

DOĞUŞ OTOMOTİV
CORPORATE SUSTAINABILITY REPORT
2017



ABOUT THE REPORT

GRI 102-45, 102-49

Doğuş Otomotiv's 2017 Corporate Sustainability Report is the ninth report that the company has issued under this title. The report, which provides detailed and comprehensive information about the social, environmental and economic performance of key stakeholders of Doğuş Otomotiv Servis ve Ticaret A.Ş. and Doğuş Oto Pazarlama ve Ticaret A.Ş. in material issues, has been issued in accordance with the Global Reporting Initiative (GRI) Standards: Comprehensive option in Turkish and English. The Company's financial statements and operational performance data have been disclosed in the 2017 Doğuş Otomotiv Annual Report.

After the inclusion of vdf Servis ve Ticaret A.Ş. in the 2014 report, Doğuş Teknoloji and ŠKODA Türkiye (Yüce Auto Motorlu Araçlar Tic. A.Ş.) have been added to the scope of the report in 2015. Since first including the performances of three pilot Authorized Dealers and Aftersales Service Centers in the Corporate Sustainability Report in 2012, this number has risen to 21. Furthermore, with the addition of four more suppliers, the performances of seven suppliers in total are now included in this year's report.

Doğuş Otomotiv discloses the Company's corporate sustainability strategies, the performance delivered and goals set out in 2017 in line with the Company's focus areas and the developments in stakeholder engagement and sustainable supply chain management through the Corporate Sustainability Report to

the public in a transparent manner.

Since 2015, Doğuş Otomotiv includes its affiliates, authorized dealers and aftersales service centers as well as suppliers in limited scope in the Corporate Sustainability Reports. With this practice intended to raise awareness and building reporting habits regarding sustainability, the Company aims to develop its business partners within its sphere of influence.

Doğuş Otomotiv's 2017 Corporate Sustainability Report also includes the United Nations Global Compact Progress Reporting Index since 2010. In 2017, Doğuş Otomotiv added the United Nations Sustainable Development Goals (UN SDG) Index to the report for the first time, disclosing to the stakeholders its performance and goals under 17 headings of UN SDG.

FURTHER INFORMATION

Since 2015, Doğuş Otomotiv has disclosed its sustainability performance in a dedicated section of its corporate website at www.dogusotomotiv.com.tr in order for the Corporate Sustainability Report to reach more stakeholders and to ensure the reported information and data are easily understood with links providing easy access to relevant headings. Further information on GRI Index, UN Global Compact Index, UN SDG Index or the performance of affiliates, Authorized Dealers and Aftersales Services as well as suppliers are also available in the same section.

REPORTING PROFILE

GRI 102-46

Since 2009, the contents, scope and overall structure of Doğuş Otomotiv's Corporate Sustainability Report are prepared in accordance with the GRI Sustainability Reporting Guidelines.

Global Reporting Initiative (GRI) Standards Content Index is made available online along with this report.

GRI 102-54, 102-55, 102-56

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/sustainability-home>



Doğuş Otomotiv has issued its ninth Corporate Sustainability Report covering its 2017 performance according to GRI Sustainability Reporting Guidelines. Doğuş Otomotiv regularly reports its Corporate Responsibility and Sustainability performance annually. GRI 102-50, 102-52

The 8th Corporate Sustainability Report was published in June 2017. GRI 102-51

Doğuş Otomotiv's 2017 Corporate Sustainability Report has been prepared in accordance with the GRI standards "comprehensive reporting" option, and has not been externally assured. GRI 102-56 It should be noted that Doğuş Otomotiv's Corporate Sustainability Reports are prepared by an independent consulting firm. The consultant firm's officials, consisting of experts in their respective fields, monitor

and check the accuracy of the data presented in the report and disclosure in compliance with standards in a limited capacity. Calculation methods recommended within the GRI Standards Reporting framework have been utilized to calculate the data disclosed in the report. Non-consolidated data have been described in footnotes. We continue to work toward reaching healthier data every year, and to include all the organizations in Doğuş Otomotiv's value chain within the reporting scope. GRI 102-48

CONTACT

Please send questions and comments about Doğuş Otomotiv's sustainability performance to:

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INDEX OF SYMBOLS USED IN THIS REPORT

The material issues covered in Doğu Otomotiv 2017 Corporate Sustainability Report are indicated with different symbols when they correspond with GRI Standards and United Nations Sustainable Development Goals (UN SDG). These symbols, described below, are intended to provide quick and detailed information to the reader and point to key topics.



Topics where Doğu Otomotiv's performance complies with GRI Standards



Topics where Doğu Otomotiv's performance complies with UN SDG



Topics that link to Doğu Otomotiv's website and include detailed information




Information disclosed in the Doğu Otomotiv Annual Report

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Esteemed Stakeholders,

Looking back, we will most likely remember 2017 as a year of uncertainties and instability exacerbated by geopolitical risks for the industry and economy as well as our company. We felt the impact of volatile exchange rates and interest rates on the economy throughout the year as the importance of risk management in terms of adapting to changing global balances grew significantly.

We noted the most interesting result in the automotive industry, which has been growing steadily worldwide in the recent years, in the sales of electric vehicles that exceeded one million units for the first time. The expectation that this figure might reach 1.4 million in 2018 was among the important messages we needed about the transformations anticipated in the market.

Light commercial vehicles segment continued to grow despite the narrowing in the Turkish market, which saw 2.8% year on year decrease in total vehicle sales. Even so, we at Doğu Otomotiv attained profitable

and efficient sales targets in spite of the drop in vehicle sales and adverse market conditions overall.

The fact that market conditions have direct impact on our industry due to various reasons once again brought up the necessity of addressing risks from a more comprehensive angle. Accordingly, we at Doğu Otomotiv continued to transform our strategic sustainability management approach, which we have followed since 2009, into a more systematic one in 2017.

Aiming to spread the sustainable management and growth approach more extensively across Doğu Otomotiv's value chain, we continued to share important information particularly with our suppliers and authorized dealers and aftersales service centers throughout 2017. This year we also added key sustainability factors to supplier selection criteria and introduced risk categorization. We organized the first Supplier Days event in 2017 as well to inform our suppliers about Doğu Otomotiv's sustainability strategy and communicate our expectations from them in this

CHAIRMAN'S  102-14, 102-15

STATEMENT

respect. Furthermore, on this special day we awarded three suppliers that aspired to report their own performance by contributing to the Corporate Sustainability Report.

Doğuş Otomotiv believes that the United Nations Sustainable Development Goals, one of the major indicators of prioritizing sustainability not only for the private sector but also for governments and public institutions, can only be reached by investing in the right channels through public and private sector partnerships. In this respect, we at Doğuş Otomotiv were able to achieve results that added value and enabled progress; and included our performance in Sustainable Development Goals in this year's Corporate Sustainability Report.

Corporate governance practices have long been at the forefront of the issues we have focused on for sustainable process management. With the activities carried out to achieve development ahead of our peers every day, we were able to see very valuable outcomes. In 2017, Doğuş Otomotiv's corporate governance compliance score in Borsa Istanbul was rated as 9.63. With best practices internalized and corporate governance significantly complied with, the Corporate Governance Association of Turkey ranked our Company second among the top three Companies with Highest Corporate Governance Rating Scores.

We continue to work in a planned and systematic manner with the awareness that sustainability also means reducing our impact on the ecological environment. We succeeded in reducing our water consumption 65% with the practices implemented since 2009. With waste management applied since 2008, we saved around 8 million kWh in energy, which corresponds to the annual energy consumption of approximately 2,800 households.

Speaking of attaining tangible results, 2017 was also a year when we saw major transformation in the global automotive industry. With several countries declaring their vision for zero-emissions, along with the changes in automotive technology and restrictions imposed on diesel vehicles due to environmental norms, leading to increased manufacturing costs, many companies have already stopped production of diesel engines. As in the case of Volkswagen's Jetta model, the fact that diesel engine options are no longer offered in some models has reflected directly on the 2017 sales figures. Doğuş Otomotiv adapts to changing conditions and closely follows all the

developments in line with production and sales plans of OEMs, designing future strategies according to these plans.

As issues such as human rights and equality gain more prominence on the sustainability agenda, Doğuş Otomotiv kept its focus on increasing women's participation in economic life and enabling gender parity in the workplace. Doğuş Otomotiv is among the active and leading members of the 'Equality at Work' platform formed within the scope of the World Economic Forum's "Closing the Gender Gap" program. Coaching and mentoring programs on this topic will continue in 2018.

In 2017, Doğuş Otomotiv continued to provide trainings on Code of Ethics, which makes up the building blocks of Business Ethics while nearly 81% of our employees completed the face-to-face trainings.

The activities we have carried out within the scope of the 'Traffic is Life!' platform seamlessly since 2014 continued to raise awareness of traffic safety significantly as we became one of the pioneering companies in this field. The 'Traffic is Life!' platform will go on with various programs in 2018, reaching more children, young people and families to raise awareness.

As always, Doğuş Otomotiv will keep investing toward improving social welfare in our country, all the while upholding its universal and corporate values. In 2018, we will draw our roadmap by identifying the risks and opportunities associated with our new updated material issues as we continue to improve ourselves and contribute to the community of which we are a part in line with the United Nations Sustainable Development Goals and other international frameworks.

I would like to extend my gratitude to all of our stakeholders, and particularly executives and employees of Doğuş Otomotiv for their efforts, valuable contribution and cooperation and express my heartfelt confidence that together we will continue to achieve even greater success in the coming years.

Sincerely,

Aclan Acar
Chairman

CEO'S  102-14, 102-15

STATEMENT

A. Bilaloglu

Esteemed Stakeholders,

In this journey that we embarked on a decade ago with the mission of becoming the leader of sustainability in our industry, we have achieved significant progress. We are proud and happy to present our 9th Corporate Sustainability Report, knowing that we continue to fulfill our mission by enhancing our sustainability performance year on year.

As well as publishing our reports in compliance with the internationally accepted Global Reporting Initiative (GRI) reporting standards, the fact that we have established sustainability practices throughout our business processes and have built a sustainability management system in international standards within our organization also demonstrates that we are advancing with firm and confident steps on this long road ahead. We also continue to include all the stakeholders within our sphere of influence in our process. In addition to the three affiliates featured in our report, the number of Authorized Dealers and Aftersales Service Centers included in this year's Corporate Sustainability Report rose to 21 and suppliers to seven, respectively. We visit these stakeholders to provide corporate sustainability advice and support them to ensure that they can integrate sustainability into their own business processes.

