kızı                                          | N/A       | 11,320,410  | N/A | 93  |
| Maritim Hotel Club Alantur                         | N/A       | 8,782,622   | N/A | 94  |
| Doğuş Retail Group                                 | N/A       | 49,095,900  | N/A | 44  |
| D-Marin Turgutreis                                 | N/A       | 2,833,293   | N/A | 100 |
| D-Marin Göcek                                      | N/A       | 2,394,995   | N/A | 99  |
| D-Marin Didim                                      | N/A       | 2,928,679   | N/A | 99  |
| D-Marin Mandalina                                  | N/A       | 3,295       | N/A | 74  |
| D-Marin Borik                                      | N/A       | 517         | N/A | 74  |
| D-Marin Dalmacija                                  | N/A       | 21,171      | N/A | 93  |
| Zea Marina                                         | N/A       | 495,841     | N/A | 90  |
| Lefkas Marina                                      | N/A       | 226,954     | N/A | 93  |
| Gouvia Marina                                      | N/A       | 580,287     | N/A | 98  |
| D-Life / Henri Chenots                             | N/A       | 3,558,523   | N/A | 10  |
| Körfez Havacılık                                   | N/A       | 2,246,000   | N/A | 25  |
| <b>REAL ESTATE</b>                                 |           |             |     |     |
| Doğuş Reit                                         | N/A       | 46,049,660  | N/A | 100 |
| Doğuş Real Estate                                  | N/A       | 216,622     | N/A | N/A |
| Doğuş Center Maslak                                | N/A       | 4,834,714   | N/A | 100 |
| <b>ENERGY</b>                                      |           |             |     |     |
| Doğuş Enerji Üretim ve Ticaret A.Ş.                | N/A       | 381,900,631 | N/A | N/A |
| Boyabat HEPP                                       | 3,913,672 | 180,379,264 | 100 | 100 |
| Aslancık HEPP                                      | 244,729   | 7,976,307   | 100 | 100 |
| <b>NEW INVESTMENT</b>                              |           |             |     |     |
| Pozitif Group                                      | N/A       | 91,093,591  | N/A | 88  |
| Doğuş Müşteri Sistemleri A.Ş.                      | N/A       | 5,263,784   | N/A | 40  |
| Doğuş Planet                                       | 2,033,051 | 1,680,000   | 85  | 90  |
| Doğuş Avenu Dış. Tic. A.Ş.                         | N/A       | 38,200,000  | N/A | 69  |
| Salıpazarı Liman İşletmeciliği ve Yatırımları A.Ş. | N/A       | 14,723,681  | N/A | 98  |

<sup>10</sup> Includes Central purchases for certain goods and services only.

<sup>11</sup> Figures incl VAT.

## EMPLOYEE ENGAGEMENT DATA

### COLLECTIVE BARGAINING TABLE

| COMPANY                        | COLLECTIVE BARGAINING AGREEMENT 2013 | COLLECTIVE BARGAINING AGREEMENT 2014 | % OF EMPLOYEES COVERED 2013 | % OF EMPLOYEES COVERED 2014 |
|--------------------------------|--------------------------------------|--------------------------------------|-----------------------------|-----------------------------|
| GarantiBank International N.V. | Yes                                  | Yes                                  | 95                          | 80                          |
| TÜVTÜRK                        | Yes                                  | N/A                                  | 88.8                        | 0                           |
| D-Hotel Maris                  | N/A                                  | Yes                                  | N/A                         | 10.5                        |
| D-Resort Grand Azur            | Yes                                  | Yes                                  | 71.03                       | 79                          |
| Maritim Hotel Club Alantur     | Yes                                  | Yes                                  | 79.88                       | 64.9                        |
| Doğuş Construction             | Yes                                  | Yes                                  | 75.12                       | 70.94                       |

## PERFORMANCE MANAGEMENT

| COMPANY                                 | TOTAL EMPLOYEE PERFORMANCE VIEWED 2013 | TOTAL EMPLOYEE PERFORMANCE VIEWED 2014    | % TOTAL WORKFORCE 2013 | % TOTAL WORKFORCE 2014                  |
|-----------------------------------------|----------------------------------------|-------------------------------------------|------------------------|-----------------------------------------|
| <b>HOLDING</b>                          |                                        |                                           |                        |                                         |
| Doğuş Holding                           | 137                                    | 135                                       | 100                    | 87                                      |
| <b>FOUNDATION</b>                       |                                        |                                           |                        |                                         |
| Ayhan Şahenk Vakfı                      | N/A                                    | 5                                         | N/A                    | 100                                     |
| <b>BANKING &amp; FINANCIAL SERVICES</b> |                                        |                                           |                        |                                         |
| Garanti Bank                            | 16,324                                 | 16,821                                    | 93                     | 96                                      |
| GarantiBank International N.V.          | 165                                    | N/A                                       | 70                     | N/A                                     |
| Garanti Bank SA                         | 889                                    | 857                                       | 90                     | 90.40                                   |
| GarantiBank Moscow                      | 82                                     | N/A                                       | 100                    | N/A                                     |
| Garanti Pension & Life                  | 732                                    | N/A                                       | 85                     | N/A                                     |
| Garanti Leasing                         | 155                                    | 157                                       | 95                     | 100                                     |
| Garanti Asset Management                | 50                                     | 35                                        | 88                     | 53.85                                   |
| Garanti Securities                      | 104                                    | N/A                                       | 100                    | N/A                                     |
| Garanti Factoring                       | 242                                    | 188                                       | 100                    | 100                                     |
| Garanti Mortgage                        | 73 <sup>12</sup>                       | 66                                        | 100                    | 69                                      |
| Garanti Payment Systems                 | 623                                    | 733                                       | 84                     | 100                                     |
| Garanti Technology                      | 1181                                   | First Period: 1161<br>Second Period: 1234 | 100                    | First Period: 94<br>Second Period: 93.5 |
| Garanti Kültür                          | N/A                                    | 19                                        | N/A                    | 82.6                                    |
| <b>AUTOMOTIVE</b>                       |                                        |                                           |                        |                                         |
| Doğuş Otomotiv                          | 587                                    | 671                                       | 100                    | 100                                     |
| Vdf Group                               | 193                                    | 242                                       | 100                    | 100                                     |
| TÜVTÜRK                                 | N/A                                    | 102                                       | N/A                    | 92                                      |
| LeasePlan                               | 73                                     | 83                                        | 100                    | 86.46                                   |
| <b>MEDIA</b>                            |                                        |                                           |                        |                                         |
| Doğuş Media Group                       | 1,190                                  | 1,221                                     | 87                     | 96                                      |
| <b>TOURISM &amp; SERVICES</b>           |                                        |                                           |                        |                                         |
| Doğuş Tourism Group                     | N/A                                    | 47                                        | N/A                    | 76                                      |
| D-Hotel Maris                           | N/A                                    | 36                                        | N/A                    | 21                                      |
| D-Resort Göcek                          | N/A                                    | 13                                        | N/A                    | 21                                      |
| D-Resort Grand Azur                     | N/A                                    | 24                                        | N/A                    | 20                                      |
| Grand Hyatt İstanbul                    | 291                                    | 96                                        | 100                    | 97                                      |
| Park Hyatt İstanbul - Maçka Palas       | 106                                    | 84                                        | 100                    | 79                                      |
| Antur                                   | N/A                                    | 49                                        | N/A                    | 86                                      |
| Doğuş Retail Group                      | 155                                    | N/A                                       | 100                    | N/A                                     |
| D-Marin Didim                           | N/A                                    | 3                                         | N/A                    | 10                                      |
| D-Gym                                   | 73                                     | N/A                                       | 100                    | N/A                                     |
| Körfez Havacılık                        | 31                                     | N/A                                       | 100                    | N/A                                     |



| COMPANY                                          | TOTAL EMPLOYEE PERFORMANCE VIEWED 2013 | TOTAL EMPLOYEE PERFORMANCE VIEWED 2014 | % TOTAL WORKFORCE 2013 | % TOTAL WORKFORCE 2014 |
|--------------------------------------------------|----------------------------------------|----------------------------------------|------------------------|------------------------|
| <b>REAL ESTATE</b>                               |                                        |                                        |                        |                        |
| Doğuş Real Estate                                | 33                                     | 33                                     | 90.91                  | 63.46                  |
| Doğuş Center Maslak                              | N/A                                    | 4                                      | N/A                    | 100                    |
| <b>ENERGY</b>                                    |                                        |                                        |                        |                        |
| D Enerji Üretim ve Yatırım A.Ş.                  | 14                                     | 13                                     | 100                    | 93                     |
| Doğuş Enerji Toptan Elektrik Ticaret A.Ş.        | 6                                      | 6                                      | 100                    | 86                     |
| Doğuş Enerji Üretim ve Ticaret A.Ş.              | 33                                     | 25                                     | 25                     | 76                     |
| <b>ENTERTAINMENT</b>                             |                                        |                                        |                        |                        |
| <b>D.REAM</b>                                    |                                        |                                        |                        |                        |
| A.L.E Gıda ve Turizm Tic. A. Ş.                  | N/A                                    | 110                                    | N/A                    | 77                     |
| Havana Yayıncılık Turizm ve Gıda Paz. Tic. A. Ş. | N/A                                    | 383                                    | N/A                    | 62                     |
| Bal Turizm ve Gıda Pazarlama A. Ş.               | N/A                                    | 48                                     | N/A                    | 91                     |
| Dafne Yayıncılık Turizm ve Gıda Pazarlama A. Ş.  | N/A                                    | 5                                      | N/A                    | 71                     |
| Büke Turizm ve Lokantacılık Tic. A. Ş.           | N/A                                    | 65                                     | N/A                    | 92                     |
| Zuma Turizm ve Gıda Paz.Tic. A. Ş.               | N/A                                    | 48                                     | N/A                    | 62                     |
| <b>NEW INVESTMENTS</b>                           |                                        |                                        |                        |                        |
| Doğuş Planet                                     | 180                                    | 165                                    | 96                     | 72                     |
| Doğuş Teknoloji                                  | N/A                                    | 139                                    | N/A                    | 84                     |
| Reidin                                           | N/A                                    | 33                                     | N/A                    | 39                     |
| DGSK                                             | N/A                                    | 5                                      | N/A                    | 100                    |
| Doğuş Avenu Dış. Tic. Aş.                        | N/A                                    | 191                                    | N/A                    | 100                    |

12 4 Garanti Mortgage employees were transferred to Garanti Bank in the 2013. Therefore, although Garanti Mortgage has 69 employees, 73 employees' performance were reviewed.

## NEW EMPLOYMENT AND PROMOTIONS

| COMPANY                                 | NEW EMPLOYMENT 2013 | NEW EMPLOYMENT 2014 | WOMEN EMPLOYMENT NEW 2013 | WOMEN EMPLOYMENT NEW 2014 | TOTAL PROMOTION 2013 | TOTAL PROMOTION 2014 | WOMEN EMPLOYEE PROMOTED 2013 | WOMEN EMPLOYEE PROMOTED 2014 |
|-----------------------------------------|---------------------|---------------------|---------------------------|---------------------------|----------------------|----------------------|------------------------------|------------------------------|
| <b>HOLDING</b>                          |                     |                     |                           |                           |                      |                      |                              |                              |
| Doğuş Holding                           | 27                  | 38                  | 15                        | 25                        | 12                   | 9                    | 4                            | 5                            |
| <b>BANKING &amp; FINANCIAL SERVICES</b> |                     |                     |                           |                           |                      |                      |                              |                              |
| Garanti Bank                            | 3,786               | 1,878               | 2,109                     | 1,102                     | 3,469                | 2,514                | 2,229                        | 1,597                        |
| GarantiBank International N.V.          | N/A                 | 24                  | N/A                       | 9                         | N/A                  | 34                   | N/A                          | 19                           |
| Garanti Bank SA                         | N/A                 | 283                 | N/A                       | 221                       | N/A                  | 31                   | N/A                          | 24                           |
| GarantiBank Moscow                      | N/A                 | 17                  | N/A                       | 11                        | N/A                  | 2                    | N/A                          | 2                            |
| Garanti Pension & Life                  | 324                 | 304                 | 238                       | 221                       | 200                  | 158                  | 137                          | 108                          |
| Garanti Leasing                         | 20                  | 33                  | 10                        | 21                        | 11                   | 13                   | 4                            | 4                            |
| Garanti Asset Management                | 13                  | 19                  | 8                         | 10                        | 7                    | 5                    | 3                            | 2                            |
| Garanti Securities                      | 27                  | 24                  | 8                         | 11                        | 8                    | 4                    | 6                            | 1                            |
| Garanti Factoring                       | 67                  | 15                  | 46                        | 6                         | 36                   | 18                   | 21                           | 7                            |
| Garanti Mortgage                        | 42                  | 25                  | 10                        | 2                         | 16                   | 5                    | 9                            | 1                            |
| Garanti Fleet Management                | 25                  | 18                  | 13                        | 5                         | 7                    | 0                    | 2                            | 0                            |
| Garanti Payment Systems                 | 535                 | 347                 | 224                       | 169                       | 163                  | 29                   | 45                           | 13                           |
| Garanti Technology                      | 215                 | 272                 | 71                        | 126                       | 259                  | 359                  | 91                           | 130                          |
| Garanti Kültür                          | 2                   | 3                   | 2                         | 3                         | 1                    | 2                    | 1                            | 2                            |
| <b>AUTOMOTIVE</b>                       |                     |                     |                           |                           |                      |                      |                              |                              |
| Doğuş Otomotiv                          | 67                  | 126                 | 16                        | 67                        | 33                   | 56                   | 13                           | 19                           |
| DoğuşOto                                | 246                 | 276                 | 61                        | 63                        | 13                   | 14                   | 6                            | 2                            |
| Vdf Group                               | 44                  | 65                  | 30                        | 40                        | 15                   | 13                   | 10                           | 4                            |
| TÜVTÜRK                                 | 8                   | 19                  | 3                         | 6                         | 1                    | 9                    | 1                            | 4                            |
| LeasePlan                               | 17                  | 39                  | 10                        | 21                        | 10                   | 7                    | 7                            | 1                            |
| <b>CONSTRUCTION</b>                     |                     |                     |                           |                           |                      |                      |                              |                              |
| Doğuş Construction                      | 14                  | 18                  | 6                         | 7                         | 8                    | 12                   | 5                            | 9                            |
| Ayson Geoteknik ve Deniz İnşaat A.Ş.    | 767                 | 67                  | 8                         | 2                         | 0                    | 13                   | 0                            | 1                            |
| <b>MEDIA</b>                            |                     |                     |                           |                           |                      |                      |                              |                              |
| Doğuş Media Group                       | 189                 | 136                 | 76                        | 65                        | 31                   | 57                   | 16                           | 30                           |
| <b>TOURISM &amp; SERVICES</b>           |                     |                     |                           |                           |                      |                      |                              |                              |
| Doğuş Tourism Group Head Office         | 18                  | 21                  | 9                         | 10                        | 7                    | 2                    | 4                            | 1                            |
| D-Hotel Maris                           | 295                 | 229                 | 89                        | 107                       | 44                   | 63                   | 10                           | 15                           |
| D-Resort Göcek                          | 51                  | 131                 | 16                        | 49                        | 0                    | 11                   | 0                            | 3                            |
| D-Resort Grand Azur                     | 142                 | 164                 | 55                        | 67                        | 13                   | 19                   | 2                            | 7                            |
| D-Resort Sibernik                       | N/A                 | 1                   | N/A                       | 1                         | N/A                  | 0                    | N/A                          | 0                            |
| Grand Hyatt Istanbul                    | 70                  | 54                  | 27                        | 22                        | 24                   | 23                   | 7                            | 8                            |
| Park Hyatt Istanbul - MaçkaPalas        | 51                  | 54                  | 13                        | 20                        | 7                    | 8                    | 1                            | 4                            |
| Villa Dubrovnik                         | N/A                 | 49                  | N/A                       | 19                        | N/A                  | N/A                  | N/A                          | N/A                          |
| Maça Kızı                               | N/A                 | 187                 | N/A                       | 12                        | N/A                  | 0                    | N/A                          | 0                            |
| Maritim Hotel Club Alantur              | 22                  | 64                  | 9                         | 21                        | 1                    | 7                    | 0                            | 1                            |
| Antur                                   | 17                  | 20                  | 10                        | 12                        | 4                    | 1                    | 1                            | 0                            |
| D Watches and Jewellery                 | N/A                 | 19                  | N/A                       | 7                         | N/A                  | 1                    | N/A                          | 0                            |