We at Doğu Otomotiv embarked on this journey to grow together with the community of which we are a part, learn what our

stakeholders expect from us to decrease our own risks and also to systematically contribute to social and economic development. We have always valued international partnerships in all our business processes that we have shaped based on corporate sustainability strategies and policies. As the pioneer of our industry in social development in Turkey, we at Doğu Otomotiv continue to take action in order for the private sector to fulfill its responsibilities. Following the United Nations Global Compact, which we undersigned in 2010, we have included the United Nations Sustainable Development Goals (UN SDG) Index for the first time in this year's report, disclosing our performance and targets under a number of UN SDG headings to our stakeholders.

We formed the Corporate Governance and Sustainability Committee, of which I am a member, reporting to our Board of Directors to ensure that sustainability practices are managed like all the other processes within the organization and targets are monitored by all the Company operations. The Committee meets regularly during the year to follow development areas and opportunities in the field of sustainability. On the other hand, the Early Detection of Risk Committee, which also reports directly to the Board of Directors, assesses the risks that the Company might face, considering economic, environmental and social issues.

For Doğu Otomotiv, 2017 was a year when we reached our targets in all operational areas. As the brands we represent in Turkey attained all the goals set at the beginning of the year, they also captured the forecast levels of market shares. Doğu Otomotiv maintained its strong position in the industry with total sales of 182,199 vehicles, including heavy commercial vehicles and 18.9% retail market share in 2017. We also sold 22,009 used vehicles. Total service entries totaled 1,295,626 with 280,122 by Doğu Oto and 1,015,504 by the other Authorized Dealers and Aftersales Service Centers.

We believe in the importance of leveraging particularly the benefits of technology to ensure the sustainability of the company and its resources. We prioritize digital transformation to make technology and digital opportunities a part of our business processes, to offer different services through the use of technology and to further improve our service quality. To address this topic, which has been among the top items on our agenda for five years, we took a concrete step and appointed a Chief Digital Officer (CDO) in 2017 by forming the Digital Transformation Department to carry out the organization's digital transformation more efficiently and rapidly.

Furthermore, as Turkey's leading automotive importer with a broad product portfolio consisting of approximately 85 models and the representative of 12 international brands, all leaders of their respective segments, we continue to expand our indirect economic impact every day. Our suppliers are among the top stakeholders that benefit from this indirect economic impact. The local procurement of Doğu Otomotiv Group amounted to TL 839.9 Million TL, excluding Doğu Group companies. Since 2014, we have been carrying out activities within the framework of the Doğu Otomotiv Sustainable Automotive Supply Chain Model to improve the sustainability performance of our suppliers. In 2017, we took one more step to raise awareness by adding sustainability to supplier selection criteria. We also organized a Doğu Otomotiv Supplier Day stakeholder meeting in 2017 to learn the expectations and suggestions of our suppliers and improve supplier satisfaction further.

Our nearly 2,500-strong workforce constitutes our most important asset in order for us to operate more efficiently. With 85 lean management projects

implemented in line with the suggestions of our employees, we were able to save TL 3 million in 2017. Doğu Otomotiv and Doğu Oto received a total of 1,849 suggestions from the employees and 604 of these were implemented.

Always aiming to be the best employer toward higher targets every year, we strive for ultimate employee satisfaction through health and safety practices in particular, as well as professional and lifelong education support programs, career development and performance appraisal system and mother-child policy. As a result of these efforts, we were deemed worthy of the "Best Employer" award at the 2017 Aon Best Employers program.

From the launch of face-to-face code of ethics trainings in 2015 through 2017, a total of 2,037 Doğu Otomotiv and Doğu Oto employees received code of ethics trainings. Doğu Otomotiv continued to be an active and leading member of the 'Equality at Work Platform,' established within the scope of 'Closing the Gender Gap' project, which the World Economic Forum launched to promote women's participation in economic life and to ensure gender parity in the work environment. The number of female employees, which was 165 in 2013, rose to 261 in 2017 through equal opportunity programs for women, with female employment ratio reaching 34.4% at Doğu Otomotiv.

We base our core business philosophy on customer satisfaction and carry out all activities with our quality-focused service approach. Responding to the expectations of OEMs, sustaining the same service quality as the Turkish representative of these leading brands and maintaining constant dialogue are the building blocks of our stakeholder engagement strategy and corporate perspective. Annual customer satisfaction measurements are conducted by OEMs to assess sales, aftersales and DIM. The average Customer Satisfaction survey results for Doğu Otomotiv were rated as 4.93 for sales and 4.73 for aftersales. Meanwhile, DIM showed great progress in 2017, becoming a finalist at the Contact Center World Awards and winning the Best Customer Experience award.

Our Authorized Dealer Human Resources Development Department, or Drive, which supports and helps to sustain the organizational processes

and spread modern human resource methodologies across our Authorized Dealers and Aftersales Service Centers as another key stakeholder within our sphere of influence, visited 120 Authorized Dealers of the eight brands we represent 319 times throughout 2017.

As we continue to carry out activities to add value to the community through efficient and sustainable business strategies we also spread them across our base and apply deepening strategies in our spheres of influence. The community engagement programs 'Traffic is Life!

and Supporting Vocational High Schools are ongoing in line with this strategy. The community investments we made for this purpose amounted to TL 1,680,973 in 2017.

Doğu Otomotiv, as a driver of the national economy, will continue to manage its processes within the framework of Sustainability strategies and policies in the coming years, adding value to all its stakeholders within its sphere of influence. I would like to wholeheartedly thank all of our stakeholders, as the builders and supporters of our success, for their continued support in 2017.

Sincerely,

E. Ali BİLALOĞLU
Chief Executive Officer

About Doğu Otomotiv

Doğu Otomotiv, with approximately 2,500 employees, is a major player in the Turkish automotive industry. With a dynamic service approach focused on ultimate customer satisfaction, which the Company has sustained without compromise since its founding, Doğu Otomotiv ranks among the most admired and trusted brands in Turkey according to corporate reputation surveys.

In 2017, the 23rd of its operations, Doğu Otomotiv has maintained its position as Turkey's leading automotive importer and one of the largest automotive distributors. Doğu Otomotiv prepares its business plans with the vision of providing creative services beyond expectations and builds its corporate strategy on the objective of working to deliver ultimate customer satisfaction.

Doğu Otomotiv boasts the industry's widest brand portfolio and the largest service network in Turkey. As the representative of 12 international brands, each one a leader in its respective segment, including passenger cars, light commercial vehicles, heavy vehicles, industrial and marine engines, and cooling systems, Doğu Otomotiv offers its customers and corporate clients a wide brand portfolio consisting of Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, SEAT, Škoda, Bentley, Lamborghini, Bugatti, Porsche, and Scania brands, along with a combined product portfolio of over 85 models. The Company operates in the marine engines market with Scania Engines brand, and in the cooling systems market with Thermo King brand. Doğu Otomotiv furthermore serves customers in the used vehicle market with its DOD brand.

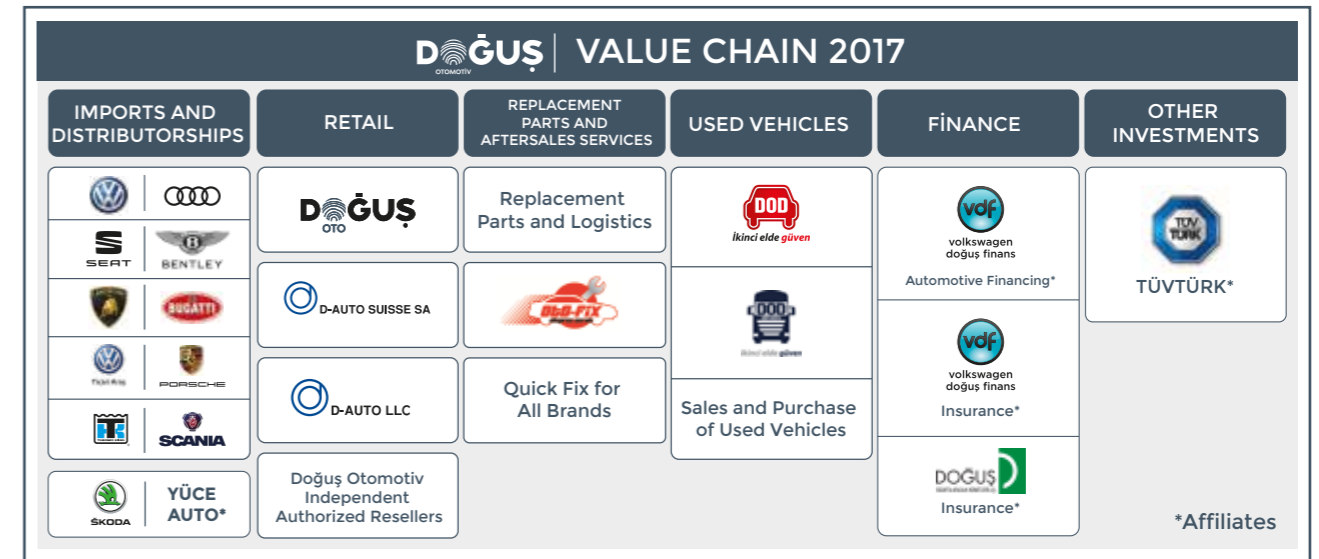
Doğu Otomotiv prioritizes ultimate customer

satisfaction in all its services, operating with one of the largest authorized dealer and aftersales service networks in Turkey. With nearly 550 points serving customers across the country, Doğu Otomotiv provides wide-ranging and seamless services including sales, aftersales and spare parts. Meanwhile, the Value and Care Center (DIM) launched in 2014 to enhance customer satisfaction provides 24/7 road assistance.

Doğu Otomotiv, with approximately 2,500 employees, is a major player in the Turkish automotive industry. With a dynamic service approach focused on ultimate customer satisfaction, which the Company has sustained without compromise since its founding, Doğu Otomotiv ranks among the most admired and trusted brands in Turkey according to corporate reputation surveys. Initially offered to the public in 2004, Doğu Otomotiv shares are traded on Borsa İstanbul (BİST) with the "DOAS.IS" ticker code.

Doğu Otomotiv is a member of Doğu Group, which operates in seven core industries including automotive, construction, media, tourism and services, real estate, energy and entertainment, growing through new investments in the fields of technology, sports and entertainment.

Doğu Otomotiv Value Chain 2017



Doğu Otomotiv 2017 Authorized Dealer and Aftersales Service Network



Material changes in scale, organization or ownership

The material disclosure posted to KAP on November 6, 2017 stated: "Our main shareholder Doğu Holding A.Ş. has resolved to merge with Doğu Araştırma Geliştirme ve Müşavirlik Hizmetleri A.Ş., another of our shareholders, together with all the latter's assets and liabilities. Since both parties to the merger are part of the Doğu Group, there will be no changes in management control of our Company. With the finalization of the merger process, the direct share of our controlling shareholder Doğu Holding A.Ş., excluding the floating shares of our Company, will increase from 35.21% to 65.5%." However, a material disclosure posted to KAP on January 3, 2018 stated: "after considering the changes in business conditions, it has now been resolved

to take this merger off the agenda with the possibility of revisiting the issue at a later date. Since both parties to the merger are part of the Doğu Group, this cancellation will not lead to any changes in the shareholder structure and management control of our Company."

Doğu Otomotiv's final status including 2017 financial indicators, ownership and legal structure is explained in detail in the 2017 Annual Report.¹ For Doğu Otomotiv's vision and mission statements, strategy, commitments and values, please visit the corporate website:

www.dogusotomotiv.com.tr

¹ For further information: Doğu Otomotiv 2017 Annual Report:

<https://www.dogusotomotiv.com.tr/en/investor-relations/investor-relations/reports-and-presentations/annual-reports>

Strategic Approach

Ultimate Customer Satisfaction	Digital Transformation	Sustainability and Business Ethics	Employees	Stakeholder Engagement
Doğuş Otomotiv prioritizes ultimate customer satisfaction in all its services with the largest Authorized Dealer and Aftersales Service network in Turkey.	Adopting the operational excellence approach, Doğuş Otomotiv started its organizational restructuring process with the aim of shaping the future by defining customer expectations according to contemporary trends and redefining the value chain, and established the Digital Transformation department in 2017.	We highly value the importance of integrating the Doğuş Otomotiv Ethical Principles and Code of Ethics into all of our business processes while achieving our targets. We address and manage sustainability with a holistic approach in all of our business strategies and policies.	As an organization that places human resources above all other assets, we consider being close to employees and improving employee loyalty one of the Company's priority topics.	At Doğuş Otomotiv, we build all of our activities on the basis of ethics, transparency and accountability and act in line with the same management culture in our relations with our stakeholders.

Risk Management And Sustainability In The Operational Value Chain

Doğuş Otomotiv works with a strong sustainability management philosophy, aiming to create value across the entire value chain by managing its social, economic, ethical and environmental risks at every stage of operations. Our commitment to Corporate Sustainability requires addressing all stakeholder expectations in a timely manner from the very beginning of our operations to all

the subsequent stages after our products and services are delivered to the customer. Adopting integrated risk management approach, we continue to move forward by identifying our responsibility areas within the lifecycle of all our operations as well as determining our approach and goals in these areas.

Sustainable Supply Chain Management	Customer Relations Management	Transparency and Accountability
OEM Suppliers	Digital Transformation	Corporate Governance and Sustainability Management
Authorized Dealers and Aftersales Services	DİM	Business Ethics
Logistics Management		Compliance with Laws and Regulations

Sustainable Supply Chain Management

OEM (Manufacturer)	Doğuş Otomotiv carries out its activities within the scope of distributorship and aftersales services agreements with the leading brands of the world and is obligated to meet the sales and aftersales service standards of these brands at the highest level. Implementing and improving the manufacturers' practices in global standards across the entire value chain in the regions the Company operates is among the most important responsibilities of Doğuş Otomotiv.
Suppliers	At Doğuş Otomotiv, we act with the awareness that we are part of economic development together with all of our suppliers that we procure products and services from to sustain our activities in the organizational lifecycle. We assess the direct impact of the products and services we procure from our suppliers in our lifecycle at each stage of our operations and for this purpose manage the necessary awareness-raising, organizing and audit activities.
Authorized Dealers and Aftersales Services	Ensuring the sustainability of our Authorized Dealers and Aftersales Services that constitute the most important part of Doğuş Otomotiv's operational lifecycle is among our most important development goals in this topic. Therefore we monitor and manage the progress of our activities under the headings of awareness, development, evaluation and transparency. Our Authorized Dealer Human Resources Development department (Drive), working to support the organizational processes at Doğuş Otomotiv Authorized Dealers, to ensure the sustainability of their organizational success and to spread modern human resource methodologies, paid a total of 319 visits to 120 Authorized Dealers of the eight brands we represent in 2017.
Logistics Management	At Doğuş Otomotiv, we set up, manage and monitor all the systems needed to ensure that the services we provide do not fail and logistics management is achieved at global standards. We fulfill our responsibilities at every stage to make sure that all of our products and services are delivered to our customers in the right and healthy manner within our logistics management, which we regard as the most important factor that provides social, environmental and economic efficiency in our organizational lifecycle.

Customer Relations Management

Digital Transformation	At Doğuş Otomotiv, we value the importance of digital transformation to incorporate technology and digital opportunities into our business processes, create different services by using technology and improve our service quality. Our top priority in this topic will be to improve the quality and efficiency of services at every customer touch point and to reassess the infrastructure and processes of our Authorized Dealer and Aftersales Service network across Turkey from a digital transformation perspective.
DİM (Vale and Care Center)	Meeting the needs and expectations of Doğuş Otomotiv customers is the most important building block of our organizational lifecycle. DİM (Value and Care Center), which was launched for this purpose, supports our brands at every touch point across the customer lifecycle. The DİM operation aims to bring service and quality standards to customer touch points and provides instant and transparent monitoring of consumer expectations and opinions with the reporting features available for our brands and Authorized Dealers and Aftersales Services.

Transparency and Accountability

Corporate Governance and Sustainability Management	Activities are carried out, evolving every year, to manage sustainability topics in line with stakeholder expectations and strategic corporate priorities within our operational lifecycle, to set targets and make it a way of doing business for all of our employees.
Business Ethics	Implementing business ethics practices in world standards across Doğu Otomotiv's entire lifecycle and ensuring that they are adopted and applied by all parties while awareness is raised every day along with related audit and management processes make up an important part of risk management at Doğu Otomotiv.
Compliance with Laws and Regulations	Doğu Otomotiv acts and continues to operate with a corporate sustainability approach within its organizational lifecycle and Code of Ethics, exceeding the requirements of laws and regulations.



Corporate Sustainability Approach

CORPORATE SUSTAINABILITY APPROACH

Our corporate strategy is based on driving a strong and sustainable organization forward through world-class operations focused on development and efficiency. We follow the values of Doğuş Otomotiv in all our activities, knowing that our success depends on the health and safety of our employees, the continuity of efficient and honest cooperation

with all our business partners and our contributions as a community to a healthier environment.

Accordingly, we integrate social, environmental and economic risks and opportunities into all business processes across our entire operation within the following framework:

Doğuş Otomotiv Integrated Corporate Sustainability Framework



Managing Economic, Social and Environmental Expectations GRI 102-15

At Doğuş Otomotiv, we strive to elevate the quality of our customers' lives at every touch point. In line with the requirements of doing business by fulfilling our responsibilities for a modern and sustainable society, we consider the social, environmental and economic expectations of all our stakeholders. Therefore, we follow a strategy focused on stakeholder

engagement management in international standards and we regularly question our stakeholders' expectations on all platforms. (For Doğuş Otomotiv Stakeholder Engagement Strategy and Dialogue Platforms, please visit:

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/sustainability-at-dogus-otomotiv/stakeholder-engagement>)

Sustainable Risk Management GRI 102-15

In its operations, Doğuş Otomotiv employs a management approach with the aim of fully meeting the expectations of its stakeholders and implementing the Company's strategies in the most efficient manner. This approach also requires an integrated risk management perspective. For this purpose, feedback mechanisms, reporting and research models are utilized along with regular internal and external audit processes. The Doğuş Otomotiv Risk Management Approach is explained in detail in the dedicated Sustainability section of the website and under the relevant heading in the annual report:

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/governance-risk-management-ethics/risk-management>

For the sustainable Risk Management Model, Doğuş Otomotiv's social, environmental and economic aspects were identified as part of the material issues study carried out in 2009. Due to the changing business dynamics, the study was reviewed in December 2017 and material issues were updated.

Doğuş Otomotiv will share the results of the study in which the key stakeholder expectations and institutional priorities were compared and the AA1000SES Standard methodology was applied under the relevant headings in the 2018 Corporate Sustainability Report.

Financial Risks GRI 102-15

In line with market assessments and the topics emphasized by the Early Detection of Risk Committee, action plans for diversifying financial channels and securing liquidity strength were detailed during the year. Along with comparative studies and coverage analysis, the insurance development reports were structured considering the defined scope and priorities. The working principles of the Information Security Steering Committee, in which the Risk Management Department is a permanent member, were determined.

Finalizing the Business Continuity Plan, assessing the risks as a result of the analyses carried out on the basis of critical business processes and updating the risk inventory are among our 2018 targets.

Conflicts of Interest

No conflicts of interest and disputes regarding the companies, which provide Doğuş Otomotiv with such services as investment consultancy, rating and other similar topics, were identified in the 01.01.2017-31.12.2017 reporting period. In the agreements executed in accordance with the Company's Code of Ethics, as well as in the internal workings of our Company, due diligence is exercised to avoid conflicts of interest.

For detailed information on the Remuneration Policy of the Board and the relationship between the fees paid to senior executives and directors and the performance of the organization, please see:

<http://www.dogusotomotiv.com.tr/en/investor-relations/investor-relations/corporate-governance/policies/remuneration>

On-the-Job Training program and Government Incentives GRI 201-4

On-the-Job Training Program, as the name suggests is a learning program aimed at improving the professional knowledge of unemployed people registered with the employment institution in workplaces also registered with the institution through practice and by personally seeing the business and production processes. If people, older than 18 and younger than 29, complete the on-the-job training programs and are employed in their own profession within three months after the program's completion, employer's share in social security premiums are covered by the Unemployment Insurance Fund for 30 months. Furthermore, the employee must be added to the average number of insured people declared

in the monthly premium and service documents filed by the employer for the year prior to such person's recruitment.

In calculations, such people's social security premium basis is taken into account. After the application of Law No. 5510, the remaining social security premium, calculated using the lower limit of premium base in a ratio of the employer's share, is covered by the Fund. Our company has benefited from this incentive since April 2016 and currently 36 people are employed within this scope. The incentives extended in 2017 amounted to TL 4,612.82 for Doğu Otomotiv and TL 85,280.27 for Doğu Oto.

Fighting Corruption 102-15

The Internal Audit Department, reporting to the Audit Committee formed under the Board of Directors, includes the operations of Doğu Otomotiv as well as its Affiliates within the scope of the risk-based audit plan. As part of the regular internal audits carried out in 2017, compliance of brand and department processes with policies and procedures has been assessed in terms of both operational risks and also risks of misconduct. Risks related to bribery and corruption are also included within this scope. If development areas are identified as a result of the audits, recommendations are made to improve the control environment regarding the process. Those recommendations are followed through and those with high priority are reported to the Audit Committee and the Board of Directors.