| COMPANY                                              | NEW EMPLOYMENT 2013 | NEW EMPLOYMENT 2014 | WOMEN EMPLOYMENT NEW 2013 | WOMEN EMPLOYMENT NEW 2014 | TOTAL PROMOTION 2013 | TOTAL PROMOTION 2014 | WOMEN EMPLOYEE PROMOTED 2013 | WOMEN EMPLOYEE PROMOTED 2014 |
|------------------------------------------------------|---------------------|---------------------|---------------------------|---------------------------|----------------------|----------------------|------------------------------|------------------------------|
| Doğuş Retail Group                                   | 55                  | 55                  | 31                        | 28                        | 8                    | 10                   | 3                            | 3                            |
| D-Marin Marinas Group Head Office                    | 6                   | 5                   | 4                         | 2                         | 0                    | 0                    | 0                            | 0                            |
| D-Marin Turgutreis                                   | 9                   | 3                   | 3                         | 1                         | 0                    | 2                    | 0                            | 0                            |
| D-Marin Göcek                                        | 5                   | 1                   | 0                         | 0                         | 0                    | 0                    | 0                            | 0                            |
| D-Marin Didim                                        | 3                   | 7                   | 1                         | 2                         | 0                    | 3                    | 0                            | 1                            |
| D-Marin Mandalina                                    | 0                   | 1                   | 0                         | 1                         | 0                    | 0                    | 0                            | 0                            |
| D-Marin Borik                                        | 0                   | 0                   | 0                         | 0                         | 0                    | 0                    | 0                            | 0                            |
| D-Marin Dalmacija                                    | 2                   | 1                   | 0                         | 0                         | 0                    | 1                    | 0                            | 1                            |
| D-Gym                                                | 38                  | N/A                 | 17                        | N/A                       | 73                   | N/A                  | 27                           | N/A                          |
| D-Life                                               | 8                   | 5                   | 7                         | 3                         | 0                    | 0                    | 0                            | 0                            |
| Körfez Havacılık                                     | 5                   | 3                   | 2                         | 1                         | 0                    | N/A                  | 0                            | N/A                          |
| <b>REAL ESTATE</b>                                   |                     |                     |                           |                           |                      |                      |                              |                              |
| Doğuş Real Estate                                    | 4                   | 27                  | 2                         | 8                         | 5                    | N/A                  | 2                            | N/A                          |
| <b>ENERGY</b>                                        |                     |                     |                           |                           |                      |                      |                              |                              |
| D Enerji Üretim ve Yatırım A.Ş.                      | 5                   | 4                   | 1                         | 3                         | 0                    | 3                    | 0                            | 2                            |
| Doğuş Enerji Toptan Elektrik Ticaret A.Ş.            | 3                   | 8                   | 1                         | 4                         | 2                    | 0                    | 0                            | 0                            |
| Doğuş Enerji Üretim ve Ticaret A.Ş.                  | 18                  | 1                   | 1                         | 0                         | 0                    | 1                    | 0                            | 0                            |
| <b>ENTERTAINMENT</b>                                 |                     |                     |                           |                           |                      |                      |                              |                              |
| <b>D.REAM</b>                                        |                     |                     |                           |                           |                      |                      |                              |                              |
| Armani Ristorante                                    | N/A                 | 33                  | N/A                       | 10                        | N/A                  | 6                    | N/A                          | 6                            |
| A.L.E Gıda ve Turizm Tic. A. Ş.                      | N/A                 | 55                  | N/A                       | 12                        | N/A                  | 28                   | N/A                          | 4                            |
| Altınhan Turizm Ticaret A.Ş.                         | N/A                 | 12                  | N/A                       | 4                         | N/A                  | N/A                  | N/A                          | N/A                          |
| Aresta Gıda Ticaret ve San.A.Ş.                      | N/A                 | 44                  | N/A                       | 4                         | N/A                  | N/A                  | N/A                          | N/A                          |
| Bal Turizm ve Gıda Pazarlama A. Ş.                   | N/A                 | 19                  | N/A                       | 2                         | N/A                  | 4                    | N/A                          | 2                            |
| Boğaziçi Borsa Lokantacılık İşl. San.Tic. A.Ş.       | N/A                 | 28                  | N/A                       | N/A                       | N/A                  | N/A                  | N/A                          | N/A                          |
| Büke Turizm ve Lokantacılık Tic. A. Ş.               | N/A                 | 37                  | N/A                       | 4                         | N/A                  | 8                    | N/A                          | N/A                          |
| D Eğlence Bar Restoran İşletmeciliği ve Yatırım A.Ş. | N/A                 | 94                  | N/A                       | 13                        | N/A                  | N/A                  | N/A                          | N/A                          |
| D Et ve Et Ürünleri Gıda Pazarlama Tic. A.Ş.         | N/A                 | 157                 | N/A                       | 21                        | N/A                  | N/A                  | N/A                          | N/A                          |
| Dafne Yayıncılık Turizm ve Gıda Pazarlama A. Ş.      | N/A                 | 1                   | N/A                       | 1                         | N/A                  | 3                    | N/A                          | N/A                          |
| Darphane Lok. İşl. San. Tic. A.Ş.                    | N/A                 | 4                   | N/A                       | 1                         | N/A                  | N/A                  | N/A                          | N/A                          |
| Doors Akademi Eğitim ve Danışmanlık Hizmetleri A.Ş.  | N/A                 | 1                   | N/A                       | N/A                       | N/A                  | N/A                  | N/A                          | N/A                          |

| COMPANY                                                   | NEW EMPLOYMENT 2013 | NEW EMPLOYMENT 2014 | WOMEN EMPLOYMENT NEW 2013 | WOMEN EMPLOYMENT NEW 2014 | TOTAL PROMOTION 2013 | TOTAL PROMOTION 2014 | WOMEN EMPLOYEE PROMOTED 2013 | WOMEN EMPLOYEE PROMOTED 2014 |
|-----------------------------------------------------------|---------------------|---------------------|---------------------------|---------------------------|----------------------|----------------------|------------------------------|------------------------------|
| Etiler Turistik Tesisler İşletmeciliği Ticaret A.Ş.       | N/A                 | 15                  | N/A                       | 3                         | N/A                  | N/A                  | N/A                          | N/A                          |
| Havana Yayıncılık Turizm ve Gıda Paz. Tic. A. Ş.          | N/A                 | 312                 | N/A                       | 70                        | N/A                  | 66                   | N/A                          | 7                            |
| Kivahan Turizm Ticaret A.Ş.                               | N/A                 | 20                  | N/A                       | 3                         | N/A                  | N/A                  | N/A                          | N/A                          |
| Köprü Restoran İşletmeciliği Tic. A.Ş.                    | N/A                 | 25                  | N/A                       | 5                         | N/A                  | N/A                  | N/A                          | N/A                          |
| Lacivert Turizm A.Ş.                                      | N/A                 | 24                  | N/A                       | 2                         | N/A                  | N/A                  | N/A                          | N/A                          |
| LPM İstanbul Restoran İşletmeciliği ve Yatırım A.Ş.       | N/A                 | 81                  | N/A                       | 25                        | N/A                  | N/A                  | N/A                          | N/A                          |
| Masa Restaurant Grup İşl. San ve Tic. A.Ş.                | N/A                 | 41                  | N/A                       | 6                         | N/A                  | N/A                  | N/A                          | N/A                          |
| Meto Turizm İşletmeciliği ve Tasarım Dekorasyon Tic. A.Ş. | N/A                 | 53                  | N/A                       | 4                         | N/A                  | N/A                  | N/A                          | N/A                          |
| Mezzaluna Gıda İşl. San ve Tic. A.Ş.                      | N/A                 | 98                  | N/A                       | 3                         | N/A                  | N/A                  | N/A                          | N/A                          |
| Mora Turizm Otelcilik Rest. İşl. San. Tic. A.Ş.           | N/A                 | 22                  | N/A                       | 1                         | N/A                  | N/A                  | N/A                          | N/A                          |
| Nahita Restoran İşletmeciliği ve Yatırım A.Ş.             | N/A                 | 24                  | N/A                       | 8                         | N/A                  | N/A                  | N/A                          | N/A                          |
| Ryo - Tei Itsme Gıda Üretim Turizm ve Tic. A.Ş.           | N/A                 | 33                  | N/A                       | 8                         | N/A                  | N/A                  | N/A                          | N/A                          |
| Sait Restoran Turizm İşl. İnş. Eml. ve Tic. A.Ş.          | N/A                 | 86                  | N/A                       | 4                         | N/A                  | N/A                  | N/A                          | N/A                          |
| Zuma Turizm ve Gıda Paz.Tic. A. Ş.                        | N/A                 | 50                  | N/A                       | 19                        | N/A                  | N/A                  | N/A                          | N/A                          |
| <b>NEW INVESTMENTS<sup>13</sup></b>                       |                     |                     |                           |                           |                      |                      |                              |                              |
| IMG-Doğuş                                                 | 11                  | 3                   | 6                         | 2                         | N/A                  | 0                    | N/A                          | 0                            |
| Pozitif Müzik A.Ş.                                        | N/A                 | 60                  | N/A                       | 25                        | N/A                  | 3                    |                              | 1                            |
| Pozitif Yapım A.Ş.                                        | N/A                 | 2                   | N/A                       | N/A                       | N/A                  | N/A                  | N/A                          | N/A                          |
| Pozitif Arena Konser Salonları İşletmeleri A.Ş.           | N/A                 | 14                  | N/A                       | 7                         | N/A                  | N/A                  |                              | N/A                          |
| Doğuş Müşteri Sistemleri A.Ş.                             | N/A                 | 27                  | N/A                       | 18                        | N/A                  | 51                   | N/A                          | 30                           |
| Doğuş Planet                                              | 133                 | 108                 | 55                        | 54                        | 9                    | 14                   | 1                            | 6                            |
| DoğuşTeknoloji                                            | 51                  | 71                  | 10                        | 19                        | 21                   | 34                   | 7                            | 12                           |
| Related Group                                             | N/A                 | 25                  | N/A                       | 13                        | N/A                  | 5                    | N/A                          | 2                            |
| Reidin                                                    | N/A                 | 27                  | N/A                       | 6                         | N/A                  | 2                    | N/A                          | 2                            |
| Doğuş Avenue Dış. Tic. A.Ş.                               | N/A                 | 191                 | N/A                       | 80                        | N/A                  | 6                    | N/A                          | 4                            |
| Salıpazarı Liman İşletmeciliği ve Yatırımları A.Ş.        | N/A                 | 78                  | NA                        | 21                        | N/A                  | N/A                  | N/A                          | N/A                          |

<sup>13</sup> New investments include companies established in 2014.

## TRAINING

| COMPANY                               | MAN/HOUR 2013                                          | MAN/HOUR 2014                                                                        |
|---------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------------|
| <b>HOLDING</b>                        |                                                        |                                                                                      |
| Doğuş Holding                         | 67                                                     | 37.48                                                                                |
| <b>BANKING AND FINANCIAL SERVICES</b> |                                                        |                                                                                      |
| Garanti Bank                          | 54                                                     | 44                                                                                   |
| Garanti Bank International N.V.       | 15.76                                                  | 32.73                                                                                |
| Garanti Bank SA                       | 17.6                                                   | 12.63                                                                                |
| Garanti Bank Moscow                   | 2.43                                                   | 14.6                                                                                 |
| Garanti Pension & Life                | 60                                                     | 59.52                                                                                |
| Garanti Leasing                       | 45                                                     | 52.5                                                                                 |
| Garanti Asset Management              | 29.4                                                   | 19.21                                                                                |
| Garanti Securities                    | 12.19                                                  | 13.82                                                                                |
| Garanti Factoring                     | 44                                                     | 14                                                                                   |
| Garanti Mortgage                      | 6                                                      | 25                                                                                   |
| Garanti Fleet Management              | N/A                                                    | 18.70                                                                                |
| Garanti Payment Systems               | 8                                                      | 21                                                                                   |
| Garanti Technology                    | 7.5                                                    | 49.42                                                                                |
| Garanti Kültür                        | 3.7                                                    | 2.78                                                                                 |
| <b>AUTOMOTIVE</b>                     |                                                        |                                                                                      |
| Doğuş Otomotiv                        | 25                                                     | 50                                                                                   |
| Doğuş Oto                             | 33                                                     | 26                                                                                   |
| vdf Group                             | 30                                                     | 54                                                                                   |
| TÜVTÜRK                               | 52                                                     | 72                                                                                   |
| LeasePlan                             | 26.55                                                  | 24.45                                                                                |
| <b>CONSTRUCTION</b>                   |                                                        |                                                                                      |
| Doğuş Construction                    | 15.95                                                  | Head Office<br>7.6<br>Artvin Dam and HEPP &<br>Üsküdar-Ümraniye-Çekmeköy Metro<br>15 |
|                                       | Üsküdar-Ümraniye-Çekmeköy Subway<br>Project - 3,431.01 | 2,320                                                                                |
|                                       | Artvin Dam and HEPP Project- 3,720.94                  | 2,070                                                                                |
| Ayson Geoteknik ve Deniz İnşaat A.Ş.  | Adana Kavşakbendi Dam and HEPP<br>Project - 2,988.53   | N/A                                                                                  |
|                                       | Kandil Dam and HEPP Project - 3,188.14                 | N/A                                                                                  |
|                                       | Körfez Bay Crossing Project - 1,448.04                 | 232                                                                                  |
|                                       | Petkim Port Project - 1,114.77                         | 3,265                                                                                |
| <b>MEDIA</b>                          |                                                        |                                                                                      |
| Doğuş Media Group                     | 4.8                                                    | 1                                                                                    |

| COMPANY                                         | MAN/HOUR 2013 | MAN/HOUR 2014 |
|-------------------------------------------------|---------------|---------------|
| <b>TOURISM &amp; SERVICES</b>                   |               |               |
| Doğuş Tourism Group                             | 10.72         | 30.46         |
| D-Hotel Maris                                   | 2.36          | 27.72         |
| D-Resort Göcek                                  | 10.09         | 29.42         |
| D-Resort Grand Azur                             | 11            | 11.26         |
| Grand Hyatt İstanbul                            | 5.59          | 3.01          |
| Park Hyatt İstanbul – Maçka Palas               | 9.68          | 4.25          |
| Villa Dubrovnik                                 | N/A           | 16            |
| Maça Kızı                                       | N/A           | 35.54         |
| Maritim Hotel Club Alantur                      | 8             | 5.42          |
| Antur                                           | 27.6          | 9.24          |
| Doğuş Retail Group                              | 21.15         | 18.5          |
| D-Marin Marinas Group                           | 15            | 16            |
| D-Marin Turgutreis                              | N/A           | 9             |
| D-Marin Göcek                                   | N/A           | 3.11          |
| D-Marin Didim                                   | N/A           | 4.8           |
| D-Gym                                           | 4             | N/A           |
| D-Life                                          | 22.22         | N/A           |
| Körfez Havacılık                                | 66            | 64            |
| <b>REAL ESTATE</b>                              |               |               |
| Doğuş REIT                                      | 20            | 15.83         |
| Doğuş Real Estate                               | 4.35          | 4             |
| <b>ENERGY</b>                                   |               |               |
| D Enerji Üretim ve Yatırım A.Ş.                 | 11.66         | 15.4          |
| Doğuş Enerji Toptan Elektrik Ticaret A.Ş.       | 11.66         | 15.75         |
| <b>ENTERTAINMENT</b>                            |               |               |
| d.ream                                          | 0.43          | 0.315         |
| <b>NEW INVESTMENTS</b>                          |               |               |
| Pozitif Müzik A.Ş.                              | N/A           | 0.067         |
| Pozitif Yapım A.Ş.                              | N/A           | 1.33          |
| Pozitif Arena Konser Salonları İşletmeleri A.Ş. | N/A           | 0.57          |
| Doğuş Planet                                    | 3.7           | 30.5          |
| DoğuşTeknoloji                                  | 51.3          | 72            |
| Reidin                                          | N/A           | 1.28          |
| DGSK                                            | N/A           | 8             |
| Doğuş Avenu Dış. Tic. A.Ş.                      | N/A           | 32            |

## EMPLOYEE SATISFACTION SURVEY

| COMPANY                                      | SURVEY RESULT (%)<br>2013 | SURVEY RESULT (%)<br>2014 | FREQUENCY<br>2013 | FREQUENCY<br>2014 |
|----------------------------------------------|---------------------------|---------------------------|-------------------|-------------------|
| <b>HOLDING</b>                               |                           |                           |                   |                   |
| Doğuş Holding                                | 81                        | N/A                       | Biennially        | N/A               |
| <b>BANKING &amp; FINANCIAL SERVICES</b>      |                           |                           |                   |                   |
| Garanti Bank                                 | 52                        | 50                        | Every year        | Every year        |
| Garanti Bank SA                              | N/A                       | 54                        | N/A               | Every year        |
| Garanti Pension & Life                       | 44                        | N/A                       | Every year        | N/A               |
| Garanti Leasing                              | 52                        | 52                        | Every year        | Every year        |
| Garanti Factoring                            | N/A                       | N/A                       | Biennially        | N/A               |
| Garanti Payment System                       | N/A                       | 67                        | N/A               | Every year        |
| <b>AUTOMOTIVE</b>                            |                           |                           |                   |                   |
| Doğuş Otomotiv                               | N/A                       | 70.2                      | Biennially        | Biennially        |
| vdf Group                                    | 83.5                      | 81                        | Every year        | Every year        |
| TÜVTÜRK                                      | 70                        | 62                        | Every year        | Every year        |
| LeasePlan                                    | 75                        |                           | Every year        |                   |
| Construction                                 |                           |                           |                   |                   |
| Ayson Geotechnical & Marine Construction Co. | N/A                       | 95                        | N/A               | Every year        |
| <b>TOURISM &amp; SERVICES</b>                |                           |                           |                   |                   |
| D-Hotel Maris                                | N/A                       | 69                        | N/A               | Every year        |
| D-Resort Göcek                               | N/A                       | 89                        | N/A               | Every year        |
| D-Resort Grand Azur                          | N/A                       | 89                        | N/A               | Every year        |
| Grand Hyatt İstanbul                         | 86                        | 89.8                      | Every year        | Every year        |
| Park Hyatt İstanbul - MaçkaPalas             | 79.2                      | 87.8                      | Every year        | Every year        |
| <b>REAL ESTATE</b>                           |                           |                           |                   |                   |
| Doğuş Construction                           | 78                        | 82                        | Based on need     | Every Year        |
| <b>NEW INVESTMENTS</b>                       |                           |                           |                   |                   |
| Doğuş Planet                                 | 56.7                      | 51.9                      | Every Year        | Every Year        |

## EMPLOYEE HEALTH AND SAFETY COMMITTEES

| COMPANY                                 | HEALTH AND SAFETY COMMITTEE 2013 | HEALTH AND SAFETY COMMITTEE 2014 | PERCENTAGE OF TOTAL WORKFORCE REPRESENTED IN H&S COMMITTEES (%) 2013 | PERCENTAGE OF TOTAL WORKFORCE REPRESENTED IN H&S COMMITTEES (%) 2014 |
|-----------------------------------------|----------------------------------|----------------------------------|----------------------------------------------------------------------|----------------------------------------------------------------------|
| <b>HOLDING</b>                          |                                  |                                  |                                                                      |                                                                      |
| Doğuş Holding                           | Yes                              | Yes                              | 4                                                                    | 4                                                                    |
| <b>BANKING &amp; FINANCIAL SERVICES</b> |                                  |                                  |                                                                      |                                                                      |
| Garanti Bank                            | Yes                              | Yes                              | 35                                                                   | 37                                                                   |
| Garanti Bank SA                         | N/A                              | Yes                              | N/A                                                                  | 1                                                                    |
| Garanti Pension                         | N/A                              | Yes                              | N/A                                                                  | 7                                                                    |
| Garanti Leasing                         | Yes                              | N/A                              | 18                                                                   | N/A                                                                  |
| Garanti Asset Management                | N/A                              | Yes                              | N/A                                                                  | 4.55                                                                 |
| Garanti Securities                      | N/A                              | Yes                              | N/A                                                                  | 8.70                                                                 |
| Garanti Factoring                       | Yes                              | Yes                              | 18.65                                                                | 3.20                                                                 |
| Garanti Mortgage                        | N/A                              | Yes                              | N/A                                                                  | 5.5                                                                  |
| Garanti Fleet Management                | Yes                              | Yes                              | 20                                                                   | 25                                                                   |
| Garanti Payment System                  | N/A                              | Yes                              | N/A                                                                  | 1                                                                    |
| Garanti Technology                      | N/A                              | Yes                              | N/A                                                                  | 2                                                                    |
| <b>AUTOMOTIVE</b>                       |                                  |                                  |                                                                      |                                                                      |
| Doğuş Otomotiv                          | Yes                              | Yes                              | 3.9                                                                  | 4                                                                    |
| Doğuş Oto                               | N/A                              | Yes                              | N/A                                                                  | 5.78                                                                 |
| vdf Group                               | Yes                              | Yes                              | 5                                                                    | 6                                                                    |
| TÜVTÜRK                                 | Yes                              | Yes                              | 8                                                                    | 2                                                                    |
| LeasePlan                               | Yes                              | Yes                              | 7                                                                    | 4                                                                    |
| <b>CONSTRUCTION</b>                     |                                  |                                  |                                                                      |                                                                      |
| Doğuş Construction                      | Yes                              | Yes                              | 5 (Head Office)<br>2 (For the projects)                              | 5 (Head Office)<br>2 (For the projects)                              |
| Ayson Geoteknik ve Deniz İnşaat A.Ş.    | Yes                              | Yes                              | 0.02                                                                 | 0.02                                                                 |
| <b>MEDIA</b>                            |                                  |                                  |                                                                      |                                                                      |
| Doğuş Media Group                       | Yes                              | Yes                              | 2.5                                                                  | 1                                                                    |
| <b>TOURISM &amp; SERVICES</b>           |                                  |                                  |                                                                      |                                                                      |
| Doğuş Tourism Group - Head Office       | N/A                              | Yes                              | N/A                                                                  | 10                                                                   |
| D Hotel Maris                           | N/A                              | Yes                              | N/A                                                                  | 5                                                                    |
| D-Resort Göcek                          | N/A                              | Yes                              | N/A                                                                  | 8.6                                                                  |
| D Resort Grand Azur                     | Yes                              | Yes                              | 5                                                                    | 5                                                                    |
| Grand Hyatt İstanbul                    | Yes                              | Yes                              | 5                                                                    | 6                                                                    |
| Park Hyatt İstanbul - Maçka Palas       | Yes                              | Yes                              | 10                                                                   | 18                                                                   |
| Villa Dubrovnik                         | N/A                              | Yes                              | N/A                                                                  | 5                                                                    |
| Maça Kızı                               | N/A                              | Yes                              | N/A                                                                  | 10                                                                   |
| Maritim Club Alantur                    | Yes                              | Yes                              | 4.5                                                                  | 5                                                                    |
| Antur Tourism                           | N/A                              | Yes                              | N/A                                                                  | 10                                                                   |
| D Marin Marinas Group                   | N/A                              | Yes                              | N/A                                                                  | 10                                                                   |



| COMPANY                                            | HEALTH AND SAFETY COMMITTEE 2013 | HEALTH AND SAFETY COMMITTEE 2014 | PERCENTAGE OF TOTAL WORKFORCE REPRESENTED IN H&S COMMITTEES (%) 2013 | PERCENTAGE OF TOTAL WORKFORCE REPRESENTED IN H&S COMMITTEES (%) 2014 |
|----------------------------------------------------|----------------------------------|----------------------------------|----------------------------------------------------------------------|----------------------------------------------------------------------|
| <b>ENERGY</b>                                      |                                  |                                  |                                                                      |                                                                      |
| D Enerji Üretim ve Yatırım A.Ş.                    | N/A                              | Yes                              | N/A                                                                  | 7                                                                    |
| Doğuş Enerji Toptan Elektrik Ticaret A.Ş.          | N/A                              | Yes                              | N/A                                                                  | 11                                                                   |
| Doğuş Enerji Üretim ve Ticaret A.Ş./Artvin HEPP    | N/A                              | Yes                              | N/A                                                                  | 3                                                                    |
| <b>ENTERTAINMENT</b>                               |                                  |                                  |                                                                      |                                                                      |
| <b>D.REAM</b>                                      |                                  |                                  |                                                                      |                                                                      |
| d.ream                                             | Yes                              | Yes                              | 3.70                                                                 | 11                                                                   |
| LPM                                                | N/A                              | Yes                              | N/A                                                                  | 11                                                                   |
| Fenix                                              | N/A                              | Yes                              | N/A                                                                  | 10                                                                   |
| Anjelique                                          | N/A                              | Yes                              | N/A                                                                  | 11                                                                   |
| Lacivert                                           | N/A                              | Yes                              | N/A                                                                  | 14                                                                   |
| Nahita (M. Ofis)                                   | N/A                              | Yes                              | N/A                                                                  | 3                                                                    |
| Nusret Etiler                                      | N/A                              | Yes                              | N/A                                                                  | 3                                                                    |
| Ulus 29                                            | N/A                              | Yes                              | N/A                                                                  | 7                                                                    |
| Çubuklu 29                                         | N/A                              | Yes                              | N/A                                                                  | 7                                                                    |
| Ajia                                               | N/A                              | Yes                              | N/A                                                                  | 12                                                                   |
| Mezzaluna İstinyepark                              | N/A                              | Yes                              | N/A                                                                  | 12                                                                   |
| Go Meso İstinyepark                                | N/A                              | Yes                              | N/A                                                                  | 14                                                                   |
| Doors Merkez Üretim                                | N/A                              | Yes                              | N/A                                                                  | 14                                                                   |
| Kitchenette Kanyon                                 | N/A                              | Yes                              | N/A                                                                  | 12                                                                   |
| Borsa Boğaziçi                                     | N/A                              | Yes                              | N/A                                                                  | 11                                                                   |
| Parle                                              | N/A                              | Yes                              | N/A                                                                  | 14                                                                   |
| Borsa Adile Sultan Sarayı                          | N/A                              | Yes                              | N/A                                                                  | 8                                                                    |
| Zuma                                               | N/A                              | Yes                              | N/A                                                                  | 11                                                                   |
| <b>NEW INVESTMENTS</b>                             |                                  |                                  |                                                                      |                                                                      |
| Pozitif Müzik A.Ş.                                 | N/A                              | Yes                              | N/A                                                                  | 8.69                                                                 |
| Doğuş Planet                                       | Yes                              | Yes                              | 3                                                                    | 6                                                                    |
| Doğuş Teknoloji                                    | N/A                              | Yes                              | N/A                                                                  | 6                                                                    |
| Doğuş Avenu Dış. Tic. A.Ş.                         | N/A                              | Yes                              | N/A                                                                  | 3.6                                                                  |
| Salıpazarı Liman İşletmeciliği ve Yatırımları A.Ş. | N/A                              | Yes                              | N/A                                                                  | 5                                                                    |

# WAGES

| COMPANY                                 | FEMALE/MALE 2013 | FEMALE/MALE 2014 |
|-----------------------------------------|------------------|------------------|
| <b>HOLDING</b>                          |                  |                  |
| Doğuş Holding                           | 1.45             | 0.74             |
| <b>BANKING &amp; FINANCIAL SERVICES</b> |                  |                  |
| Garanti Bank                            | 0.94             | 0.93             |
| Garanti Bank International N.V.         | 0.3545           | 0.52             |
| Garanti Bank SA                         | 1.5              | 1.55             |
| Garanti Bank Moscow                     | 1.06             | 0.95             |
| Garanti Pension & Life                  | 0.57             | 0.83             |
| Garanti Leasing                         | 0.49             | 0.40             |
| Garanti Asset Management                | 0.41             | 0.55             |
| Garanti Securities                      | 0.50             | 0.74             |
| Garanti Factoring                       | 0.65             | 0.66             |
| Garanti Mortgage                        | 0.46             | 1.89             |
| Garanti Fleet Management                | N/A              | 0.75             |
| Garanti Payment Systems                 | 0.01             | 0.01             |
| Garanti Technology                      | 0.96             | 0.90             |
| Garanti Kültür                          | 0.44             | 0.95             |
| <b>AUTOMOTIVE</b>                       |                  |                  |
| Doğuş Otomotiv                          | 0.93             | 0.89             |
| Doğuş Oto                               | 0.92             | 0.94             |
| vdf Group                               | 0.98             | 0.81             |
| TÜVTÜRK                                 | 0.70             | 0.71             |
| LeasePlan                               | 1.01             | 0.75             |
| <b>CONSTRUCTION</b>                     |                  |                  |
| Doğuş Construction (Head Office)        | 0.56             | 0.62             |
| Ayson Geoteknik ve Deniz İnşaat A.Ş.    | 0.76             | 0.86             |
| <b>MEDIA</b>                            |                  |                  |
| Doğuş Media Group                       | 1.10             | 1.11             |
| <b>TOURISM &amp; SERVICES</b>           |                  |                  |
| Doğuş Tourism Group Head Office         | 0.38             | 0.75             |
| D-Hotel Maris                           | 0.31             | 0.83             |
| D-Resort Göcek                          | 0.41             | 0.89             |
| D-Resort Grand Azur                     | 0.41             | 0.91             |
| Grand Hyatt İstanbul                    | 1.06             | 1.04             |
| Park Hyatt İstanbul - MaçkaPalas        | 1.45             | 1.24             |
| Villa Dubrovnik                         | N/A              | 1.06             |
| Maça Kızı                               | N/A              | 1.58             |
| Maritim Hotel Club Alantur              | 0.32             | 0.89             |
| Antur                                   | 0.89             | 0.99             |
| D Watches and Jewellery                 | N/A              | 0.46             |
| Doğuş Retail Group                      | 1.09             | 1.02             |
| D-Marin Marinas Group Head Office       | 0.70             | 0.52             |
| D-Marin Turgutreis                      | 0.77             | 0.60             |

| COMPANY                                                   | FEMALE/MALE 2013 | FEMALE/MALE 2014 |
|-----------------------------------------------------------|------------------|------------------|
| D-Marin Göcek                                             | 0.50             | 0.52             |
| D-Marin Didim                                             | 0.78             | 0.57             |
| D-Marin Mandalina                                         | 0.80             | 0.80             |
| D-Marin Borik                                             | 0.60             | 0.60             |
| D-Marin Dalmacija                                         | 0.91             | 0.85             |
| D-Gym                                                     | 0.5              | N/A              |
| D-Life                                                    | 1.73             | 1.81             |
| Körfez Havacılık                                          | 0.12             | 0.46             |
| Real Estate                                               |                  |                  |
| Doğuş REIT                                                | 0.27             | N/A              |
| Doğuş Real Estate                                         | 0.49             | 0.74             |
| Doğuş Center Maslak                                       | 0.15             | 0.43             |
| Doğuş Gebze Center                                        | 0.2714           | 0.26             |
| <b>ENERGY</b>                                             |                  |                  |
| D Enerji Üretim ve Yatırım A.Ş.                           | 0.44             | 0.53             |
| Doğuş Enerji Toptan Elektirik Ticaret A.Ş.                | 0.39             | 0.55             |
| Doğuş Enerji Üretim ve Ticaret A.Ş.                       | 0.44             | 0.46             |
| <b>ENTERTAINMENT</b>                                      |                  |                  |
| <b>D.REAM</b>                                             |                  |                  |
| d.ream                                                    | 0.37             | 1.05             |
| Armani Ristorante                                         | N/A              | 0.64             |
| A.L.E Gıda ve Turizm Tic. A. Ş.                           | N/A              | 1.09             |
| Altınhan Turizm Ticaret A.Ş.                              | N/A              | 1.12             |
| Aresta Gıda Ticaret ve San.A.Ş.                           | N/A              | 0.98             |
| Bal Turizm ve Gıda Pazarlama A. Ş.                        | N/A              | 1.29             |
| Boğaziçi Borsa Lokantacılık İşl. San.Tic. A.Ş.            | N/A              | 1.23             |
| Büke Turizm ve Lokantacılık Tic. A. Ş.                    | N/A              | 1.07             |
| D Eğlence Bar Restoran İşletmeciliği ve Yatırım A.Ş.      | N/A              | 1.15             |
| D Et ve Et Ürünleri Gıda Pazarlama Tic. A.Ş.              | N/A              | 0.75             |
| Dafne Yayıncılık Turizm ve Gıda Pazarlama A. Ş.           | N/A              | 0.91             |
| Darphane Lok. İşl. San. Tic. A.Ş.                         | N/A              | 1.10             |
| Doors Akademi Eğitim ve Danışmanlık Hizmetleri A.Ş.       | N/A              | 2.27             |
| Etiler Turistik Tesisler İşletmeciliği Ticaret A.Ş.       | N/A              | 1.01             |
| Havana Yayıncılık Turizm ve Gıda Paz. Tic. A. Ş.          | N/A              | 0.94             |
| Kivahan Turizm Ticaret A.Ş.                               | N/A              | 0.98             |
| Köprü Restoran İşletmeciliği Tic. A.Ş.                    | N/A              | 0.88             |
| Lacivert Turizm A.Ş.                                      | N/A              | 1.19             |
| LPM İstanbul Restoran İşletmeciliği ve Yatırım A.Ş.       | N/A              | 0.98             |
| Masa Restaurant Grup İşl. San ve Tic. A.Ş.                | N/A              | 0.93             |
| Meto Turizm İşletmeciliği ve Tasarım Dekorasyon Tic. A.Ş. | N/A              | 1.29             |
| Mezzaluna Gıda İşl. San ve Tic. A.Ş.                      | N/A              | 1.20             |
| Mora Turizm Otelcilik Rest. İşl. San. Tic. A.Ş.           | N/A              | 0.80             |
| Nahita Restoran İşletmeciliği ve Yatırım A.Ş.             | N/A              | 0.59             |
| Ryo - Tei Itsme Gıda Üretim Turizm ve Tic. A.Ş.           | N/A              | 0.67             |
| Sait Restoran Turizm İşl. İnş. Eml. ve Tic. A.Ş.          | N/A              | 0.67             |
| Zuma Turizm ve Gıda Paz.Tic. A. Ş.                        | N/A              | 0.78             |