As part of the 2017 audit plan, 18 audit reports for Doğu Otomotiv and 11 audit reports for Doğu Oto were prepared and audit results were presented to the Board of Directors in January, April, July, September and December 2017 by the Audit Committee.

Audits 102-15

Considering the growing need for Information Technology Audits, a comprehensive information technology audit was conducted in 2017. Furthermore, with information

technologies gaining prominence today, the growing volumes of data and transactions cause the sufficiency of conventional audit methods to be questioned. Accordingly, continuous/computer-assisted activities, as electronic audit processes that allow auditors to give reassurance have become important. The process that was launched in 2016 for this purpose was finalized; and the 2017 reports were created in a manner that enables the results to be produced over all the data in the Doğu Otomotiv Turkuaz System instead of sampling instantly or in defined periods. In 2017, the weight of continuous auditing increased in regular audits.

The regular audits at Doğu Otomotiv and its affiliates will be carried out within the scope of the risk-based annual audit plan approved by the Board of Directors and the results will be shared with the Audit Committee. The goal for 2018 is to conduct regular audits as the weight of continuous audits and Information Technology audits increases.

Shareholder Relations

Investor Relations Department is responsible for regularly providing shareholders and potential investors with information related to the Company's operations, financial position and strategies, except for information not disclosed to the public or considered confidential and trade secrets, in a manner not to lead to information inequality as well as for responding to information requests. Investor Relations Department continues its activities to form a bridge based on two-way communication and trust between Doğu Otomotiv's current and potential investors.

Climate Change 102-15, 201-2

Climate change is defined as a risk at Doğu Otomotiv. In this respect, risks within the scope of climate change, as with social, environmental and economic risks, are integrated into business models together with corporate sustainability strategies and managed proactively.

A two-phase study was launched in 2017 to update the current Business Continuity Plan (BCP) with a wider scope and better usability. In the first phase, action plans, risk escalation levels, action stages and command-control-coordination structure were established and presented to the approval of the Early Detection of Risk Committee under the Board of Directors in December. Climate change and related developments were listed among the threats included in the scope of this study and playing a role in determining the action stages. In the second stage consisting of fieldwork, as a first step meetings were held with the owners of the works/processes and climate change along with resulting developments were added to risk identification activities. For this purpose, 32 meetings were held until December 2017. The plan is to continue such meetings in 2018.

Business Ethics

Code of Ethics Trainings 205-1, 205-2, 412-2

Ethical code trainings are provided with the aim of giving our employees a complete picture of why Doğu Otomotiv has published its Code of Ethics, when it is needed and how to use it. In 2017, 96 Doğu Otomotiv employees received a total of 240 man/hours of ethical code training. Furthermore, 360 employees recruited in the same timeframe were informed about the Code of Ethics during a total of 900 man/hours of e-orientation training. The employees that took the training watched the viral film on Corporate Sustainability performances, learning "what the code of ethics and ethical principles are and how more information can be obtained". In addition to in-class training for adopting ethical principles, Code of Ethics training has also been included in the e-learning

environment. The trainings will continue to be assigned to employees regularly every year. Anti-corruption topics are also included in Code of Ethics training.

Face-to-face ethical code trainings at Doğu Otomotiv started in 2015. In the period from 2015 until the end of 2017, 713 employees at Doğu Otomotiv received 1,446.5 man/hours of training while 1,324 employees at Doğu Oto received 2,168.5 man/hours of training.

Ethics Hotline

The complaints received through the ethics hotline are carefully evaluated and all are reported to General Directorate of Human Resources. The ethics hotline notifications are also periodically presented to the Audit Committee and the Board of Directors.

Policies and Goals

The most important part of Corporate Sustainability Management at Doğu Otomotiv is determining the corporate policies and related goals in line with material issues. Accordingly, all processes are reviewed to

define policies and firm goals in relevant areas. The activities carried out to determine policies and the 2023 targets in line with the material issues redefined in December 2017 are expected to be finalized in 2018.

Corporate Strategies and Management Approaches

Corporate Sustainability-related areas and goals at Doğuş Otomotiv are managed directly by an official committee under the Board of Directors. A Sustainability Council, reporting to this committee and consisting of managers representing all departments of Doğuş Otomotiv, has also been working on these topics for nine years. The Sustainability Council is responsible for improving Sustainability performance across all business units and

reporting on global standards every year. (For further information on Doğuş Otomotiv's Corporate Sustainability Strategy and Management and Governance structure  102-18, 102-22, 102-23, 102-24, 102-27, 102-28, 102-29, 102-31, 102-32, 102-33, please refer to:

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/governance-risk-management-ethics/corporate-governance-and-compliance>

Doğuş Otomotiv Products and Services

Doğuş Otomotiv's Integrated Corporate Sustainability Framework provides various options for managing the potential negative impacts arising from the Company's operations and transforming them into opportunities as well as offering tools to ensure that we continue to deliver products and services that

fully meet the expectations of all key stakeholders. (For detailed information on Doğuş Otomotiv Products and Services, please see:

<http://www.dogusotomotiv.com.tr/en/about-us/dogus-otomotiv/brands>

CORPORATE SUSTAINABILITY STRATEGY AND MATERIAL ISSUES 102-47, 103-1, 103-2

Doğuş Otomotiv has defined the scope of the 2017 Corporate Sustainability Report according to the results of the material issues Workshop, which was held with wide participation in 2009. However, with stakeholder expectations and conditions changing since 2009, material issues study was repeated in December 2017. The results of this workshop, which the Doğuş Otomotiv Chairman and CEO opened and contributed with their opinions, will be published in the 2018 Corporate Sustainability Report.

Doğuş Otomotiv uses the methodology recommended by AA1000SES (AccountAbility Stakeholder Engagement Standard) to determine its material issues while the workshop is moderated and results analyzed by an independent consultancy firm, specializing in this field. (For more information on Doğuş Otomotiv Material Issues and Determination Methodology, please refer to:

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/sustainability-at-dogus-otomotiv/dogus-otomotiv-key-impacts-and-material-issues>

Corporate Sustainability					
ECONOMIC DEVELOPMENT	ENVIRONMENT	EMPLOYEES	HUMAN RIGHTS	CUSTOMERS	COMMUNITY ENGAGEMENT
Financial Efficiency	Water	Sustainable Employment	Discrimination	Customer Health and Safety	Traffic Safety
Economic Volatility	Waste Management Energy	Employee Satisfaction	Freedom of Association	Customer Satisfaction	Business Ethics
OEM (Manufacturer)	Logistics	Employee Health and Safety	Child Labor and Forced Labor	Training and Information	Community Development
Suppliers	Environmentally Friendly Products	Equal Rights Dialogue with Employees	Rights of Local Communities	Responsible Marketing	Cooperation and Dialogue

Strategy and Management

Traffic Is Life!

Doğuş Otomotiv Material Issues Performance Criteria 102-15

Topic	2016	2017
ECONOMIC DEVELOPMENT		
Net Sales (TL Million)	11,925	13,220
Number of Suppliers	736	554
Local Procurement Amount (TL Million) ²	921.6	839.9
Local Employment Ratio (%)	7.27	8
ENVIRONMENT		
Water Consumption Amount (m ³) - Per Vehicle Sold	0.48	0.51
Amount of Packaging Recycled Through ÇEVKO (kg)	473,225	374,799
Battery Recycling Ratio (%)	101.2	106.7
Electricity Consumption (kWh)	5,427,821	5,610,089
Natural Gas Consumption (kWh)	445,079	497,283
CO ₂ Emission per Vehicle Sold (kg)	121	122
EMPLOYEES		
Number of Employees	2,488	2,492
Employee Satisfaction Rate (%)	75	Surveyed every other year
Workplace Accident Ratio (%)	0	0
Employee Representation Ratio in OHS Committees ³ (%)	4.87	4.41
Female Employment Ratio (%) ⁴	23	22.4
Number of Suggestions Received by the Suggestion System	2,348 ⁵	2,506 ⁶

² Domestic procurement amount excluding vehicle imports and purchases from Doğuş Group companies.

³ Pertains to Doğuş Otomotiv alone. Other ratios have been provided in detail in relevant sections of the report.

⁴ Doğuş Oto and Doğuş Otomotiv average figure.

⁵ Cumulative figure of Doğuş Otomotiv, Doğuş Oto and Škoda.

⁶ Doğuş Otomotiv, Doğuş Oto, Doğuş Teknoloji ve Škoda toplam rakamıdır.

	2016	2017
Number of Suggestions Implemented	789 ⁷	736 ⁸
Training Provided for Employees (man/hours) - at Doğuř Otomotiv	35.9	29.9
HUMAN RIGHTS		
Rate of Employees Trained on Human Rights	100	100
Number of Authorized Dealers Informed on Human Rights	17	21
Rate of Suppliers Informed on Human Rights (%)	100	100
CUSTOMERS		
Customer Satisfaction Rate (over 5 since 2017)	Sales average: 109.7 Aftersales service average: 103.6	Sales average: 4.93 Aftersales service average: 4.73
Authorized Dealer Satisfaction Rate	Sales: 4.64 Service: 4.74	Sales: 4.64 Service: 4.84
COMMUNITY ENGAGEMENT		
Number of Employees trained on Code of Ethics	188	96
Number of Authorized Dealers informed on Code of Ethics	17	21
Number of Suppliers informed on Code of Ethics	3	7
Amount of Investments for Community Development Purposes (TL Million)	14,372	1,680

Doğuř Otomotiv has social, economic and environmental impacts as a result of its growth oriented activities, which are considered as material. In line with stakeholder expectations, Doğuř Otomotiv aims to improve its performance in these areas year by year, convert the risks into opportunities, and fulfill the stakeholder expectations within the frame of its sustainability strategy. For more info:

<https://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/sustainability-at-dogus-otomotiv/dogus-otomotivs-key-impacts-and-material-issues>

Since 2009, Doğuř Otomotiv assesses its social, environmental and economic impacts, and shares its related sustainability performance in material areas with the public. Doğuř Otomotiv, while distributing world's leading brands in sustainability and providing services in Turkey, has the following topics in its agenda as key impacts:

Social Impacts	Environmental Impacts	Economic Impacts
Traffic is Life!	Water Consumption	Local Purchasing
Business Ethics	Waste Management	Supply Chain
Employment and Employee Satisfaction	Emissions per Vehicle Sold	
Cooperation with Vocational Highschools		

⁷ Doğuř Otomotiv and Doğuř Oto's total number of suggestions implemented as of June 16, 2017.