| COMPANY                                            | FEMALE/MALE 2013 | FEMALE/MALE 2014 |
|----------------------------------------------------|------------------|------------------|
| NEW INVESTMENTS                                    |                  |                  |
| IMG Doęuő                                          | N/A              | 0.44             |
| Pozitif M¼zik A.Ő.                                 | N/A              | 0.72             |
| Pozitif Yapım A.Ő.                                 | N/A              | 0.67             |
| Pozitif Arena Konser Salonları İŐletmeleri A.Ő.    | N/A              | 0.83             |
| Doęuő M¼Őteri Sistemleri A.Ő.                      | N/A              | 0.74             |
| Doęuő Planet                                       | 0.78             | 0.43             |
| DoęuőTeknoloji                                     | 0.98             | 0.92             |
| Related Group                                      | N/A              | 0.96             |
| Reidin                                             | N/A              | 0.48             |
| DGSK                                               | N/A              | 0.25             |
| Darr¼Őafaka Doęuő                                  | N/A              | 14.73            |
| Doęuő Avenu DıŐ. Tic. A.Ő.                         | N/A              | 0.74             |
| Salıpazarı Liman İŐletmecilięi ve Yatırımları A.Ő. | N/A              | 1.09             |

## TURNOVER RATES

| COMPANY                                    | EMPLOYEE TURNOVER RATE (%)<br>2013 | EMPLOYEE TURNOVER RATE (%)<br>2014 |
|--------------------------------------------|------------------------------------|------------------------------------|
| <b>HOLDING</b>                             |                                    |                                    |
| Doğuş Holding                              | 4.9                                | 0.09                               |
| <b>FOUNDATION</b>                          |                                    |                                    |
| Ayhan Şahenk Vakfı                         | N/A                                | 20                                 |
| <b>BANKING &amp; FINANCIAL SERVICES</b>    |                                    |                                    |
| Garanti Bank                               | 11.5                               | 10.7                               |
| Garanti Bank International N.V.            | 11.5                               | 11.9                               |
| Garanti Bank SA                            | 10.7                               | 17.51                              |
| Garanti Bank Moscow                        | 17                                 | 18                                 |
| Garanti Pension & Life                     | 32.8                               | 34                                 |
| Garanti Leasing                            | 18.6                               | 17                                 |
| Garanti Asset Management                   | 14.03                              | 16.92                              |
| Garanti Securities                         | 30.769                             | 11.3                               |
| Garanti Factoring                          | 23.56                              | 11.20                              |
| Garanti Mortgage                           | 50.724                             | 32                                 |
| Garanti Fleet Management                   | 19.117                             | 16.67                              |
| Garanti Payment Systems                    | 57.006                             | 7                                  |
| Garanti Technology                         | 11.09                              | 8.6                                |
| Garanti Kültür                             | 25                                 | 17.39                              |
| <b>AUTOMOTIVE</b>                          |                                    |                                    |
| Doğuş Otomotiv                             | 7.84                               | 7.49                               |
| Doğuş Oto                                  | 10.86                              | 12.87                              |
| vdf Group                                  | 3                                  | 2.89                               |
| TÜVTÜRK                                    | 7.5                                | 17                                 |
| LeasePlan                                  | 13.7                               | 14.8                               |
| <b>CONSTRUCTION</b>                        |                                    |                                    |
| Doğuş Construction                         | 11.3                               | 12.66                              |
| Technical Engineering and Consultancy Inc. | 7.14                               | 0.44                               |
| Ayson Geoteknik ve Deniz İnşaat A.Ş.       | 4.16                               | 0.354                              |
| <b>MEDIA</b>                               |                                    |                                    |
| Doğuş Media Group                          | 18                                 | 18                                 |
| <b>TOURISM &amp; SERVICES</b>              |                                    |                                    |
| Doğuş Tourism Group Head Office            | 12                                 | 12                                 |
| D-Hotel Maris                              | 39.14                              | 18                                 |
| D-Resort Göcek                             | 38.16                              | 29.5                               |
| D-Resort Grand Azur                        | 47                                 | 24                                 |
| Grand Hyatt İstanbul                       | 23                                 | 24.7                               |
| Park Hyatt İstanbul - MaçkaPalas           | 53                                 | 55.9                               |
| Villa Dubrovnik                            | N/A                                | 3.7                                |
| Maça Kızı                                  | N/A                                | 113                                |
| Maritim Hotel Club Alantur                 | 29.19                              | 62.71                              |
| Antur                                      | 23                                 | 22                                 |
| D Watches and Jewellery                    | N/A                                | 9                                  |

| COMPANY                                              | EMPLOYEE TURNOVER RATE (%)<br>2013 | EMPLOYEE TURNOVER RATE (%)<br>2014 |
|------------------------------------------------------|------------------------------------|------------------------------------|
| Doğuş Retail Group                                   | 55                                 | 38                                 |
| D-Marin Marinas Group Head Office                    | 10.647                             | 20                                 |
| D-Marin Turgutreis                                   | 4.5                                | 0.0006                             |
| D-Marin Göcek                                        | 2                                  | 0.02                               |
| D-Marin Didim                                        | 5.5                                | 0.11                               |
| D-Marin Mandalina                                    | 1                                  | 0                                  |
| D-Marin Borik                                        | 0                                  | 0                                  |
| D-Marin Dalmacija                                    | 1                                  | 1                                  |
| D-Gym                                                | 35.06                              | N/A                                |
| D-Life                                               | 1.86                               | 0.36                               |
| Körfez Havacılık                                     | 9.67                               | 10                                 |
| <b>REAL ESTATE</b>                                   |                                    |                                    |
| Doğuş REIT                                           | 0                                  | 0                                  |
| Doğuş Real Estate                                    | 27.27                              | 5.29                               |
| Doğuş Center Maslak                                  | 25                                 | 0                                  |
| Doğuş Gebze Center                                   | 11.7                               | 5                                  |
| <b>ENERGY</b>                                        |                                    |                                    |
| D Enerji Üretim ve Yatırım A.Ş.                      | 7                                  | 6                                  |
| Doğuş Enerji Toptan Elektirik ve Ticaret A.Ş.        | 17                                 | 25                                 |
| Doğuş Enerji Üretim ve Ticaret A.Ş.                  | 3                                  | 0                                  |
| <b>ENTERTAINMENT</b>                                 |                                    |                                    |
| <b>D.REAM</b>                                        |                                    |                                    |
| d.ream                                               | 14.2                               | 93                                 |
| Armani Ristorante                                    | N/A                                | 65                                 |
| A.L.E Gıda ve Turizm Tic. A. Ş.                      | N/A                                | 92                                 |
| Altınhan Turizm Ticaret A.Ş.                         | N/A                                | 93                                 |
| Aresta Gıda Ticaret ve San.A.Ş.                      | N/A                                | 92                                 |
| Bal Turizm ve Gıda Pazarlama A. Ş.                   | N/A                                | 91                                 |
| Boğaziçi Borsa Lokantacılık İşl. San.Tic. A.Ş.       | N/A                                | 97                                 |
| Büke Turizm ve Lokantacılık Tic. A. Ş.               | N/A                                | 92                                 |
| D Eğlence Bar Restoran İşletmeciliği ve Yatırım A.Ş. | N/A                                | 92                                 |
| D Et ve Et Ürünleri Gıda Pazarlama Tic. A.Ş.         | N/A                                | 96                                 |
| Dafne Yayıncılık Turizm ve Gıda Pazarlama A. Ş.      | N/A                                | 100                                |
| Darphane Lok. İşl. San. Tic. A.Ş.                    | N/A                                | 100                                |
| Doors Akademi Eğitim ve Danışmanlık Hizmetleri A.Ş.  | N/A                                | 78                                 |
| Etiler Turistik Tesisler İşletmeciliği Ticaret A.Ş.  | N/A                                | 82                                 |
| Havana Yayıncılık Turizm ve Gıda Paz. Tic. A. Ş.     | N/A                                | 93                                 |
| Kivahan Turizm Ticaret A.Ş.                          | N/A                                | 97                                 |
| Köprü Restoran İşletmeciliği Tic. A.Ş.               | N/A                                | 93                                 |
| Lacivert Turizm A.Ş.                                 | N/A                                | 95                                 |
| LPM İstanbul Restoran İşletmeciliği ve Yatırım A.Ş.  | N/A                                | 87                                 |
| Masa Restaurant Grup İşl. San ve Tic. A.Ş.           | N/A                                | 90                                 |

| COMPANY                                                   | EMPLOYEE TURNOVER RATE (%)<br>2013 | EMPLOYEE TURNOVER RATE (%)<br>2014 |
|-----------------------------------------------------------|------------------------------------|------------------------------------|
| Meto Turizm İşletmeciliği ve Tasarım Dekorasyon Tic. A.Ş. | N/A                                | 98                                 |
| Mezzaluna Gıda İşl. San ve Tic. A.Ş.                      | N/A                                | 97                                 |
| Mora Turizm Otelcilik Rest. İşl. San. Tic. A.Ş.           | N/A                                | 97                                 |
| Nahita Restoran İşletmeciliği ve Yatırım A.Ş.             | N/A                                | 87                                 |
| Ryo - Tei Itsme Gıda Üretim Turizm ve Tic. A.Ş.           | N/A                                | 92                                 |
| Sait Restoran Turizm İşl. İnş. Eml. ve Tic. A.Ş.          | N/A                                | 100                                |
| Zuma Turizm ve Gıda Paz.Tic. A. Ş.                        | N/A                                | 99                                 |
| <b>NEW INVESTMENTS</b>                                    |                                    |                                    |
| IMG-Doğuş                                                 | 1                                  | 15                                 |
| Pozitif                                                   | 5                                  | 12.71                              |
| Doğuş Müşteri Sistemleri A.Ş.                             | N/A                                | 18                                 |
| Doğuş Planet                                              | 21                                 | 28.63                              |
| DoğuşTeknoloji                                            | 12.62                              | 8                                  |
| Related Group                                             | N/A                                | 29                                 |
| Reidin                                                    | N/A                                | 20.5                               |
| DGSK                                                      | N/A                                | 0                                  |
| Darrüşafaka Doğuş                                         | N/A                                | 30                                 |
| Doğuş Avenu Dış. Tic. A.Ş.                                | N/A                                | 21.7                               |
| Salıpazarı Liman İşletmeciliği ve Yatırımları A.Ş.        | N/A                                | 1.2                                |

# TOTAL WORKFORCE

| COMPANY                                       | FEMALE<br>WORKFORCE 2013 | FEMALE<br>WORKFORCE 2014 | MALE<br>WORKFORCE 2013 | MALE<br>WORKFORCE 2014 | TOTAL<br>WORKFORCE 2013 | TOTAL<br>WORKFORCE 2014 |
|-----------------------------------------------|--------------------------|--------------------------|------------------------|------------------------|-------------------------|-------------------------|
| Doğuş Holding                                 | 64                       | 83                       | 46                     | 52                     | 110                     | 135                     |
| <b>FOUNDATION</b>                             |                          |                          |                        |                        |                         |                         |
| Ayhan Şahenk Vakfı                            | N/A                      | 5                        | N/A                    | 0                      | N/A                     | 5                       |
| <b>BANKING &amp; FINANCIAL SERVICES</b>       |                          |                          |                        |                        |                         |                         |
| Garanti Bank                                  | 10,648                   | 10,833                   | 8,089                  | 8,203                  | 18,737                  | 19,036                  |
| Garanti Bank International N.V.               | 97                       | 95                       | 137                    | 140                    | 234                     | 235                     |
| Garanti Bank SA                               | 635                      | 566                      | 254                    | 382                    | 889                     | 948                     |
| Garanti Bank Moscow                           | 58                       | 57                       | 24                     | 26                     | 82                      | 83                      |
| Garanti Pension & Life                        | 651                      | 683                      | 246                    | 223                    | 897                     | 906                     |
| Garanti Leasing                               | 75                       | 82                       | 80                     | 75                     | 155                     | 157                     |
| Garanti Asset Management                      | 23                       | 40                       | 34                     | 25                     | 57                      | 65                      |
| Garanti Securities                            | 42                       | 48                       | 62                     | 67                     | 104                     | 115                     |
| Garanti Factoring                             | 135                      | 108                      | 107                    | 80                     | 242                     | 188                     |
| Garanti Mortgage                              | 21                       | 23                       | 48                     | 49                     | 69                      | 72                      |
| Garanti Fleet Management                      | 25                       | 22                       | 43                     | 49                     | 68                      | 71                      |
| Garanti Payment Systems                       | 357                      | 372                      | 378                    | 361                    | 735                     | 733                     |
| Garanti Technology                            | 399                      | 470                      | 782                    | 849                    | 1,181                   | 1,319                   |
| Garanti Kültür                                | 21                       | 19                       | 3                      | 4                      | 24                      | 23                      |
| <b>AUTOMOTIVE</b>                             |                          |                          |                        |                        |                         |                         |
| DoğuşOtomotiv                                 | 165                      | 218                      | 422                    | 450                    | 587                     | 668                     |
| DoğuşOto                                      | 248                      | 262                      | 1,124                  | 1,207                  | 1,372                   | 1,469                   |
| vdf Group                                     | 115                      | 145                      | 80                     | 97                     | 195                     | 242                     |
| TÜVTÜRK                                       | 18                       | 23                       | 56                     | 90                     | 74                      | 113                     |
| LeasePlan                                     | 33                       | 47                       | 40                     | 49                     | 73                      | 96                      |
| <b>CONSTRUCTION</b>                           |                          |                          |                        |                        |                         |                         |
| Doğuş Construction (Head Office)              | 47                       | 50                       | 107                    | 111                    | 154                     | 161                     |
| Technical Engineering and<br>Consultancy Inc. | 3                        | 0                        | 11                     | 9                      | 14                      | 9                       |
| Ayson Geoteknik ve Deniz İnşaat A.Ş.          | 6                        | 7                        | 18                     | 388                    | 24                      | 395                     |
| <b>MEDIA</b>                                  |                          |                          |                        |                        |                         |                         |
| Doğuş Media Group                             | 465                      | 435                      | 910                    | 834                    | 1,375                   | 1,269                   |
| <b>TOURISM &amp; SERVICES</b>                 |                          |                          |                        |                        |                         |                         |
| Doğuş Tourism Group Head Office               | 24                       | 38                       | 37                     | 30                     | 61                      | 68                      |
| D-Hotel Maris                                 | 148                      | 125                      | 361                    | 334                    | 509                     | 459                     |
| D-Resort Göcek                                | 34                       | 50                       | 84                     | 111                    | 118                     | 161                     |
| D-Resort Grand Azur                           | 92                       | 105                      | 173                    | 174                    | 265                     | 279                     |
| D-Resort Sibenik                              | N/A                      | 1                        | N/A                    | 0                      | N/A                     | 1                       |
| Grand Hyatt İstanbul                          | 71                       | 65                       | 220                    | 211                    | 291                     | 276                     |
| Park Hyatt İstanbul                           | 28                       | 30                       | 78                     | 76                     | 106                     | 106                     |
| Villa Dubrovnik                               | N/A                      | 36                       | N/A                    | 43                     | N/A                     | 79                      |
| Maça Kızı                                     | N/A                      | 37                       | N/A                    | 181                    | N/A                     | 218                     |
| Maritim Hotel Club Alantur                    | 40                       | 61                       | 158                    | 164                    | 198                     | 225                     |



| COMPANY                                              | FEMALE<br>WORKFORCE 2013 | FEMALE<br>WORKFORCE 2014 | MALE<br>WORKFORCE 2013 | MALE<br>WORKFORCE 2014 | TOTAL<br>WORKFORCE 2013 | TOTAL<br>WORKFORCE 2014 |
|------------------------------------------------------|--------------------------|--------------------------|------------------------|------------------------|-------------------------|-------------------------|
| Antur                                                | 25                       | 24                       | 26                     | 33                     | 51                      | 57                      |
| D Watches and Jewellery                              | N/A                      | 14                       | N/A                    | 8                      | N/A                     | 22                      |
| Doğuş Retail Group                                   | 72                       | 80                       | 86                     | 95                     | 158                     | 175                     |
| D-Marin Marinas Group Head Office                    | 8                        | 8                        | 4                      | 6                      | 12                      | 14                      |
| D-Marin Turgutreis                                   | 8                        | 8                        | 60                     | 56                     | 68                      | 64                      |
| D-Marin Göcek                                        | 11                       | 11                       | 45                     | 45                     | 56                      | 56                      |
| D-Marin Didim                                        | 7                        | 7                        | 50                     | 49                     | 57                      | 56                      |
| D-Marin Mandalina                                    | 10                       | 10                       | 20                     | 20                     | 30                      | 30                      |
| D-Marin Borik                                        | 2                        | 2                        | 10                     | 10                     | 12                      | 12                      |
| D-Marin Dalmacija                                    | 21                       | 21                       | 67                     | 68                     | 88                      | 89                      |
| D-Gym                                                | 28                       | N/A                      | 49                     | N/A                    | 77                      | N/A                     |
| D-Life                                               | 17                       | 9                        | 14                     | 11                     | 31                      | 20                      |
| Körfez Havacılık                                     | 6                        | 7                        | 25                     | 23                     | 31                      | 30                      |
| <b>REAL ESTATE</b>                                   |                          |                          |                        |                        |                         |                         |
| Doğuş REIT                                           | 4                        | 6                        | 7                      | 6                      | 11                      | 12                      |
| Doğuş Real Estate                                    | 12                       | 20                       | 22                     | 32                     | 34                      | 52                      |
| Doğuş Center Maslak                                  | 1                        | 1                        | 3                      | 3                      | 4                       | 4                       |
| Doğuş Gebze Center                                   | 12                       | 6                        | 22                     | 15                     | 34                      | 21                      |
| <b>ENERGY</b>                                        |                          |                          |                        |                        |                         |                         |
| D Enerji Üretim ve Yatırım A.Ş.                      | 9                        | 8                        | 11                     | 8                      | 20                      | 16                      |
| Doğuş Enerji Toptan Elektrik Ticaret A.Ş.            | N/A                      | 5                        | N/A                    | 7                      | N/A                     | 12                      |
| Doğuş Enerji Üretim ve Ticaret A.Ş.                  | 2                        | 2                        | 31                     | 30                     | 33                      | 32                      |
| <b>ENTERTAINMENT</b>                                 |                          |                          |                        |                        |                         |                         |
| <b>D.REAM</b>                                        |                          |                          |                        |                        |                         |                         |
| d.ream                                               | 58                       | 360                      | 104                    | 1,923                  | 162                     | 2,283                   |
| Armani Ristorante                                    | N/A                      | 41                       | N/A                    | 11                     | N/A                     | 52                      |
| A.L.E Gıda ve Turizm Tic. A. Ş.                      | N/A                      | 25                       | N/A                    | 116                    | N/A                     | 141                     |
| Altınhan Turizm Ticaret A.Ş.                         | N/A                      | 5                        | N/A                    | 10                     | N/A                     | 15                      |
| Aresta Gıda Ticaret ve San.A.Ş.                      | N/A                      | 7                        | N/A                    | 81                     | N/A                     | 88                      |
| Bal Turizm ve Gıda Pazarlama A. Ş.                   | N/A                      | 7                        | N/A                    | 44                     | N/A                     | 51                      |
| Boğaziçi Borsa Lokantacılık İşl. San.Tic. A.Ş.       | N/A                      | 8                        | N/A                    | 77                     | N/A                     | 85                      |
| Büke Turizm ve Lokantacılık Tic. A. Ş.               | N/A                      | 8                        | N/A                    | 62                     | N/A                     | 70                      |
| D Eğlence Bar Restoran İşletmeciliği ve Yatırım A.Ş. | N/A                      | 15                       | N/A                    | 83                     | N/A                     | 98                      |
| D Et ve Et Ürünleri Gıda Pazarlama Tic. A.Ş.         | N/A                      | 26                       | N/A                    | 212                    | N/A                     | 238                     |
| Dafne Yayıncılık Turizm ve Gıda Pazarlama A. Ş.      | N/A                      | 2                        | N/A                    | 19                     | N/A                     | 21                      |
| Darphane Lok. İşl. San. Tic. A.Ş.                    | N/A                      | 1                        | N/A                    | 5                      | N/A                     | 6                       |
| Doors Akademi Eğitim ve Danışmanlık Hizmetleri A.Ş.  | N/A                      | 3                        | N/A                    | 6                      | N/A                     | 9                       |
| Etiler Turistik Tesisler İşletmeciliği Ticaret A.Ş.  | N/A                      | 7                        | N/A                    | 31                     | N/A                     | 38                      |

| COMPANY                                                      | FEMALE<br>WORKFORCE 2013 | FEMALE<br>WORKFORCE 2014 | MALE<br>WORKFORCE 2013 | MALE<br>WORKFORCE 2014 | TOTAL<br>WORKFORCE 2013 | TOTAL<br>WORKFORCE 2014 |
|--------------------------------------------------------------|--------------------------|--------------------------|------------------------|------------------------|-------------------------|-------------------------|
| Havana Yayıncılık Turizm ve Gıda Paz.<br>Tic. A. Ş.          | N/A                      | 120                      | N/A                    | 499                    | N/A                     | 619                     |
| Kivahan Turizm Ticaret A.Ş.                                  | N/A                      | 5                        | N/A                    | 25                     | N/A                     | 30                      |
| Köprü Restoran İşletmeciliği Tic. A.Ş.                       | N/A                      | 7                        | N/A                    | 32                     | N/A                     | 39                      |
| Lacivert Turizm A.Ş.                                         | N/A                      | 4                        | N/A                    | 32                     | N/A                     | 36                      |
| LPM İstanbul Restoran İşletmeciliği ve<br>Yatırım A.Ş.       | N/A                      | 28                       | N/A                    | 53                     | N/A                     | 81                      |
| Masa Restaurant Grup İşl. San ve Tic. A.Ş.                   | N/A                      | 9                        | N/A                    | 71                     | N/A                     | 80                      |
| Meto Turizm İşletmeciliği ve Tasarım<br>Dekorasyon Tic. A.Ş. | N/A                      | 5                        | N/A                    | 52                     | N/A                     | 57                      |
| Mezzaluna Gıda İşl. San ve Tic. A.Ş.                         | N/A                      | 7                        | N/A                    | 138                    | N/A                     | 145                     |
| Mora Turizm Otelcilik Rest. İşl.<br>San. Tic. A.Ş.           | N/A                      | 8                        | N/A                    | 69                     | N/A                     | 77                      |
| Nahita Restoran İşletmeciliği<br>ve Yatırım A.Ş.             | N/A                      | 16                       | N/A                    | 39                     | N/A                     | 55                      |
| Ryo - Tei Itsme Gıda Üretim Turizm<br>ve Tic. A.Ş.           | N/A                      | 9                        | N/A                    | 29                     | N/A                     | 38                      |
| Sait Restoran Turizm İşl. İnş. Eml.<br>ve Tic. A.Ş.          | N/A                      | 5                        | N/A                    | 85                     | N/A                     | 90                      |
| Zuma Turizm ve Gıda Paz.Tic. A. Ş.                           | N/A                      | 23                       | N/A                    | 53                     | N/A                     | 76                      |
| <b>NEW INVESTMENTS</b>                                       |                          |                          |                        |                        |                         |                         |
| IMG-Doğuş                                                    | 9                        | 9                        | 11                     | 9                      | 20                      | 18                      |
| Pozitif Müzik A.Ş.                                           | N/A                      | 47                       | N/A                    | 71                     | N/A                     | 118                     |
| Pozitif Yapım A.Ş.                                           | N/A                      | 1                        | N/A                    | 5                      | N/A                     | 6                       |
| Pozitif Arena Konser Salonları<br>İşletmeleri A.Ş.           | N/A                      | 7                        | N/A                    | 7                      | N/A                     | 14                      |
| Doğuş Müşteri Sistemleri A.Ş.                                | N/A                      | 30                       | N/A                    | 21                     | N/A                     | 51                      |
| Doğuş Planet                                                 | 82                       | 136                      | 104                    | 159                    | 186                     | 295                     |
| DoğuşTeknoloji                                               | 32                       | 48                       | 71                     | 115                    | 103                     | 163                     |
| Related Group                                                | N/A                      | 43                       | N/A                    | 41                     | N/A                     | 84                      |
| Reidin                                                       | N/A                      | 13                       | N/A                    | 26                     | N/A                     | 39                      |
| DGSK                                                         | N/A                      | 1                        | N/A                    | 4                      | N/A                     | 5                       |
| Darrüşafaka Doğuş                                            | N/A                      | 1                        | N/A                    | 39                     | N/A                     | 40                      |
| Doğuş Avenu Dış. Tic. A.Ş.                                   | N/A                      | 80                       | N/A                    | 111                    | N/A                     | 191                     |
| Salıpazarı Liman İşletmeciliği ve<br>Yatırımları A.Ş.        | N/A                      | 21                       | N/A                    | 57                     | N/A                     | 78                      |

## ENVIRONMENTAL PERFORMANCE DATA

### ENVIRONMENTAL INVESTMENTS (TL)<sup>13</sup>

| COMPANY                                            | TOTAL AMOUNT 2013 | TOTAL AMOUNT 2014 |
|----------------------------------------------------|-------------------|-------------------|
| Garanti Factoring                                  | 1,800             | 0                 |
| DoğuşOtomotiv                                      | 84,373            | 188,124           |
| vdf Group                                          | 15,556            | 19,624            |
| TÜVTURK                                            | 65,000            | N/A               |
| Doğuş Construction                                 | 40,735            | 49,100            |
| Ayson Geoteknik ve Deniz İnşaat A.Ş.               | 25,200            | 10,600            |
| D-Hotel Maris                                      | 25,839            | 66,685            |
| D - Resort Göcek                                   | 5,140             | 9,650             |
| D-Resort Grand Azur                                | 12,000            | 4,200             |
| Park Hyatt İstanbul-MaçkaPalas                     | N/A               | 2,550             |
| Capri Palace                                       | N/A               | 46,195            |
| Argos in Cappadocia                                | N/A               | 91,558            |
| Maritim Hotel Club Alantur                         | N/A               | 2,960             |
| D-Marin Turgutreis                                 | 149,868           | 206,247           |
| D-Marin Göcek                                      | 51,591            | 112,208           |
| D-Marin Didim                                      | 183,712           | 181,720           |
| D-Marin Mandalina                                  | 216,432           | 207,991           |
| D-Marin Dalmacija                                  | 0                 | 617,601           |
| Flisvos Marina                                     | 534,743           | N/A               |
| Zea Marina                                         | 192,170           | 61,253.577        |
| Lefkas Marina                                      | N/A               | 8,164             |
| Gouvia Marina                                      | 84,704            | 212,415.588       |
| Doğuş Center Maslak                                | N/A               | 93,163            |
| Doğuş Enerji Üretim ve Ticaret A.Ş.                | 96,199            | N/A               |
| Aslancık HEPP                                      | 3,950,000         | 211,075           |
| Boyabat HEPP                                       | N/A               | 225,224           |
| Salıpazarı Liman İşletmeciliği ve Yatırımları A.Ş. | N/A               | 184,265           |

<sup>13</sup> Average exchange rates of Central Bank of the Republic of Turkey have been used.

## ENERGY CONSUMPTION

| COMPANY                                 | ELECTRICITY CONSUMPTION KWH<br>2013      | ELECTRICITY CONSUMPTION KWH<br>2014      |
|-----------------------------------------|------------------------------------------|------------------------------------------|
| <b>HOLDING</b>                          |                                          |                                          |
| Doğuş Holding                           | 1,672,418 <sup>14</sup>                  | 1,650,196                                |
| <b>BANKING &amp; FINANCIAL SERVICES</b> |                                          |                                          |
| Garanti Bank <sup>15</sup>              | 130,388,064                              | N/A                                      |
| Garanti Bank International N.V.         | 533,895                                  | 540,000                                  |
| Garanti Bank SA                         | 1,200,250                                | 2,500,850                                |
| Garanti Bank Moscow                     | 227,215                                  | 228,700                                  |
| Garanti Pension & Life                  | 950,000                                  | 850,000                                  |
| Garanti Leasing                         | 900,000                                  | 490,000                                  |
| Garanti Asset Management                | 9,293.00                                 | 200.311                                  |
| Garanti Securities                      | 9,292.50                                 | N/A                                      |
| Garanti Factoring                       | 180,000                                  | 180,000                                  |
| Garanti Fleet Management                | 300,000                                  | 272,575.67                               |
| Garanti Technology                      | 12,606,479                               | 12,364,689                               |
| Garanti Kültür                          | N/A                                      | 602,465.51                               |
| <b>AUTOMOTIVE</b>                       |                                          |                                          |
| Doğuş Otomotiv                          | 3,577,363                                | 3,690,356                                |
| vdf Group                               | 22,791                                   | 326,289.60                               |
| TÜVTÜRK                                 | 13,500,000                               | 12,165,990                               |
| LeasePlan                               | 81,650                                   | 64,700                                   |
| <b>CONSTRUCTION</b>                     |                                          |                                          |
|                                         | Head Office                              | Head Office                              |
|                                         | 5,440                                    | 5,881                                    |
|                                         | Artvin Dam and HEPP                      | Artvin Dam and HEPP                      |
| Doğuş Construction                      | 4,900,000                                | 3,268,000                                |
|                                         | Üsküdar-Ümraniye-Çekmeköy Subway Project | Üsküdar-Ümraniye-Çekmeköy Subway Project |
|                                         | 390,000                                  | 401,190                                  |
|                                         | Head Office                              | Head Office                              |
|                                         | 429                                      | 267                                      |
| Ayson Geoteknik ve Deniz İnşaat A.Ş     | Üsküdar Ümraniye Subway Project          |                                          |
|                                         | 5,133,727                                | N/A                                      |
|                                         | Artvin Dam and HEPP Project              |                                          |
|                                         | 4,009,065                                | N/A                                      |
| <b>MEDIA</b>                            |                                          |                                          |
| Doğuş Media Group <sup>16</sup>         | 9,300,000                                | 9,200,000                                |
| <b>TOURISM &amp; SERVICES</b>           |                                          |                                          |
| Doğuş Tourism Group Head Office         | 296,809                                  | 265,323.47                               |
| D-Hotel Maris                           | 5,510,715                                | 1,575,839                                |
| D-Resort Göcek                          | 1,591,749                                | 2,428,940                                |
| D-Resort Grand Azur                     | 3,197,565                                | 3,286,045                                |
| D-Resort Sibenik                        | N/A                                      | 5.307                                    |
| Grand Hyatt İstanbul                    | 6,829,446                                | 7,016,071                                |

| COMPANY                             | ELECTRICITY CONSUMPTION KWH<br>2013 | ELECTRICITY CONSUMPTION KWH<br>2014 |
|-------------------------------------|-------------------------------------|-------------------------------------|
| Park Hyatt İstanbul – Maçka Palas   | 3,459,681                           | 3,632,193                           |
| Capri Palace                        | N/A                                 | 1,634,000                           |
| Villa Dubrovnik                     | N/A                                 | 907,744                             |
| Argos in Cappadocia                 | N/A                                 | 491,386                             |
| Maça Kızı                           | N/A                                 | 875,385                             |
| Maritim Hotel Club Alantur          | 1,575,284                           | 1,661,743                           |
| D Watches and Jewellery             | N/A                                 | 31,468,752                          |
| Doğuş Retail Group                  | 2,234,769                           | 41,975                              |
| D-Marin Turgutreis                  | 3,884,312                           | 4,498,781                           |
| D-Marin Göcek                       | 1,851,303                           | 1,954,306                           |
| D-Marin Didim                       | 3,418,769                           | 3,559,187                           |
| D-Marin Mandalina                   | 1,725,834                           | 908,610                             |
| D-Marin Borik                       | 103,047                             | 105,912                             |
| D-Marin Dalmacija                   | 2,476,620                           | 2,542,440                           |
| Flisvos Marina                      | 9,510,000                           | N/A                                 |
| Zea Marina                          | 3,673,200                           | 5,567,801                           |
| Lefkas Marina                       | 1,542,000                           | 1,324,380                           |
| Gouvia Marina                       | 2,230,400                           | 2,468,857                           |
| D-Gym                               | 1,653,160                           | N/A                                 |
| D-Life                              | N/A                                 | 323,525                             |
| Körfez Havacılık                    | 71,305                              | 81,560                              |
| <b>REAL ESTATE</b>                  |                                     |                                     |
| Doğuş REIT                          | 1,925                               | 3,530.774                           |
| Doğuş Real Estate                   | 54,793                              | 149,220.07                          |
| Doğuş Gebze Center                  | 16,503,358                          | 16,184,133                          |
| Doğuş Center Maslak                 | 1,567,199                           | 1,636,901                           |
| <b>ENERGY</b>                       |                                     |                                     |
| Doğuş Enerji Üretim ve Ticaret A.Ş. | 225,000                             | 106,598                             |
| Boyabat HEPP                        | 1,661,835                           | 4,043,829                           |
| Aslancık HEPP                       | 184,435                             | 100,299                             |
| <b>ENTERTAINMENT</b>                |                                     |                                     |
| d.ream                              | N/A                                 | 19,678,786                          |
| <b>NEW INVESTMENTS</b>              |                                     |                                     |
| Pozitif Müzik A.Ş.                  | N/A                                 | 591,902                             |
| Doğuş Müşteri Sistemleri A.Ş.       | N/A                                 | 55,348                              |
| Doğuş Planet                        | 145,000                             | 155,000                             |
| Doğuş Teknoloji                     | N/A                                 | 543,441                             |
| Doğuş Avenu Dış. Tic. A.Ş.          | N/A                                 | 301,987                             |