⁸ Doğuř Otomotiv, Doğuř Oto, řkoda and Doğuř Teknoloji's total number of suggestions implemented as of May 16, 2018.

Corporate Sustainability Goals and Progression Model

Doğuř Otomotiv's goals related to material issues and progression model are explained in the following table. Performance details of each material issues are covered in the report's relevant sections and on the website.

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/sustainability-at-dogus-otomotiv/dogus-otomotivs-key-impacts-and-material-issues>









Target attained

















Ongoing






Target to be Revised









 UN SDG




Economic Development Material Issues	Progression Status	Development Summary
Financial Efficiency	  8	With 85 lean management projects launched in 2017, we anticipate TL 3 million in savings. Doğuř Otomotiv continues its operations with a vehicle park of over 1.9 million, approximately 2,500 employees and nearly 550 customer-facing service points by adapting to the changing conditions in the automotive industry.
Economic Volatility		The retail passenger car and light commercial market in Turkey showed some slowing due to foreign exchange rate fluctuations and new SCT regulations in 2017, with total sales amounting to 956,194 units, decreasing 2.8% year on year. Despite the negative outlook, Doğuř Otomotiv maintained its strong presence in the industry in 2017, with a total sales of 182,199 vehicles including heavy commercial vehicles and an 18.9% retail market share. We also sold 22,009 used vehicles in 2017. Meanwhile, service entries were recorded as 280,122 at Doğuř Oto and 1,015,504 at other Authorized dealers and Aftersales Service, amounting to 1,295,626 in total.
OEM (Relations with Manufacturers)		Doğuř Otomotiv continued to enable the world's most valuable brands to perform successfully in Turkey and maintained its title as the leading automotive distributor of the country with the added value and competitive advantages brought by the brands represented. As the representative of 12 international brands, all leaders in their respective fields of passenger cars, light commercial vehicles, heavy vehicles, industrial and marine engines and cooling systems, Doğuř Otomotiv is Turkey's leading automotive importer and one of the largest automotive distributors with a wide product portfolio consisting of nearly 85 models of these brands. Doğuř Otomotiv maintains its relations with the manufacturers with its value chain that best represents OEM standards.
Suppliers	  12	Since 2014, Doğuř Otomotiv has been working toward its sustainability targets regarding suppliers, one of the most important stakeholders of the Sustainable Supply Chain Model. Sustainability-related aspects were added to the supplier selection criteria in 2017. Risk categorization activities will be completed in 2018 according to plan. As of 2017, 554 suppliers have been actively working with Doğuř Otomotiv's Procurement Department. With 21% of these suppliers audited in 2017, our audit target for 2018 is to improve this ratio to 25%.








Environment Material Issues	Progression Status	Development Summary
Water	  12	Water use is an important heading among the dominant environmental impacts of Doğuş Otomotiv. Reducing the water consumption caused by vehicle washing in dealers and aftersales services has been one of our firm goals since the very beginning. Doğuş Oto discloses annual water consumption figures and sets relevant targets using the metric "m ³ per vehicle sold". When we first started our studies on water consumption in 2009, our consumption amount was 1.35 m ³ per vehicle sold, coming down to 0.48 m ³ per vehicle sold in 2016. This figured was recorded as 0.51 m ³ in 2017. The savings rate achieved from 2009 to 2017 exceeded 65%. Doğuş Otomotiv's efforts to reduce water consumption will continue in the coming years.
Waste Management	  12	Doğuş Otomotiv carries out improvement-focused activities in global standards for the management of waste resulting from its operations. Accordingly, 8,338 trees in total were prevented from being felled in 2017, thanks to the recycling of paper-cardboard and wood waste collected from our Şekerpinar facilities and our Gebze Scania aftersales service. This figure also corresponds to approximately 100 tons of CO ₂ emission per year. Meanwhile, recycling of waste lubricants collected in 2017 prevented the emission of 1,442 tons of CO ₂ . In 2018, Doğuş Otomotiv will continue its efforts to calculate its environmental impact across the entire operational and administrative lifecycle.
Energy	  7	In accordance with the Energy Efficiency and Emission Management policy, Doğuş Otomotiv works toward using energy more efficiently each year and reducing energy consumption while measuring consumption levels and raising awareness. Doğuş Otomotiv's waste management efforts from 2008 to 2019 have resulted in energy savings of 7,731,436 kWh, corresponding to the annual energy consumption of 2,800 households.
Logistics	  7, 11 12	A significant portion of Doğuş Otomotiv's environmental impact stems from its operational consumption (fuel, energy, water use and waste) in imports, sales and aftersales services. Processes such as constant line optimization in domestic vehicle and parts transportation and intermodal systems used in international transportation are continually improved and enhanced to minimize the environmental impact of our logistics services. The use of "Intermodal System" in transport operations has resulted in 1,672 tons of savings in CO ₂ emissions in 2017. Furthermore, Waste Management plays a key role in reducing the environmental impact of our logistics operations.
Environment Friendly Products	  2, 7 12	For the global automotive industry, 2017 was a year when we saw tangible results of the major transformation. With several countries declaring their zero-emission vision, along with changes in automotive technologies, restrictions on diesel vehicles due to environmental norms, coupled with rises in production costs, many companies have stopped diesel engine production. As with Volkswagen's Jetta model, the fact that the diesel engine option is no longer offered in some variants has reflected directly on the sales figures in 2017. Doğuş Otomotiv adapts to changing conditions while following all the developments in line with OEMs' production and sales plans to define future strategies accordingly.


Employees Material Issues	Progression Status	Development Summary
Sustainable Employment	  1	Doğuş Otomotiv has a large employment universe, including nearly 2,500 employees as well as those of the Affiliates, Authorized Dealers and Aftersales Services and Suppliers. This universe keeps growing every day with our recently launched Authorized Dealers and Aftersales Services in 2017. Doğuş Otomotiv believes that creating continuously developing happy employees and therefore happy customers forms the basis of sustainable employment. Accordingly, the Company has invested in many areas such as special practices for women employees, personalized training and development programs, talent management, digitalization in human resources systems, employee health and personal development, and set its 2018 development targets with the same approach. Aiming to reach potential young talents, Doğuş Otomotiv participated in 17 university career events/collaborations and visited 7 vocational high schools in 2017. The plan for 2018 is to participate in 20 university events and visit eight vocational high schools. Furthermore, the Company participated in the Virtual Career Fair and engaged with 500 students and new graduates in digital environment, answering their questions about Doğuş Otomotiv and accepting job/internship applications. The company will again participate in this fair in 2018. Drive, the Authorized Dealer Human Resources Development department, which supports the organizational processes at Doğuş Otomotiv Authorized Dealers to ensure sustainability of organizational achievements and promote modern human resources methodologies, helps to create employment. The Drive team also provides the Authorized Dealers with Human Resources support during the search for potential candidates, quick access to qualified candidates and recruitment processes. In 2017, five universities were included in the career day activities in which Drive and Authorized Dealers participated together. Similar activities are planned for 2018.
Employee Satisfaction	  1, 8	The Employee Loyalty and Satisfaction survey, conducted every other year at Doğuş Otomotiv, was performed at the end of 2016. The targets set according to the results of the survey were recorded in target cards and implemented in 2017. The results of the 2016 survey showed employee satisfaction rate at Doğuş Otomotiv as 89%, significantly above the average of 75% in Turkey. Doğuş Otomotiv, which participated in the Aon Best Employers program in 2017, was awarded the "Best Employer" prize. Employee Loyalty survey will be repeated in 2018. As one of the outputs of Employee Loyalty and Satisfaction survey conducted among employees, renewal of the Performance Management system started in 2017. With the Renewed Performance System, set to launch in 2018, appraisals will be focused on progress and feedback approach. A system is currently in the design process to provide immediate feedback, uncover employee potential, identify strengths and development areas and introduce development plans. In 2018, the Human Resources department will implement a Human Resources Business Partner structure to provide one-to-one HR service for each employee and ensure that all employees have a Human Resources Representative. Employee satisfaction will be one of the primary goals of our HR Business Partners.

Employee Health and Safety	  8	Doğuş Otomotiv addresses ensuring the health and safety of its employees and creating a healthy workspace as a priority. The Company carries out comprehensive occupational health and safety (OHS) activities throughout the year. The OHS department has organized trainings on a range of topics including certified first aid training, using screened tools, biological and psychosocial risk factors, occupational diseases and causes, disease prevention principles and techniques, ergonomics and personal hygiene with the aim of reducing risk of major illnesses and informing employees. In 2017, 2,568 man/hours of OHS training was provided for 1,028 people. OHS trainings continue regularly.
Equal Rights	  1, 8	Doğuş Otomotiv is among the active and leading members of the 'Equality at Work Platform', established within the scope of the World Economic Forum's 'Closing the Gender Gap Program' to promote participation of women in economic life and ensure that they have equal rights in the work environment. The coaching and mentoring program created within this scope for female employees provided 5,408 hours of coaching and mentoring training for 90 prospective women managers until the end of 2017. The program's objective is to support female employees in better managing their own domains and contribute to their personal/professional development. For 2018, the plan is to provide 2,440 hours of coaching and mentoring training for further 52 prospective women managers. The program is expanded this year with the aim of reaching 57 young female employees with a planned training on "Exploring Inner Energy for Efficiency in Business Life". In 2017, a sign language video was created with our employees and broadcast across the entire Company to raise awareness of disabilities. We also met with employees with disabilities to learn more about their demands and expectations. A similar get-together is planned for 2018.
Employee Dialogues		Doğuş Otomotiv believes that the development and progress of the company is directly correlated with constantly evolving dialogue platforms that include feedback mechanisms and enable communication with employees in the right medium. The platforms created by questioning employee expectations for many years continue to grow and develop with new targets every year. In 2017, direct and feedback-focused dialogue programs were carried out on several platforms such as GO Development School, the Training and Development Platform; GO-Fest, Training and Development Festival; Bir'iz Employee Committee; Life with Do Platform; baby showers for women employees taking maternity leave; employee library Ninova; Welcome Kit for new employees; D-Mobile; Organic Market; Meeting with New Beginners; guest speakers, seminars and workshops; Biz Bize meetings; and Suggestion System mobile app. These platforms will continue to evolve in line with employee expectations in 2018.

Human Rights Material Issues	Progression Status	Development Summary
Discrimination	  8, 10 16	Doğuş Otomotiv published its Code of Ethics in international standards in 2012, pioneering this practice in the Turkish automotive industry. The Doğuş Otomotiv Code of Ethics, with principles and policies that reject any and all discrimination, is openly shared with the public on the corporate website since 2013 and a hard copy is delivered to employees against a signature of receipt. Code of Ethics trainings, which started in 2015, continued in 2017, with 96 employees trained for 240 man/hours. Since 2015, a total of 2,037 employees have completed face-to-face Code of Ethics trainings, with 81% of the Company now trained on ethical codes. In 2018, a total of 1,117 employees who have not previously participated in Code of Ethics training will be assigned face-to-face ethical code trainings.
Freedom of Association	  8, 10	Doğuş Otomotiv Code of Ethics, Employee and Good Workplace Policy and Human Rights Policy clearly recognize freedom of association as a right for our employees.
Child Labor and Forced Labor	  8, 10 16	Doğuş Otomotiv Code of Ethics, in line with the Human Rights Policy, strictly prohibits child labor and illegal labor practices in accordance with applicable laws and regulations. As a signatory to the United Nations Global Compact since 2010, Doğuş Otomotiv has also joined an international commitment to ban Child Labor. Aiming to raise awareness of this issue, Child Labor clause has been included in supplier contracts since 2016. This item has also been included within the scope of supplier audits in 2017. All 58 supplier contracts executed in 2017 bear the suppliers' signature on the Doğuş Otomotiv Business Ethics Principles.
Local Communities' Rights	  12	Doğuş Otomotiv published the Local Communities and Local Communities' Rights management approach in the 2015 Corporate Sustainability Report, declaring its commitment to reducing the impact of its operations on the local community. Doğuş Otomotiv addresses all Corporate Sustainability-related programs with this approach.

Customers Material Issues	Progression Status	Development Summary
Customer Health and Safety	  3	Doğuş Otomotiv prioritizes fully ensuring customer health and safety at every stage of its operations. The Doğuş Otomotiv Customer Health and Safety Policy was published in 2015 within the Corporate Sustainability Report and is also made available on the corporate website. The Traffic is Life! Platform, which is also included in Community Engagement performance, has gained vast proportions and today continues with various collaborations and new projects. Furthermore, all information about product safety is provided on the website and updated with new additions every year.
Customer Satisfaction		Doğuş Otomotiv defines all corporate strategies and objectives with a focus on customer satisfaction and loyalty. Customer satisfaction measurements by OEMs are regularly carried out every year for sales, aftersales and DIM. Doğuş Otomotiv's 2017 Customer Satisfaction Scores were measured as 4.93 on average for sales and 4.73 on average for aftersales. On the other hand, DIM has shown significant progress in this field, becoming a finalist at the Contact Center World Awards and winning the award for Best Customer Experience. The NPS score, which evaluates customer representatives at DIM and assesses quality of service provided and measures the emotions evoked in customers, was 89% in 2017.
Training and Informing	  8	Our efforts to ensure that our customers always have access to complete and accurate information about our products and services continued in 2017. At Doğuş Otomotiv, our priority is to enhance the quality and efficiency of our services at every customer touch point. As we work toward digitalizing business processes, we also reconsider the infrastructure and processes across the Authorized Dealer and Aftersales Service network in Turkey from a digital transformation perspective. We will continue to take big steps for digital transformation as a directly managed process in 2018. Doğuş Otomotiv's product and service information policy was first published in 2015 and is shared with our stakeholders via the website.
Responsible Marketing		Doğuş Otomotiv develops and implements strategies in line with laws and regulations, ethical codes and principles at every stage of its operations while ensuring the continuity of these operations through internal audit processes. Doğuş Otomotiv Responsible Marketing policy was published in 2015 and communicated to all stakeholders via website.

Community Engagement Material Issues	Progression Status	Development Summary
Traffic Safety	   3	Doğuş Otomotiv has created significant awareness about traffic safety and become a pioneer in this field with the activities carried out on the Traffic is Life! Platform. In 2017, 200 healthcare personnel, who are mothers or expecting mothers were given trainings on safety in vehicles, and five viral info videos with brand spokesman Üstün Dökmen were created during the year. These videos were posted to social media pages of the Traffic is Life! Platform and reached around five million people. Further three video films were shot and broadcast via social media and Uzman TV, reaching 365,116 engagements. Three animated films (Pictos), which started showing in November 2017, aimed to raise awareness of traffic rules among children, reaching three million people. The public spots and the Koltron anime film were broadcast on television 5,200 times from June to December. Meanwhile, the HOP! app, developed for the safety of cyclists in traffic was launched, going on to be downloaded by 5,000 people. Moreover, traffic safety distance trainings were offered as elective at 18 universities. The Traffic is Life! Platform will continue to reach more children, young people and families with different programs in 2018 to keep on raising awareness.
Business Ethics	  16	Doğuş Otomotiv published a comprehensive Code of Ethics in global standards in 2012. The face-to-face Code of Ethic trainings, which include 54 cases from our own segment, have so far reached approximately 81% of Doğuş Otomotiv and Doğuş Oto employees. Following these trainings, 60.34% of the participants stated that they fully understood what Code of Ethics is and how its should be applied while 55% expressed that the ethical sensibility of the company increased their confidence in the company. Furthermore, 54% of trainees said they would consider social priorities when making decisions as part of their jobs while 83.33% noted it was a higher priority to make fair decisions. In addition to face-to-face trainings, Doğuş Otomotiv Code of Ethics is also taught online as part of orientation trainings for beginners. The Code of Ethics training, to be delivered as e-learning in 2018, will be reassigned to the employees with the aim of re-evaluating the same questions and training content will be updated according to the data obtained in the following years.
Community Development	  4,8	In line with the Community Engagement policy, Doğuş Otomotiv acts with the awareness that it is a part of community development in the regions where it operates. Accordingly, the Company donated TL 1,680,973 TL in total to more than eight organizations, mostly sports and educational associations and technical and vocational education institutions with the objective of providing Equal Opportunities in Education. Furthermore, Vocational High School Cooperation program supports vocational education. In 2017, Doğuş Otomotiv contributed TL 68,847,78 for Volkswagen Training Laboratories while the total number of graduates rose to 530 and the number of students in schools to 477.

Community Engagement Material Issues	Progression Status	Development Summary
Cooperation and Dialogue	  17	Doğuş Otomotiv partners with various institutions and organizations in all community engagement programs and makes use of all kinds of dialogue platforms. Collaborations with private sector, public institutions and universities within the scope of the Traffic is Life! Platform are an important factor that increases the programs' effectiveness and the number of beneficiaries. As part of the Vocational Schools Development Program, Doğuş Otomotiv also cooperates with the Turkish Ministry of Education for joint activities. Various partnerships and dialogue environments will be developed and maintained for this purpose in 2018.

Corporate Sustainability Management


At Doğuş Otomotiv, we support our sustainability approaches with our [corporate sustainability strategy, policies](#) and the processes we manage and express our commitments firmly as we continue to constantly inquire about our internal and external stakeholders' expectations in this field. As well as committing to comply unconditionally with laws and regulations on sustainability, we are also among the first representatives in the industry to implement international volunteering standards.

The Corporate Governance and Sustainability Committee under the Board of Directors directly manages the sustainability issues at Doğuş Otomotiv and has convened four times in 2017. The Sustainability Council, consisting of managers and employees from all departments of the company held five meetings in 2017 plus a Material Issues Workshop on December 27, 2017. These meetings, which focused on the company's sustainability development areas, also included training of council members on topics such as developments in global standards and the United Nations Sustainable Development Goals.

Further information on Doğuş Otomotiv Board of Directors, the Corporate Governance and Sustainability Committee under the Board, the duties of other committees and their 2017 activities is provided in the [Corporate](#)

Governance Compliance Report.

In 2017, Doğuş Otomotiv's corporate governance compliance rating score was 9.63 in Borsa Istanbul. The Company, having internalized best practices and largely complied with corporate governance, has been ranked second among the Top Three Companies with the Highest Corporate Governance Scores in 2017 by the Corporate Governance Association of Turkey.

For more information, please refer to Doğuş Otomotiv 2017 Annual Report: 

<http://www.dogusotomotiv.com.tr/faaliyet-raporu-2017/en/>

At Doğuş Otomotiv, the Digital Transformation and Corporate Communications General Directorate manages the organization and meetings of the Sustainability Council as well as Corporate Sustainability reporting and monitoring related performances and development. The General Manager of Digital Transformation and Corporate Communications reports directly to the CEO and is a member of the Executive Board.

In 2017, four subcommittees were formed under the Sustainability Council, including the Communications Committee, Environment Committee, Authorized Dealer and Aftersales Service Committee and Volunteering

Committee, and members of each committee were named. The Communications Committee is responsible for the communication activities related to sustainability within the Company while the Environmental Committee is responsible for generating proposals to improve performance in environmental issues as well as following through and presenting them to the Council. Meanwhile, the Authorized Dealer and Aftersales Service Committee is tasked with spreading sustainability across Authorized Dealers and Aftersales Services, and the Volunteering Committee with the creation of Corporate Volunteering programs and procedures and the implementation and follow up of these programs. In 2017, the Communication Committee held three meetings to discuss the Corporate Sustainability Report and the activities to be carried out to raise awareness of other internal activities, and determined the media and materials to be used for the report. The Environment Committee, which met twice during the year, worked on enhancing the Company's environmental management system. The Volunteering Committee similarly met twice during the year and began to work on writing the Corporate Volunteering procedure and developing related systems.

Occupational Health and Safety Management

Doğuş Otomotiv Occupational Health and Safety Management framework is defined according to corporate sustainability strategies and policies in line with Occupational Health and Safety standards. These standards include all management systems ranging from identifying occupational health and safety risks in accordance with laws and regulations, and implementing permanent and systematic solutions within the framework of a specific action plan, to monitoring, assessing and auditing occupational health and safety related parts of business processes. Continuous improvement of Occupational Health and Safety programs and performance requires that they are implemented and ensured at

every stage of daily operations.

All processes related to Occupational Health and Safety are carried out by a private consulting company and managed by Doğuş Otomotiv Administrative Affairs Department, which reports directly to the General Directorate of Human Resources and Administrative Affairs.

Collaborations and Joint Platforms

Since 2009, Doğuş Otomotiv has built its corporate sustainability strategy on the basis of stakeholder engagement. The Company therefore believes in the importance of collaborating with various organizations in determining its social, environmental and economic priorities and driving its performance in these areas further. These collaborations have led to remarkable results in terms of providing important feedback for Doğuş Otomotiv's medium and long-term goals and development, facilitating implementation and promoting sustainability awareness. Accordingly, Doğuş Otomotiv is committed to being open to collaborations and acting with a sustainability vision in different platforms focused on these areas.

In 2017, the Company collaborated with the Ministry of Education (MEB) and the Turkish National Police (EGM) within the scope of the Traffic is Life! platform.