14 Headquarters' energy consumption amount includes D-Energy, D-Marin Dalaman, D-Marin Didim, D-Marin Turgutreis, D-Marin Göcek, D-Marin Marinas Group, Garanti Yatırım Ortaklığı A.Ş., Doğuş Sigorta Aracılık Hizmetleri A.Ş., Antur Tourism, Doğuş Holding, Doğuş Retail Group, Doğuş Tourism Group, Altıncılıklar Kahve Kakao Ürünleri Tic. ve San. A.Ş. and some smaller companies within the headquarters.

15 Consumption amount includes all Garanti Bank branches, ATMs, Garanti Payment Systems, Garanti Technology and Garanti Mortgage data.

16 Only Maslak building is included.

## WATER CONSUMPTION (M<sup>3</sup>)

| COMPANY                                 | WATER CONSUMPTION 2013                 | WATER CONSUMPTION 2014           |
|-----------------------------------------|----------------------------------------|----------------------------------|
| <b>HOLDING</b>                          |                                        |                                  |
| Doğuş Holding                           | 5,322.14 <sup>17</sup>                 | 5,975.01                         |
| <b>BANKING &amp; FINANCIAL SERVICES</b> |                                        |                                  |
| Garanti Bank                            | 330,932                                | N/A                              |
| Garanti Bank International N.V.         | 2,171                                  | 2,250                            |
| Garanti Bank SA                         | 4,950                                  | 5,680                            |
| Garanti Moskow                          | 919                                    | 855,00                           |
| Garanti Pension & Life                  | 3,000                                  | 2,500                            |
| Garanti Leasing                         | 2,800                                  | 2,509                            |
| Garanti Asset Management                | 1,168                                  | 1,097                            |
| Garanti Securities                      | 1,168                                  | 1,668                            |
| Garanti Factoring                       | 694,043                                | 955,000                          |
| Garanti Fleet Management                | 940                                    | 1,182.91                         |
| Garanti Technology                      | 10,942                                 | 10,000                           |
| <b>Automotive</b>                       |                                        |                                  |
| Doğuş Otomotiv                          | 25,888 <sup>18</sup>                   | 30,709                           |
| vdf Group                               | 2,760                                  | 2,996                            |
| <b>TÜVTÜRK</b>                          |                                        |                                  |
| LeasePlan                               | 700                                    | 701                              |
| <b>CONSTRUCTION</b>                     |                                        |                                  |
| Doğuş Construction                      | Head Office                            | Head Office                      |
|                                         | 4,450                                  | 4,770                            |
|                                         | Artvin Dam and HEPP                    | Artvin Dam and HEPP              |
|                                         | 575,000                                | 345,802                          |
|                                         | Üsküdar-Ümraniye-Çekmeköy Subway       | Üsküdar-Ümraniye-Çekmeköy Subway |
| 24,500                                  | 11,957                                 |                                  |
| Ayson Geoteknik ve Deniz İnşaat A.Ş.    | Head Office                            | Head Office                      |
|                                         | 400                                    | 596                              |
|                                         | Üsküdar Ümraniye Subway Project        |                                  |
|                                         | 1,567,231                              | N/A                              |
|                                         | Artvin Dam and HEPP Project            |                                  |
| 40,800                                  | N/A                                    |                                  |
|                                         | Total: 1,608,431 + 7,300 (Reuse Water) |                                  |
| <b>MEDIA</b>                            |                                        |                                  |
| Doğuş Media Group                       | 12,600                                 | 10,700                           |
| <b>TOURISM &amp; SERVICES</b>           |                                        |                                  |
| Doğuş Tourism Group                     | 1,054                                  | 1,182                            |
| D-Hotel Maris                           | N/A                                    | 55,370                           |
| D-Resort Göcek                          | 143,346                                | 37,368                           |
| D-Resort Grand Azur                     | 13,095                                 | 70,023                           |
| Grand Hyatt Istanbul                    | 89,288                                 | 86,163                           |
| Park Hyatt Istanbul - Maçka Palas       | 22,295                                 | 27,458                           |
| Capri Palace                            | N/A                                    | 19,500                           |

| COMPANY                                            | WATER CONSUMPTION 2013 | WATER CONSUMPTION 2014 |
|----------------------------------------------------|------------------------|------------------------|
| Villa Dubrovnik                                    | N/A                    | 8,603                  |
| Argos in Cappadocia                                | N/A                    | 2,936                  |
| Maça Kızı                                          | N/A                    | 18,595                 |
| Maritim Hotel Club Alantur                         | 59,860                 | 45,051                 |
| D Watches and Jewellery                            | 97,976                 | 592,74                 |
| Doğuş Retail Group                                 | N/A                    | 6,655                  |
| D-Marin Marinas Group Head Office                  | 149,5                  | 149,5                  |
| D-Marin Turgutreis                                 | N/A                    | 92,790                 |
| D-Marin Göcek                                      | 91,890                 | 41,680                 |
| D-Marin Didim                                      | 71,389                 | 61,660                 |
| D-Marin Mandalina                                  | 50,523                 | 21,156                 |
| D-Marin Borik                                      | 58,577                 | 1,633                  |
| D-Marin Dalmacija                                  | 34,648                 | 42,976                 |
| Flisvos Marina                                     | 35,215                 | 71,568                 |
| Zea Marina                                         | 102,000                | 36,388                 |
| Lefkas Marina                                      | 1,471                  | 35,094                 |
| Gouvia Marina                                      | 26,961                 | 100,536                |
| D-Gym                                              | 71,234                 | N/A                    |
| D-Life                                             | 14,973                 | 30,818.79              |
| Körfez Havacılık                                   | 312                    | 515                    |
| <b>REAL ESTATE</b>                                 |                        |                        |
| Doğuş REIT                                         | 146                    | 184,55                 |
| Doğuş Real Estate                                  | 537,360                | 540,300                |
| DoğuşGebze Center                                  | 55,691                 | 59,538                 |
| Doğuş Center Maslak                                | 9,806                  | 10,015                 |
| <b>ENERGY</b>                                      |                        |                        |
| Doğuş Enerji Üretim ve Ticaret A.Ş.                | 1,002                  | 1,870                  |
| Boyabat HEPP                                       | 171                    | 2,148                  |
| Aslancık HEPP                                      | 84                     | 103,09                 |
| <b>ENTERTAINMENT</b>                               |                        |                        |
| d.ream                                             | N/A                    | 147.94                 |
| <b>NEW INVESTMENTS</b>                             |                        |                        |
| Pozitif Group                                      | N/A                    | 3,800                  |
| Doğuş Planet                                       | 2.705                  | 2,705                  |
| Doğuş Teknoloji                                    | N/A                    | 3,909                  |
| Doğuş Avenu Dış. Tic. A.Ş.                         | N/A                    | 416                    |
| Salıpazarı Liman İşletmeciliği ve Yatırımları A.Ş. | N/A                    | 97,128                 |

17 Water consumption data includes other companies such as in Electricity Consumption Data.

18 Headquarters and Logistics Center

## PAPER CONSUMPTION (KG)

| COMPANY                                 | WASTE PAPER 2013                 | WASTE PAPER 2014                 | RECYCLED PAPER 2013              | RECYCLED PAPER 2014              |
|-----------------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| <b>FOUNDATION</b>                       |                                  |                                  |                                  |                                  |
| Ayhan Şahenk Vakfı                      | N/A                              | N/A                              | N/A                              | 1,060                            |
| <b>BANKING &amp; FINANCIAL SERVICES</b> |                                  |                                  |                                  |                                  |
| Garanti Bank International N.V.         | 6,040                            | 0                                | 2,680                            | 7,200                            |
| Garanti Bank S.A                        | 3,500                            | 3,840                            | 2,500                            | 2,860                            |
| Garanti Moskow                          | 7.642                            | 6,583                            | N/A                              | N/A                              |
| Garanti Pension & Life                  | 2,000                            | 1,500                            | 750                              | 500                              |
| Garanti Leasing                         | N/A                              | 828                              | N/A                              | N/A                              |
| Garanti Asset Management                | 1,155                            | N/A                              | 1,666                            | 1,082                            |
| Garanti Securities                      | 2,175                            | N/A                              | 1,666                            | N/A                              |
| Garanti Factoring                       | 6,000                            | 4,000                            | 1,336                            | 1,180                            |
| Garanti Fleet Management                | 700                              | 2,250                            | 2,000                            | 225                              |
| Garanti Technology                      | 414,000                          | N/A                              | 38,000                           | 66,500                           |
| <b>AUTOMOTIVE</b>                       |                                  |                                  |                                  |                                  |
| Doğuş Otomotiv                          | 888,697                          | 1,175,319                        | 547,749                          | 703,544                          |
| vdf Group                               | 1,000                            | 1,200                            | 750                              | 900                              |
| TÜVTÜRK                                 | N/A                              | 145,800                          | N/A                              | 145,800                          |
| LeasePlan                               | 1.254                            | 1,650                            | 625                              | 1,280                            |
| <b>CONSTRUCTION</b>                     |                                  |                                  |                                  |                                  |
| Doğuş Construction                      | Head Office                      | Head Office                      | Head Office                      | Head Office                      |
|                                         | 1,900                            | 5,672                            | 1,900                            | 4,800                            |
|                                         | Artvin Dam and HEPP              | Artvin Dam and HEPP              | Artvin Dam and HEPP              | Artvin Dam and HEPP              |
|                                         | 1,850                            | 650                              | 1,800                            | 500                              |
|                                         | Üsküdar-Ümraniye-Çekmeköy Subway | Üsküdar-Ümraniye-Çekmeköy Subway | Üsküdar-Ümraniye-Çekmeköy Subway | Üsküdar-Ümraniye-Çekmeköy Subway |
| 16,800                                  | 1,000                            | 16,100                           | 900                              |                                  |
| Ayson Geoteknik ve Deniz İnşaat A.Ş.    | Head Office                      | Head Office                      | Head Office                      | Head Office                      |
|                                         | 300                              | 405                              | 180                              | 343                              |
|                                         | Üsküdar Ümraniye Subway Project  |                                  | Üsküdar Ümraniye Subway Project  |                                  |
|                                         | 1,800                            | N/A                              | 700                              | N/A                              |
|                                         | Artvin Dam and HEPP Project      |                                  | Artvin Dam HEPP Project          |                                  |
| 850                                     | N/A                              | 20                               | N/A                              |                                  |
| <b>TOURISM &amp; SERVICES</b>           |                                  |                                  |                                  |                                  |
| D-Hotel Maris                           | 9,365                            | N/A                              | 5,450                            | N/A                              |
| D-Resort Göcek                          | 500                              | 1,000                            | 400                              | 800                              |
| D-Resort Grand Azur                     | 1,653                            | 1,812                            | 165                              | N/A                              |
| Grand Hyatt İstanbul                    | N/A                              | 37,650                           | 41,990                           | 37,650                           |
| Park Hyatt İstanbul                     | 14,480                           | 11,130                           | 13,220                           | 11,130                           |
| Maritim Hotel Club Alantur              | 38,000                           | 40,100                           | 11,000                           | N/A                              |



| COMPANY                             | WASTE PAPER 2013                          | WASTE PAPER 2014                          | RECYCLED PAPER 2013                      | RECYCLED PAPER 2014 |
|-------------------------------------|-------------------------------------------|-------------------------------------------|------------------------------------------|---------------------|
| Antur                               | N/A                                       | 1,250                                     | N/A                                      | 4,500               |
| Doğuş Retail Group                  | 950                                       | N/A                                       | 350                                      | N/A                 |
| D-Marin Turgutreis                  | N/A                                       | 60,000                                    | N/A                                      | 50,000              |
| D-Marin Göcek                       | 5,235                                     | 6,950                                     | 3,480                                    | 6,950               |
| D-Marin Didim                       | 3,100                                     | 30,000                                    | 1,900                                    | 26,000              |
| D-Marin Dalmacija                   | 8,290                                     | 7,520                                     | 8,290                                    | 0                   |
| Flisvos Marina                      | 1,075                                     | 2,050                                     | 1,075                                    | 2,050               |
| Zea Marina                          | N/A                                       | 440                                       | N/A                                      | N/A                 |
| Lefkas Marina                       | N/A                                       | 1,080,000                                 | N/A                                      | 250,000             |
| Gouvia Marina                       | N/A                                       | 44,200                                    | N/A                                      | 76,800              |
| D-Gym                               | 350                                       | N/A                                       | 350                                      | N/A                 |
| D-Life                              | 600                                       | 600                                       | 300                                      | 300                 |
| Körfez Havacılık                    | 1,000                                     | 50                                        | 800                                      | 750                 |
| <b>REAL ESTATE</b>                  |                                           |                                           |                                          |                     |
| Doğuş REIT                          | N/A                                       | 212                                       | 356                                      | 212                 |
| Doğuş Gebze Center                  | 1,000,000 <sup>19</sup>                   | 876,000                                   | 1,000,000                                | 876,000             |
| Doğuş Center Maslak                 | Head Office: 250<br>Hall Building: 36,000 | Head Office: 210<br>Hall Building: 31,000 | Head Office: 15<br>Hall Building: 36,000 | N/A                 |
| <b>ENERGY</b>                       |                                           |                                           |                                          |                     |
| Doğuş Enerji Üretim ve Ticaret A.Ş. | 2,290                                     | 300                                       | 2,090                                    | 190                 |
| Boyabat HEPP                        | 1,200                                     | N/A                                       | 50                                       | 226.60              |
| Aslancık HEPP                       | 421,350                                   | 174                                       | 21,200                                   | N/A                 |
| <b>NEW INVESTMENTS</b>              |                                           |                                           |                                          |                     |
| Pozitif Group                       | N/A                                       | 5,000                                     | N/A                                      | 2,000               |
| Doğuş Planet                        | 750                                       | 900                                       | 600                                      | 700                 |
| Doğuş Avenu Dış. Tic. A.Ş.          | N/A                                       | N/A                                       | N/A                                      | 6,550               |

<sup>19</sup> Includes all shops within the mall.