For Doğuş Otomotiv's Memberships and Collaborations, please visit:

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/governance-risk-management-ethics/memberships-and-collaborations>

Commitments

Doğuş Otomotiv applies various global standards and pledges its commitment in a number of international platforms in order to improve its sustainability performance and take it further every year. Since 2010, Doğuş Otomotiv has been a signatory of the United

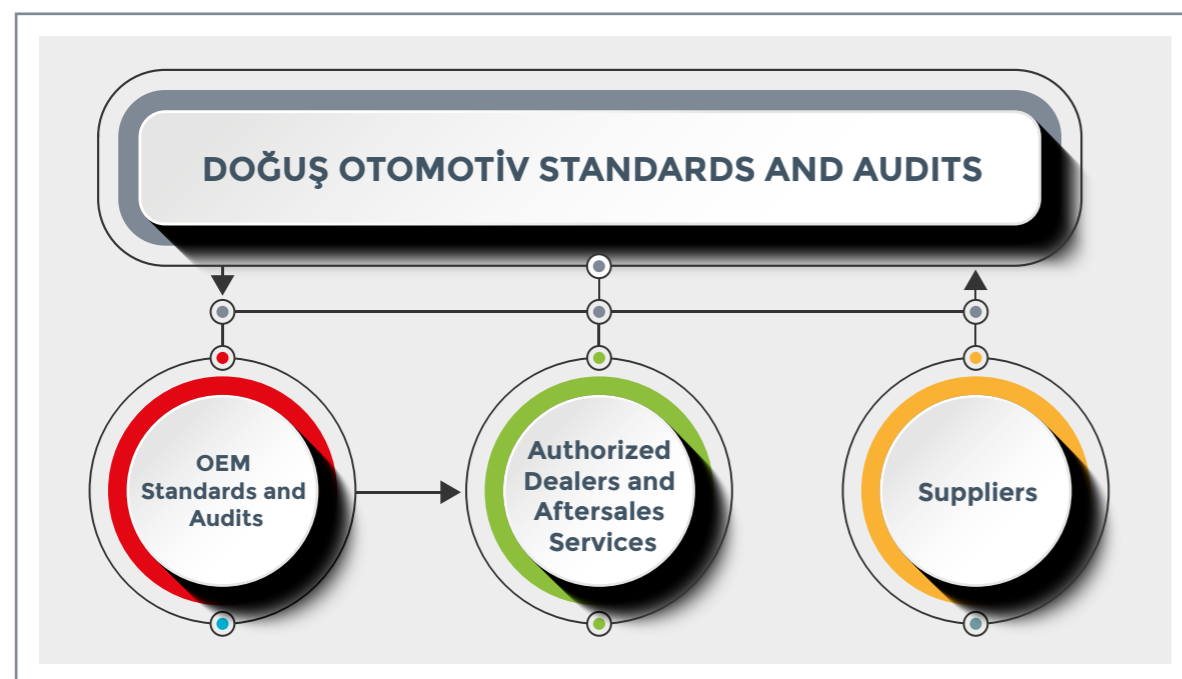
Nations Global Compact, one of the most commonly known international commitments in this field. The Company is also among the first in its industry to use the GRI (Global Reporting Initiative) reporting framework to publish its Corporate Sustainability Report. Doğu Otomotiv has adapted to all

development goals of the standard and published the advanced ninth report in June 2018. In the 9th Corporate Sustainability Report, Doğu Otomotiv published the United Nations Sustainable Development Goals index, committing to develop further in line with these goals in the coming years.

Corporate Sustainability Management in Value Chain GRI 102-15

Doğu Otomotiv manages all supply chain processes with a Sustainable Supply Chain Management model in order to mitigate potential negative impact on the ecological environment and community, to anticipate risks and take measures. Doğu Otomotiv began to redefine supply chain risk

management processes with a view to integrating sustainability into all operations including vehicle sales and service in 2015 with activities for this purpose continuing in 2017. Doğu Otomotiv's sustainable supply chain management is based on the model below:



Doğu Otomotiv strives diligently to improve the global standards of the brands it represents in Turkey as a distributor and aftersales service provider and to ensure their implementation across all Authorized Dealers and Aftersales Services including Doğu Oto. The activities carried out to raise awareness in Authorized Dealers and Aftersales Services,

whose performances have been included in the Corporate Sustainability Report since 2015, also make up an important part of this model. In line with the Code of Conduct for Business Partners published by Volkswagen AG in 2016, Doğu Otomotiv will continue to take the necessary steps to further improve this aspect.

Doğu Otomotiv Value Chain - Corporate Sustainability Management Processes



The procurement department at Doğu Otomotiv manages the supply chain GRI 203-2 by considering 17 different categories. Accordingly, the Doğu Otomotiv Procurement GRI 204-1

Department worked actively with 554 suppliers in 2017, paying a total of TL 130,355,702.⁹ All procurement is made from local suppliers.

2017 Doğu Otomotiv and Doğu Oto Procurement Department Procurement and Supplier Figures			
	Doğu Otomotiv	Doğu Oto	Total
Procurement	TL 60,866,206,00	TL 69,489,496	TL 130,355,702
Transactions	2,801	979	3,780
Suppliers	382	172	554

Apart from the central Procurement Department, each of our brands carries out its own procurement operations. Local procurement ¹⁰ of the Doğu Otomotiv Group amounted to TL 839.9 million in 2017.

⁹ Local suppliers, Doğu Otomotiv has procured goods and services from in 2017, are included in the suppliers. Procurement of goods and services from Doğu Group Companies is not included in this amount.

¹⁰ Excluding vehicle imports and Doğu Group Companies, including Doğu Otomotiv Group companies' local procurement amount.

Doğuş Otomotiv continues to further improve its sustainable supply chain every year to meet international standards.

The provisions added to Doğuş Otomotiv's supplier selection criteria are listed below:

- Activities related to measuring and reducing water consumption
- Collecting and eliminating waste in compliance with regulations, and constant monitoring
- Availability of anti-discrimination policies in place within the company
- Acting in accordance with occupational health and safety laws and regulations, having related policies, risk assessment mechanisms and employee trainings in place
- Having internal customer satisfaction practices in place
- Complying with and committing to Doğuş Otomotiv Code of Ethics and Business Ethics Principles. This provision has also been added to agreements signed with suppliers.

Supplier selection/audit and evaluation processes are continuously developed with the aim of improving the quality of our products and services in all categories.

In the Supplier Key Criteria and Evaluation phase, assessing 17 categories, documents specific to individual categories (ISO 9001-2015, ISO 22000, OHSAS 18001, TSE HYB, ISO 14001, TS ISO 10002TSE, SSI and Tax Status, etc.) are required and the companies are informed about completing any missing documents and they are expected to show progress in these fields.


In 2017, 115 suppliers have been audited, accounting for 21.1% of all suppliers.

 412-1, 414-1

The 2018 goals for improving our Supply Chain include increasing the number of audited and

evaluated suppliers, reviewing the financial structures (SSI and tax debts) of the unaudited suppliers and increasing the number of suppliers under contract. We will conduct further supplier risk analyses in 2018 with the assistance of our Corporate Sustainability Consultant and work on supporting and improving the sustainability processes of our suppliers in the high risk category.

Corporate Sustainability and Human Rights in Suppliers 102-9

The Doğuş Otomotiv Business Ethics and Principles and Code of Ethics have been added as a main item to the supplier evaluation criteria, ensuring that our suppliers declare their commitment in this aspect. Doğuş Otomotiv considers Corporate Sustainability principles along with its quality standards in selecting suppliers, which sign agreements that include the Doğuş Otomotiv Human Rights Policy and ethical principles. In 2017, sustainability-related provisions have been added to supplier selection criteria.  308-1, 308-2 Human rights policies of suppliers are reviewed during audits for availability of anti-discrimination practices within the company, and recommendations are offered to suppliers without such policy and practices in place. Accordingly, general framework agreements have been signed with 58 suppliers, which have also agreed to the annexed Doğuş Otomotiv Business Ethics and Principles.

Our suppliers are expected to operate in alignment with our product and service quality and act in accordance with Doğuş Otomotiv's Corporate Sustainability Strategies and Policies and Procurement Practices Management Approach during both supplier selection and conducting business.¹¹ Our suppliers are also evaluated in terms of workforce practices during selection and audit processes.¹²

At the fourth Sustainable Business Awards presented by the Sustainability Academy with the aim of contributing to the development of business models and driving change in Turkey, Doğuş Otomotiv was awarded for its business model, built to instill and raise awareness of corporate social responsibility and sustainability as part of its corporate culture among all authorized dealers and suppliers across the country.





Supplier Satisfaction and Supplier Day

In addition to conducting supplier satisfaction surveys, a supplier day event was organized in line with Doğuş Otomotiv's stakeholder engagement strategy. Satisfaction rate of our suppliers was measured as 91.44% in 2017.

Doğuş Otomotiv's Supplier Day 2017 event was organized as a stakeholder meeting with the aim of learning the expectations and recommendations of our suppliers and further

improving supplier satisfaction levels. During the event, which 159 people from 65 different companies attended, a seminar on Doğuş Otomotiv Sustainable Supply Chain Management was held while the company's sustainability strategy was explained in detail to the participants by the Doğuş Otomotiv CFO. On the occasion of the Supplier Day, three suppliers that were included in the 2016 Corporate Sustainability Report were presented plaques.

¹¹ Doğuş Otomotiv Procurement Practices Management Approach  103-2, 103-3 is described on the Doğuş Otomotiv corporate website: <http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/economic-responsibility/supply-chain>

¹² Evaluating Suppliers for Workforce Practices Management Approach  103-2, 103-3 is described on the Doğuş Otomotiv corporate website: <http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/employees/employees-and-great-workplace-policy>

Doğuş Otomotiv Supplier Day – Stakeholder Opinions

Dear Doğuş Otomotiv Procurement Team,

On behalf of my manager and myself, I would like to thank you for your hospitality during the Doğuş Otomotiv Supplier Day last week and for the saplings planted in our name in the Ayhan Şahenk Love Forest.

We at Adel Kalemcilik are delighted to work with Doğuş Otomotiv as a solution partner and look forward to many more years of cooperation.

Esra Karataş
Adel Kalemcilik Ticaret ve Sanayi A.Ş. Sales Manager

Dear Doğuş Otomotiv Procurement Team,

I would like to thank you for your hospitality and professional approach during the 2017 Supplier Day and wish you success in your endeavors.
Kind regards,

M. Kadri Öktem
EUROSAFE Çelik Kasa Marketing Manager

Dear Doğuş Otomotiv Procurement Team,

I would like to start by saying thank you for organizing such an event, I hope it will take place again. Thank your for your efforts... I also received the certificate, thank you very much. I hope you will repeat the event next year and we become the best supplier.
Thanks again...