## COLLECTED PAPER BY AYHAN ŞAHENK FOUNDATION (KG)

|      |         |
|------|---------|
| 2007 | 322,770 |
| 2008 | 353,800 |
| 2009 | 354,920 |
| 2010 | 376,845 |
| 2011 | 469,130 |
| 2012 | 295,972 |
| 2012 | 175,956 |
| 2013 | 503,442 |
| 2014 | 454,136 |

## ABOUT THIS REPORT

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Unless otherwise stated, Dođuş Group 2014 Corporate Responsibility Report covers all businesses, including the subsidiaries, of Dođuş Group companies' Corporate Responsibility performance, in line with the Group CSR Strategy. The reporting period for this, Dođuş Group's 7<sup>th</sup> Corporate Responsibility Report, is the calendar year 2014. As mentioned in our first Corporate Responsibility Report (2008), we remain committed to report our CSR performance annually.

All our reports are uploaded in the public domain on our Company website. We continue to follow the Global Reporting Initiative (GRI) G3.1 Reporting Guidelines, the most widely adopted non-financial reporting framework throughout the world, used to help communicating sustainability performance, in addition to encouraging transparency and accountability.

In 2012, we reviewed our Corporate Responsibility management approach and policies and commitments, and scaled up our application level to B. In 2013 and 2014 we also used the international corporate responsibility standard ISO26000 requirements to check our Corporate Responsibility performance, and included the ISO26000 index to our report as well.

In the preparation of this report, all Dođuş Group companies were covered and the information used in the report was consolidated from surveys prepared according to GRI G3.1 Reporting Guidelines, submitted by the reporting teams in each Group company. In each section, best practices among the Group companies were selected and shared.

Dođuş Group very proudly announces that the Group's companies have begun to report their own Corporate Responsibility performances according to GRI Framework, led by Dođuş Otomotiv and Garanti Bank.

All detailed information about Dođuş Group companies can be found in their own reports separately.

We encourage and appreciate feedback from all our stakeholders, both internal and external. Your suggestions are vital and help us to improve both the quality of our reporting and the quality of our products and services.

Please e-mail your suggestion / views / opinions to:

**GÜLÇİN AKDAĞ SAVAN**

Corporate Communications Specialist

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## GROUP COMPANIES CORPORATE RESPONSIBILITY REPORTS

### GARANTI BANK SUSTAINABILITY REPORT 2014

[http://www.garanti.com.tr/en/our\\_company/sustainability/developments/report.page?](http://www.garanti.com.tr/en/our_company/sustainability/developments/report.page?)

### DOĞUŞ OTOMOTIV CORPORATE RESPONSIBILITY REPORT 2014

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

### DOĞUŞ CONSTRUCTION GROUP CORPORATE RESPONSIBILITY REPORT

[http://www.dogusinsaat.com.tr/dogusinsaat/dogusinsaat\\_files/dogustanduyarli2013trkucuk.pdf](http://www.dogusinsaat.com.tr/dogusinsaat/dogusinsaat_files/dogustanduyarli2013trkucuk.pdf)

### AYSON GEOTEKNİK VE DENİZ TİCARET A.Ş. CORPORATE RESPONSIBILITY REPORT

[https://www.unglobalcompact.org/system/attachments/cop\\_2014/106221/original/Ayson\\_Geoteknik\\_ve\\_Deniz\\_%C4%B0n%C5%9Faat\\_A.%C5%9E.\\_2012\\_\\_2013\\_%C4%B0lerleme\\_Raporu.pdf?1410074315](https://www.unglobalcompact.org/system/attachments/cop_2014/106221/original/Ayson_Geoteknik_ve_Deniz_%C4%B0n%C5%9Faat_A.%C5%9E._2012__2013_%C4%B0lerleme_Raporu.pdf?1410074315)

## INDEXES

### GRI CONTENT INDEX

In presentation of this year's report, the reporting project team used the GRI indicators, submitting them to the related departments of the Group companies through sector specific questionnaires. The team prepared the report content by consolidating the findings of the questionnaires collected from each sector.

Since Doğuş Group operates with more than 200 companies in eight different sectors, every GRI indicator could not be applied to the entire group. The responses gathered from different sectors and Group companies were not always comparable and combinable, therefore limiting the number of indicators to be used for reporting purposes.

### RESPONSE STATUS EXPLANATIONS

|           |                                                                                                                                              |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------|
| FULL      | The indicator is fully addressed in the referenced pages of the report and other sources.                                                    |
| PARTIALLY | The indicator is partially addressed in the referenced pages of the report due to lack of data and/or information covering the entire group. |



# INDEXES

| PERFORMANCE                                                   | GRI G3.1 PROFILE INDICATORS     | ISO26000              | UNGC | INFORMATION                                                | REFERENCE PAGES                                                                                                                                                                                                                                                                   |
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| Ownership properties and legal state                          | <b>2.6 / Full</b>               |                       |      | Our Group                                                  | 6-11<br>More of information is available online in Doğuş Group's Annual Report 2014.<br><a href="https://www.dogusgrubu.com.tr/dg_files/faaliyetraporlari/DogusGroupAnnualReport14.pdf">https://www.dogusgrubu.com.tr/dg_files/faaliyetraporlari/DogusGroupAnnualReport14.pdf</a> |
| Markets serviced                                              | <b>2.7 / Full</b>               |                       |      | Our Group                                                  | 6-11<br>Detailed information about Group of Companies operations can be found at <a href="http://www.dogus-grubu.com.tr/en/sectors.aspx">http://www.dogus-grubu.com.tr/en/sectors.aspx</a>                                                                                        |
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|                                                                       |                             |          |              |                                        | In 2010 the methodology used for defining the material issues for Doğuş Group was based on GRI key performance indicators and the sectoral priorities of Doğuş Group companies. Benchmarking with peers brought us to a prioritized analysis of industrial issues. In 2011, this study is being enlarged to a Corporate Responsibility Strategy Study with the establishment of a CSR Working Group, created by representative members from all Doğuş Group companies. In 2012 CSR Team studied the Group social, environmental and economic responsibility policies and determined the material focus areas accordingly. We expect all our stakeholders to benefit from this Report. |
| Report contents limits                                                | <b>3.6 / Full</b>           |          |              | About This Report                      | 96                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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|                                                                       |                             |          |              |                                        | No important changes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| Report supervision                                                    | <b>3.13 / Full</b>          | 7.5.3    |              |                                        | No independent assurance.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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|                                                                       |                             |          |              |                                        | More of information about the governance structure, including the committees under the Board of Directors is available online in Doğuş Group's Annual Report 2014.<br><a href="https://www.dogusgrubu.com.tr/dg_files/faaliyetraporlari/DogusGroupAnnualReport14.pdf">https://www.dogusgrubu.com.tr/dg_files/faaliyetraporlari/DogusGroupAnnualReport14.pdf</a>                                                                                                                                                                                                                                                                                                                       |
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| PERFORMANCE                                                                       | GRI G3.1 PROFILE INDICATORS | ISO26000     | UNGC              | INFORMATION                            | REFERENCE PAGES                                                                                                                                                                                                                                                                                                                               |
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|                                                                                   |                             |              |                   | Materiality and Stakeholder Engagement | 15                                                                                                                                                                                                                                                                                                                                            |
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| Stakeholder participation and primary subjects, responsiveness performance                        | <b>4.17 / Full</b>                 |                                |                 | Materiality                                | 15                                                                                                                                                                                                                                                                                                                                                                          |
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| The effect of climate change on the financial success of the corporation, risks and opportunities | <b>EC2 / Full</b>                  | 6.5.5                          | Principle 7     | Message from the CEO                       | 12-13                                                                                                                                                                                                                                                                                                                                                                       |
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| PERFORMANCE                                                                      | GRI G3.1 PROFILE INDICATORS | ISO26000             | UNGC        | INFORMATION                         | REFERENCE PAGES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------|-----------------------------|----------------------|-------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Corporate liabilities regarding defined benefit pension plan                     | <b>EC3 / Full</b>           |                      |             |                                     | There is no salary based pension contribution at Doğu Holding.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Important financial assistance received from the state                           | <b>EC4 / Full</b>           |                      |             |                                     | <p>There was no significant financial assistance received from government in the reporting period except for the following:</p> <ul style="list-style-type: none"> <li>• Grand Hyatt– Grand Hyatt benefits from an electricity incentive due to its “Green Star Certificate for Environmentally-sensitive Resorts”, received in 2014.</li> <li>• IMG – Government support was received for the transfer and accommodation of international buyers to Fashion Week, organized by IMG Doğu in collaboration with IHKIB.</li> <li>• Aslancık Energy– The company made use of an incentive for its investments that covers VAT and customs duty exemptions for imported equipment.</li> <li>• Media – Star Avrupa Radyo ve Televizyon Yayıncılığı A.Ş. received a grant from the General Directorate of Foreign Economic Relations of the Treasury of the Republic of Turkey for the implementation of ‘Erasmus for All’ project, within the scope of ‘EU and Turkey Civil Society Dialogue III - Media Grant Program’ of Republic of Turkey Ministry for EU Affairs.</li> </ul> |
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|                                                                                  |                             |                      |             | New Employment and Promotions       | 72-74                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Investments made for public interest                                             | <b>EC8 / Full</b>           | 6.3.9                |             | Responsible Investment              | 20-22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| Important indirect economic effects                                              | <b>EC9 / Full</b>           | 6.3.9                |             | Message from the CEO                | 12-13                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                  |                             | 6.6.6                |             |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                  |                             | 6.6.7                |             | Responsible Investment              | 20-22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                  |                             | 6.7.8                |             |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                  |                             | 6.8                  |             | New Investments in 2014             | 22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                  |                             | 6.8.5                |             |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                  |                             | 6.8.6                |             | Local Economic Development Programs | 22-25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                  |                             | 6.8.7                |             |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                  |                             | 6.8.9                |             | Supply Chain Management             | 25-26                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                  |                             |                      |             | Local Economic Contribution Data    | 68-69                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |



| PERFORMANCE                                                                                                                                                                             | GRI G3.1 PROFILE INDICATORS             | ISO26000     | UNGC            | INFORMATION                                                         | REFERENCE PAGES                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|--------------|-----------------|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| Management Approach                                                                                                                                                                     | <b>Environmental Performance / Full</b> | 6.2<br>6.5   | Principle 7,8,9 | Environmental Responsibility Policy                                 | 60                                                                                                                         |
| Percentage of materials used as recycled input material                                                                                                                                 | <b>EN2 / Partially</b>                  | 6.5<br>6.5.4 |                 | Paper Consumption<br><br>Collected Paper by Ayhan Şahenk Foundation | 94-95<br><br>95                                                                                                            |
| Direct energy consumption                                                                                                                                                               | <b>EN3 / Partially</b>                  | 6.5<br>6.5.4 |                 | Energy Consumption                                                  | 90-91                                                                                                                      |
| Saved amount of energy due to improvements                                                                                                                                              | <b>EN5 / Partially</b>                  | 6.5<br>6.5.4 |                 | Energy Efficiency<br><br>Energy Consumption                         | 63-64<br><br>90-91                                                                                                         |
| Products and services that provide energy efficiency                                                                                                                                    | <b>EN6 / Full</b>                       | 6.5<br>6.5.4 |                 | Environmental Awareness Programs<br><br>Energy Efficiency           | 60-63<br><br>63-64                                                                                                         |
| Attempts to reduce indirect energy consumption and reductions obtained                                                                                                                  | <b>EN7 / Full</b>                       | 6.5<br>6.5.4 |                 | Environmental Awareness Programs<br><br>Energy Efficiency           | 60-63<br><br>63-64                                                                                                         |
| Total amount of water used according to its sources                                                                                                                                     | <b>EN8 / Partially</b>                  | 6.5<br>6.5.4 |                 | Water Consumption                                                   | 92-93                                                                                                                      |
| Water sources significantly affected by water extraction                                                                                                                                | <b>EN9 / Full</b>                       | 6.5<br>6.5.4 |                 |                                                                     | There are no water sources significantly affected by withdrawal of water. Doğuş Group uses water from public water system. |
| Production centres within protected areas                                                                                                                                               | <b>EN11 / Full</b>                      | 6.5<br>6.5.6 | Principle 8     | Environmental Awareness Programs                                    | 60-63<br>Doğuş Group companies do not have any operations in or adjacent to protected areas of high biodiversity value.    |
| Effects on biological diversity                                                                                                                                                         | <b>EN12 / Full</b>                      | 6.5<br>6.5.6 | Principle 8     | Environmental Awareness Programs                                    | 60-63<br>Doğuş Group companies do not have any operations in or adjacent to protected areas of high biodiversity value.    |
| Protected or reclaimed living spaces                                                                                                                                                    | <b>EN13 / Full</b>                      | 6.5<br>6.5.6 | Principle 8     | Environmental Awareness Programs                                    | 60-63<br>Doğuş Group always respects, protects and restores the habitat which it operates in.                              |
| Strategies regarding bio-diversity, activities in progress and future plans                                                                                                             | <b>EN14 / Full</b>                      | 6.5<br>6.5.6 | Principle 8     | Environmental Awareness Programs                                    | 60-63<br>Doğuş Group companies do 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 | <b>EN15 / Full</b>                      | 6.5<br>6.5.6 |                 |                                                                     | Doğuş Group companies do not have any operations related to IUCN Red List.                                                 |

| PERFORMANCE                                                                                                                                                                      | GRI G3.1 PROFILE INDICATORS | ISO26000                       | UNGC               | INFORMATION                                | REFERENCE PAGES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------|--------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| Attempts to reduce emissions                                                                                                                                                     | <b>EN18 / Partially</b>     | 6.5                            | Principle<br>8,9   | Climate Change Risks                       | 19-20                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       |
|                                                                                                                                                                                  |                             | 6.5.5                          |                    | Environmental Awareness Programs           | 60-63                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       |
|                                                                                                                                                                                  |                             |                                |                    | Energy Efficiency                          | 63-64                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       |
| Total water discharge                                                                                                                                                            | <b>EN21 / Full</b>          | 6.5<br>6.5.3                   |                    |                                            | Doğuş Holding 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                                                                                                                                | <b>EN22 / Partially</b>     | 6.5                            |                    | Waste Management                           | 65-66                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       |
|                                                                                                                                                                                  |                             | 6.5.3                          |                    | Paper Consumption                          | 94-95                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       |
|                                                                                                                                                                                  |                             |                                |                    | Collected Paper by Ayhan Şahenk Foundation | 95                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |
| Total number of and size of important leakage                                                                                                                                    | <b>EN23 / Full</b>          | 6.5<br>6.5.3                   |                    |                                            | There was no leakage caused by activities of Doğuş Holding. 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.                                                                                                                                                                                         |       |
| 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 | <b>EN25 / Full</b>          | 6.5<br>6.5.3<br>6.5.4<br>6.5.6 |                    |                                            | Doğuş Group has no operations which significantly affects habitat because of the discharge of the water.                                                                                                                                                                                                                                                                                                                                                                                                                          |       |
| Attempts to reduce the environmental effects of products                                                                                                                         | <b>EN26 / Full</b>          | 6.5                            | Principle<br>7,8,9 | Environmental Awareness Programs           | 60-63                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       |
|                                                                                                                                                                                  |                             | 6.5.4                          |                    |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |       |
|                                                                                                                                                                                  |                             | 6.6.6                          |                    |                                            | Energy Efficiency                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 63-64 |
|                                                                                                                                                                                  |                             | 6.7.5                          |                    |                                            | Waste Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 65-66 |
| Discordances with environmental laws and regulations                                                                                                                             | <b>EN28 / Full</b>          | 6.5                            |                    |                                            | Doğuş Group companies were not fined in 2014 because of not complying with environmental laws and regulations except for the following:<br>• Salıpazarı Liman İşletmeciliği ve Yatırımları A.Ş. - A penalty of TL 7,035 was received for not complying with the 2. Addendum of Environmental Law No: 2872.<br>• D-Hotel Maris – Several lawsuits of D-Hotel Maris authorized employees for not complying with the Construction Law, Protection of Cultural and Natural Heritage Law, Forestry Law and other regulations continue. |       |
| Effects caused by product transportation and employee logistics                                                                                                                  | <b>EN29 / Partially</b>     | 6.5<br>6.5.4<br>6.6.6          | Principle<br>7,8,9 | Environmental Engagement                   | 60-65                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       |
| Total amount of environmental expenses and investments                                                                                                                           | <b>EN30 / Full</b>          | 6.5                            |                    | Environmental Investments                  | 89                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |

| PERFORMANCE                                                                                  | GRI G3.1 PROFILE INDICATORS                   | ISO26000                                       | UNGC            | INFORMATION                                                 | REFERENCE PAGES                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------|-----------------------------------------------|------------------------------------------------|-----------------|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Management Approach                                                                          | <b>Labor Practices and Decent Work / Full</b> | 6.4<br>6.4.3                                   | Principle 1,3,6 | Doğuş Group Employees and Decent Work Responsibility Policy | 32                                                                                                                                                                                                                                                                                                                                                                            |
| Total number of employees according to employment type, contract and district                | <b>LA1 / Partially</b>                        | 6.4<br>6.4.3                                   |                 | New Employment and Promotions                               | 72-74                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                              |                                               |                                                |                 | Total Workforce                                             | 86-88                                                                                                                                                                                                                                                                                                                                                                         |
| Total number of employees and their circulation according to age groups, gender and district | <b>LA2 / Partially</b>                        | 6.4<br>6.4.3                                   |                 | Turnover Rates                                              | 83-85                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                              |                                               |                                                |                 | Total Workforce                                             | 86-88                                                                                                                                                                                                                                                                                                                                                                         |
| Benefits provided for the full time employees                                                | <b>LA3 / Full</b>                             | 6.4<br>6.4.3<br>6.4.4                          | Principle 6     | Training and Development Programs                           | 37<br>More of information is available online in Doğuş Group's CSR Report 2011.<br><a href="http://www.dogusgrubu.com.tr/dg_files/faaliyetraporlari/Dogus_Group_Corporate_Responsibility_Report_20111.pdf">http://www.dogusgrubu.com.tr/dg_files/faaliyetraporlari/Dogus_Group_Corporate_Responsibility_Report_20111.pdf</a> (Pages; 43)                                      |
| Number of employees covered by collective bargainings                                        | <b>LA4 / Full</b>                             | 6.4<br>6.4.3<br>6.4.4<br>6.4.5<br>6.3.10       | Principle 1,3   | Collective Bargaining Table                                 | 69                                                                                                                                                                                                                                                                                                                                                                            |
| Period of notice due to operational changes                                                  | <b>LA5 / Full</b>                             | 6.4<br>6.4.3<br>6.4.4<br>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                      | <b>LA6 / Full</b>                             | 6.4<br>6.4.6                                   |                 | Employee Health and Safety                                  | 33-34                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                              |                                               |                                                |                 | Employee Health and Safety Committees                       | 78-79                                                                                                                                                                                                                                                                                                                                                                         |
| Consultancy, precaution and risk control regarding serious illnesses                         | <b>LA8 / Full</b>                             | 6.4<br>6.4.6<br>6.8<br>6.8.3<br>6.8.4<br>6.8.8 | Principle 1     | Employee Health and Safety                                  | 33-34                                                                                                                                                                                                                                                                                                                                                                         |
| Health and safety matters existing in the agreements with unions                             | <b>LA9 / Full</b>                             | 6.4<br>6.4.6                                   |                 |                                                             | Health and safety issues are included in the union agreements according to the law and regulations in which the Group Companies have collective bargaining agreements.                                                                                                                                                                                                        |
| Annual average training hours per employee                                                   | <b>LA10 / Partially</b>                       | 6.4<br>6.4.7                                   |                 | Training and Development Programs                           | 37                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                              |                                               |                                                |                 | Training                                                    | 75-76                                                                                                                                                                                                                                                                                                                                                                         |
| Employee training                                                                            | <b>LA11 / Full</b>                            | 6.4<br>6.4.7<br>6.8.5                          |                 | Training and Development Programs                           | 37                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                              |                                               |                                                |                 | Training                                                    | 75-76                                                                                                                                                                                                                                                                                                                                                                         |

| PERFORMANCE                                                                                                                    | GRI G3.1 PROFILE INDICATORS            | ISO26000                                                                                                                                                                                                                | UNGC               | INFORMATION                          | REFERENCE PAGES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Regular performance and development monitoring                                                                                 | <b>LA12 / Full</b>                     | 6.4                                                                                                                                                                                                                     |                    | Performance Management               | 36                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                |                                        | 6.4.7                                                                                                                                                                                                                   |                    | Performance Management               | 70-71                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Men-women wage rates according to employee category                                                                            | <b>LA14 / Partially</b>                | 6.3.7                                                                                                                                                                                                                   | Principle<br>1,6   | Wages                                | 80-82                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                |                                        | 6.3.10                                                                                                                                                                                                                  |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                |                                        | 6.4                                                                                                                                                                                                                     |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                |                                        | 6.4.3                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Return to work and retention rates after parental leave, by gender                                                             | <b>LA15 / Partially</b>                | 6.4                                                                                                                                                                                                                     |                    | Mother-Infant Policy                 | 35-36                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                |                                        | 6.4.4                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Management Approach                                                                                                            | <b>Human Rights Performance / Full</b> | 6.2                                                                                                                                                                                                                     | Principle<br>1,2,6 | Doğuş Group Human Rights Policy      | 56-57                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                |                                        | 6.3                                                                                                                                                                                                                     |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Percentage and total number of significant investment agreements comprising human rights clauses and screened for human rights | <b>HR1 / Partially</b>                 | 6.3                                                                                                                                                                                                                     | Principle<br>1,2,6 | CSR Management Approach and Policies | 14-15                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                |                                        | 6.3.3                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                |                                        | 6.3.5                                                                                                                                                                                                                   |                    | Human Rights                         | 56-57                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                |                                        | 6.6.6                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Number of suppliers and contractors screened for human rights                                                                  | <b>HR2 / Partially</b>                 | 6.3                                                                                                                                                                                                                     | Principle<br>1,2,6 |                                      | Doğuş Group companies either include or plan to include the human rights statements within their all supplier audits and agreements.<br><br>Doğuş Group is a large conglomerate which consists of approximately 200 companies from different sectors. So that it has thousands of suppliers and business partners which it needs a long and complex time and effort to be included in CSR Report scope of the Doğuş Group. A percentage calculation of all third parties is not possible in the current reporting period. |
|                                                                                                                                |                                        | 6.3.3                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                |                                        | 6.3.5                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                |                                        | 6.6.6                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                |                                        | 6.4.3                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Total number of hours for human rights training                                                                                | <b>HR3 / Partially</b>                 | 6.3                                                                                                                                                                                                                     | Principle<br>1,2,6 | Human Rights                         | 56-57                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                |                                        | 6.3.5                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Total number of incidents regarding discrimination and precautions taken                                                       | <b>HR4 / Full</b>                      | 6.3                                                                                                                                                                                                                     | Principle<br>1,2,6 | Equality at Work Platform            | 32                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                |                                        | 6.3.6                                                                                                                                                                                                                   |                    | Human Rights                         | 56-57                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                |                                        | 6.3.7                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                |                                        | 6.3.10                                                                                                                                                                                                                  |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 6.4.3                                                                                                                          |                                        | Doğuş Group companies did not report any incidents of discrimination during the reporting period.<br>• Doğuş Perakende Giyim ve Aksesuar A.Ş. – A lawsuit for damages with mobbing claim started in 2014 and continues. |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Freedom of organization and collective bargaining                                                                              | <b>HR5 / Full</b>                      | 6.3                                                                                                                                                                                                                     | Principle<br>1,3   | Doğuş Group Human Rights Policy      | 56-57                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                |                                        | 6.3.3                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                |                                        | 6.3.4                                                                                                                                                                                                                   |                    | Human Rights                         | 56-57                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                |                                        | 6.3.10                                                                                                                                                                                                                  |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                |                                        | 6.4.3                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 6.4.5                                                                                                                          | Collective Bargaining Table            | 69                                                                                                                                                                                                                      |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Child employment and precautions taken                                                                                         | <b>HR6 / Full</b>                      | 6.3                                                                                                                                                                                                                     | Principle<br>1,2,5 | Doğuş Group Human Rights Policy      | 56-57                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                |                                        | 6.3.3                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                |                                        | 6.3.4                                                                                                                                                                                                                   |                    | Human Rights                         | 56-57                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                |                                        | 6.3.5                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                |                                        | 6.3.7                                                                                                                                                                                                                   |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 6.3.10                                                                                                                         |                                        |                                                                                                                                                                                                                         |                    |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| PERFORMANCE                                                                                                                              | GRI G3.1 PROFILE INDICATORS                      | ISO26000                                          | UNGC            | INFORMATION                                           | REFERENCE PAGES                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|---------------------------------------------------|-----------------|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Operations having the risk of forced labour and precautions taken                                                                        | <b>HR7 / Full</b>                                | 6.3<br>6.3.3<br>6.3.4<br>6.3.5<br>6.3.7<br>6.3.10 | Principle 1,2,4 | Doğuş Group Human Rights Policy<br><br>Human Rights   | 56-57<br><br>56-57                                                                                                                                                                                                            |
| Rate of security personnel trained on the corporation's policy and procedures regarding human rights factors                             | <b>HR8 / Full</b>                                | 6.3<br>6.3.5<br>6.4.3<br>6.6.6                    | Principle 2     | Human Rights                                          | 56-57                                                                                                                                                                                                                         |
| Total number of incidents which resulted in the violation of the rights of the native public and precautions taken                       | <b>HR9 / Full</b>                                | 6.3<br>6.3.6<br>6.3.7<br>6.3.8<br>6.6.7           |                 |                                                       | Doğuş Group companies 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                           | <b>HR11 / Full</b>                               | 6.3<br>6.3.6                                      |                 |                                                       | No grievances related to human rights reported by Doğuş Group companies through formal mechanisms during the reporting period.                                                                                                |
| Management Approach                                                                                                                      | <b>Product responsibility Performance / Full</b> | 6.2<br>6.6<br>6.7                                 | Principle 1     | Doğuş Group Product and Service Responsibility Policy | <a href="http://www.dogusgrubu.com.tr/dg_files/faaliyetraporlari/dogus_kss_2012.pdf">http://www.dogusgrubu.com.tr/dg_files/faaliyetraporlari/dogus_kss_2012.pdf</a> (Page 25)                                                 |
| Health and safety in the life cycle of products and services                                                                             | <b>PR1 / Partially</b>                           | 6.3.9<br>6.6.6<br>6.7<br>6.4.7<br>6.7.5           | Principle 1,2   | Supply Chain Management<br><br>Customers              | 25-26<br><br>26-27                                                                                                                                                                                                            |
| Number of incidents in discordance with the regulations and voluntary rules regarding health and safety effects of products and services | <b>PR2 / Full</b>                                | 6.3.9<br>6.6.6<br>6.7<br>6.4.7<br>6.7.5           |                 |                                                       | No incidents are reported for non-compliance with laws and regulations concerning health and safety impacts of products and services of Doğuş Group of companies during the reporting period.                                 |
| Labelling                                                                                                                                | <b>PR3 / Full</b>                                | 6.7<br>6.7.3<br>6.7.4<br>6.7.5<br>6.7.6<br>6.7.9  |                 |                                                       | Doğuş Group and Group companies fully comply with the laws and regulations about the product and service labelling.                                                                                                           |
| Total number of incidents displaying discordance with regulations and voluntary rules regarding labelling                                | <b>PR4 / Full</b>                                | 6.7<br>6.7.3<br>6.7.4<br>6.7.5<br>6.7.6<br>6.7.9  |                 |                                                       | Doğuş Group companies comply with regulations and voluntary codes concerning its products and services. There have been no incidents non-compliance with regulations and voluntary codes regarding labeling.                  |
| Customer satisfaction                                                                                                                    | <b>PR5 / Full</b>                                | 6.7<br>6.7.4<br>6.7.5<br>6.7.6<br>6.7.8<br>6.7.9  |                 | Customers                                             | 26-27<br>Doğuş Group companies have a variety of customers and do customer loyalty and satisfaction surveys on their own every year. The results and the assessment methodology of the surveys vary according to the sectors. |

| PERFORMANCE                                                                                    | GRI G3.1 PROFILE INDICATORS      | ISO26000                       | UNGC             | INFORMATION                                                                                                                                | REFERENCE PAGES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------|----------------------------------|--------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Adherence to laws and regulations regarding marketing communication                            | <b>PR6 / Full</b>                | 6.7<br>6.7.3<br>6.7.6<br>6.7.9 |                  |                                                                                                                                            | Doğuş Group companies fully comply with the laws and regulations about the marketing communications and they have policies and principles on the subject. Penalties in 2014 included:<br>• Media Group – In accordance with the Radio and Television Supreme Council (RTUK) Legislation and the Law on Consumer Protection, there were several warnings, administrative monetary penalties and broadcast restrictions for advertisements.                                                         |
| Confirmed complaints regarding customer confidentiality                                        | <b>PR8 / Full</b>                | 6.7<br>6.7.7                   |                  |                                                                                                                                            | Doğuş Group companies fully comply with the laws and regulations about the customer information security and use international standards and systems to protect the customer information. There are no incidents recorded about confirmed complaints regarding customer confidentiality.                                                                                                                                                                                                          |
| Non-compliance with laws and regulations regarding supplying and usage of product and services | <b>PR9 / Full</b>                | 6.7<br>6.7.6                   |                  |                                                                                                                                            | There were no recorded significant incidents about non-compliance with laws and regulations regarding supplying and usage of product and services, except for:<br>• Garanti Bank Romania – In 2014, smaller amount of fines were paid, mainly related to the controls performed by the Consumer Protection Authority. A fine was received from the tax authority about incorrect tax declaration of resident and non-resident customers in 2011 and 2012. The decision was contested by the bank. |
| Management Approach                                                                            | <b>Social Performance / Full</b> | 6.2<br>6.6<br>6.8              | Principle 10     | Doğuş Group Community Engagement Policy                                                                                                    | 40                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| The influence of our activities on local public                                                | <b>SO1 / Full</b>                | 6.3.9<br>6.8<br>6.8.3<br>6.8.9 |                  | Materiality and Stakeholder Engagement<br><br>Local Economic Development Programs<br><br>Local Communities<br><br>Social Impact Management | 15<br><br>22-25<br><br>40<br><br>41-54                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Risk analysis regarding corruption                                                             | <b>SO2 / Full</b>                | 6.6<br>6.6.3                   | Principle 1,2,10 | Compliance and Risk Management<br><br>Business Ethics                                                                                      | 18-20<br><br>54-55<br>Doğuş Group companies include corruption risks to their risk analyses and audits procedure for every stage of their operations.                                                                                                                                                                                                                                                                                                                                             |
| Corporation's policies against corruption and trainings on the subject                         | <b>SO3 / Full</b>                | 6.6<br>6.6.3                   | Principle 10     | Compliance and Risk Management<br><br>Business Ethics                                                                                      | 18-20<br><br>54-55<br>Doğuş Group Code of Conduct and detailed information about ethical principles can be found at <a href="http://www.dogusgrubu.com.tr/en/investor-relations/corporate-governance-principles/code-of-ethics.aspx">http://www.dogusgrubu.com.tr/en/investor-relations/corporate-governance-principles/code-of-ethics.aspx</a>                                                                                                                                                   |

| PERFORMANCE                                                                                                                             | GRI G3.1 PROFILE INDICATORS | ISO26000                       | UNGC              | INFORMATION                                                                                                            | REFERENCE PAGES                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Precautions taken against incidents of corruption                                                                                       | <b>SO4 / Full</b>           | 6.6<br>6.6.3                   | Principle<br>10   | Compliance and Risk Management<br><br>Business Ethics                                                                  | 18-20<br><br>54-55<br>No incidents are reported in Doğuř Holding in which employees were dismissed or disciplined for corruption or with business partners cancelled contracts due to violations related to corruption during the reporting period. |
| Attitude against public policy and assistance activities for public policy                                                              | <b>SO5 / Full</b>           | 6.6<br>6.6.4<br>6.8.3          | Principle<br>1,10 | Compliance and Risk Management<br><br>Responsible Investment<br><br>Public Policy Contributions<br><br>Business Ethics | 18-20<br><br>20-22<br><br>26<br><br>54-55                                                                                                                                                                                                           |
| Financial and real contributions to political parties, politicians and related institutions                                             | <b>SO6 / Full</b>           | 6.6<br>6.6.4<br>6.8.3          |                   |                                                                                                                        | Doğuř Group companies do not have actions regarding the financial or other kind of contributions to political parties, politicians and related institutions.                                                                                        |
| Number of legal cases regarding behaviour outside competition and monopolism                                                            | <b>SO7 / Full</b>           | 6.6<br>6.6.5<br>6.6.7          |                   |                                                                                                                        | No incidents are reported for non-compliance with laws and regulations concerning outside competition and monopolism of Doğuř Group of companies during the reporting period.                                                                       |
| Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities | <b>SO10 / Partially</b>     | 6.3.9<br>6.5.3<br>6.5.6<br>6.8 |                   | Doğuř Construction                                                                                                     | 51-52                                                                                                                                                                                                                                               |

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