Fatma Işık
Fabrika Basım Assistant Sales Manager

Suppliers and Corporate Sustainability Performance

In 2017, we paid visits to the seven suppliers included in the Corporate Sustainability

Report, consisting of three suppliers added to the reporting scope in 2015 and further four included in the present report, and provided Corporate Sustainability and ethics trainings.



Detailed information on the performances of these seven companies, namely Barış Makina, Bakırcı Otomotiv, BASF, Daikin Türkiye, Eurest Services Türkiye (Sofra Grup), Tes Konfeksiyon and VOG Tekstil can be found on the website.

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/sustainability-performance-of-suppliers>

Economic Development Performance

ECONOMIC DEVELOPMENT PERFORMANCE ¹³ 102-15

At Doğu Otomotiv, we continued to contribute to economic development in 2017 by delivering products and services to our customers, creating employment with newly opened Authorized Dealers and Aftersales Services, and helping our employees to sustain their wellbeing in professional and social life while promoting transparency in all our operations and operations. As the incentives



and support extended by the governments and private sector toward achieving the United Nations Sustainable Development Goals keep growing worldwide, we at Doğu Otomotiv also worked to contribute further to the 8th Goal with sustainable and inclusive strategies that minimize risks and a growth approach focused on creating productive and permanent employment and utilizing resources efficiently.

Doğu Otomotiv Servis ve Ticaret A.Ş. Consolidated Profit and Loss Statements ¹⁴

FINANCIAL INDICATORS	2017	2016
Net Sales (TL million)	13,220	11,925
Operating Costs (TL million)	827	727
Operating Costs/Sales (%)	6.3%	6.1%
EBIT (TL million)	474	426
EBIT Margin (%)	3.6%	3.6%
Gross Profit (TL million)	1,301	1,153
Gross Profit Margin (%)	9.8%	9.7%
Net Profit (TL million)	184	238
Net Profit Margin (%)	1.4%	2.0%
ROA	3.6%	4.9%
ROE	13.8%	21.3%
Net Financial Debt/Shareholders' Equity*	2,12	2,39
CapEx (TL million)**	315	208

* Short Term Borrowings, Current Portions of Long Term Borrowings, Long Term Borrowings, Cash and Cash Equivalents have been considered.

** Material fixed asset acquisitions have been considered.

¹³ Doğu Otomotiv Economic Performance Management Approach  and Market Presence Management Approach  are described on the Doğu Otomotiv corporate website.

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/economic-responsibility/economic-performance-management-approach>

¹⁴ Detailed financial statements of Doğu Otomotiv ve Ticaret A.Ş.' are disclosed in annual reports.

 <http://www.dogusotomotiv.com.tr/en/investor-relations/investor-relations/reports-and-presentations/annual-reports>

Retail Sales

SALES UNITS (Retail)	2017	2016
PASSENGER CARS	152,709	174,124
Volkswagen	89,688	101,763
Audi	21,585	22,005
SEAT	16,064	20,637
Skoda	24,679	28,876
Bentley	16	9
Lamborghini	7	7
Porsche	670	827
LIGHT COMMERCIAL	27,793	32,772
Volkswagen	27,793	32,772
HEAVY COMMERCIAL	1,697	2,060
Scania	1,697	2,050
Krone*	-	2
Meiller*	-	8
TOTAL	182,199	208,956
Doğuş Otomotiv Market Share (Retail)	18.9%	21.0%
Used Vehicle Sales (DOD)	22,009	22,534

* Distributorship activities discontinued.

New Authorized Dealer And Aftersales Service Center Investments

Manufacturer brand standards for aftersales services are published in summary form on the website since January 1, 2017 and applications to become Authorized Aftersales Service Centers are received online via www.dogusotomotiv.com.

In 2017, a total of 219 applications were received online for authorized aftersales service centers, including 84 for Volkswagen, 54 for Audi, 44 for SEAT, 16 for Porsche, and 21 for Scania. A total of 15 applicants, including 6 for Volkswagen, 4 for Audi, 2 for SEAT and 3 for

Scania prepared their application files and officially submitted them to the Dealer Development Department. Of the candidates that submitted their application files, 7 are outside our current organization. Applicants whose application files were received by the Dealer Development Department were sent documentation on quality standards, procedure manuals and relevant agreements for review. To date, 2,716 applications (219 applications this year) were submitted via this website.

Recently Opened Authorized Dealers and Aftersales Service Centers

In 2017, 12 Authorized Dealers and 14 Authorized Aftersales Service Centers were opened after the completion of investments.

	DEALER	AFTERSALES SERVICE CENTER	OPENED
1		Tırsan Hadımköy/İstanbul/Scania	01.01.2017
2	Aykan Maltepe/İstanbul/DOD		13.01.2017
3	Miram/Malatya/SEAT	Miram/Malatya/SEAT	06.02.2017
4	Miram/Malatya/VW	Miram/Malatya/VW	06.02.2017
5	Yağcı/Balıkesir/SEAT	Yağcı/Balıkesir/SEAT	03.03.2017
6		Günay Sakarya/Thermo King	06.03.2017
7	Ahlatcı/Çorum/DOD		19.04.2017
8	Avek Ümraniye/İstanbul/VW	Avek Ümraniye/İstanbul/VW	14.04.2017
9	Başaran Ağır Vasıta/Antalya/Scania	Başaran Ağır Vasıta/Antalya/Scania	28.04.2017
10	Başaran Ağır Vasıta/Antalya/Thermo King	Başaran Ağır Vasıta/Antalya/Thermo King	28.04.2017
11	Başaran Ağır Vasıta/Antalya/DOD AV		28.04.2017
12		Tırsan Sancaktepe/İstanbul/Scania	02.05.2017
13	Beşer/Mardin/VW	Beşer/Mardin/VW	25.10.2017
14		Koçaslan/Sakarya/Scania	03.11.2017
15		Tırsan/Gaziantep/Scania	08.11.2017
16	Miram/Malatya/Audi	Miram/Malatya/Audi	27.11.2017
17	Özaltın/Kayseri/Scania	Özaltın/Kayseri/Scania	28.12.2017

In 2017, 6 Authorized Dealers and 4 Authorized Aftersales Service Centers were relocated to new facilities after the completion of investments.

	DEALER	AFTERSALES SERVICE CENTER	REOPENED
1	Şenyıldız/İstanbul/Audi		27.10.2017
2	Vosmer Bornova/İzmir/Audi	Vosmer Bornova/İzmir/Audi	28.11.2017
3	Vosmer Bornova/İzmir/Volkswagen	Vosmer Bornova/İzmir/Volkswagen	28.12.2017
4	Vosmer Bornova/İzmir/Porsche	Vosmer Bornova/İzmir/Porsche	28.12.2017
5	Vosmer Bornova/İzmir/SEAT	Vosmer Bornova/İzmir/SEAT	28.12.2017
6	Vosmer Bornova/İzmir/DOD		28.12.2017

Distribution of newly opened dealers and aftersales service centers by brands:

BRAND	DEALER	AFTERSALES
Volkswagen	4	4
Audi	3	2
SEAT	3	3
Porsche	1	1
DOD	3	-
Scania	2	6
DOD Ağır Vasita	1	-
Thermo King	1	2
Scania Engines	-	-



Authorized Dealers and Aftersales Service Centers Terminated

In 2017, the 8 Authorized Dealerships and 7 Authorized Aftersales Service Centers listed below were terminated:

	DEALER	AFTERSALES SERVICE CENTER	TERMINATED
1	Aykan/Adana/Scania	Aykan/Adana/Scania	23.02.2017
2	Başaran/Antalya/Scania	Başaran/Antalya/Scania	28.04.2017
3	Başaran/Antalya/Thermo King	Başaran/Antalya/Thermo King	28.04.2017
4	Başaran/Antalya/DOD AV		28.04.2017
5	Aygüv/İstanbul/SEAT	Aygüv/İstanbul/SEAT	31.05.2017
6	Aygüv/İstanbul/DOD		31.05.2017
7	Aykan/Adana/Thermo King	Aykan/Adana/Thermo King	28.07.2017
8		Koluman/Gaziantep/Volkswagen	31.12.2017
9	Mekanik Soğutma Kolları/İzmir/Thermo King	Mekanik Soğutma Kolları/İzmir/Thermo King	31.12.2017

Distribution of terminated dealerships and aftersales service centers by brands:

BRAND	DEALER	AFTERSALES SERVICE CENTER
Volkswagen	-	1
Audi	-	-
SEAT	1	1
Porsche	-	-
DOD	1	-
Scania	2	2
DOD Ağır Vasita	1	-
Thermo King	3	3
Scania Engines	-	-

Ongoing Investments

Ongoing investments in Volkswagen (3), Audi (2), SEAT (2) and Scania (1) facilities are currently in the construction phase.

Economic Efficiency And Quality Activities

Process Management

Doğuş Otomotiv Process Management Department continued to support all the departments and employees with the aim of increasing their efficiency and improving processes in 2017.

The Process Management Department holds at least two meetings per project within the scope of project consulting. The department monitors whether or not the improvement activities of the projects are implemented until the end of the year. Accordingly, the Process Management Department also scores the managers in terms of achieving their project goals.

Efficiency Projects

Within the scope of efficiency projects, spreading the continual improvement perspective across the organization and encouraging the participation of employees in process improvements continued. Reducing costs, increasing revenues, improving customer

satisfaction and ensuring quality have been defined as important criteria in these projects implemented with lean methodology.

In 2017, 85 process improvement projects were implemented. These projects have been included in the targets of the Managers, Directors and General Managers in 2017 as in the previous years. In 2017, project evaluation scores were added to the project target criteria of the managers. With this criteria, the projects are scored according to the benefits created, such as quality, man/hour gains or cost savings.

With the 86 process improvement projects implemented in 2017, Doğuş Otomotiv will achieve an estimated TL 3,000,000 in savings.

Lean Leadership Training Program

With the Lean Leadership Training Program, which is provided for employees specialized in specific areas within the company, the employees who take the trainings become

influential in spreading the lean culture across the entire organization by ensuring process efficiency starting with their own business processes and leading to cost savings through improved process quality.

In 2017, total 25 employees took the lean leadership training in two sessions over four days.

Birthday of Ideas at Doğuş

Every year, several new projects are developed and suggested by Doğuş Otomotiv employees to contribute positively to performance and to enhance the way we operate. Last year we organized the Birthday of Ideas at Doğuş event to learn about the projects firsthand from our coworkers who created and implemented

them, and to be able to say we are together (Bir'iz) with our ideas as well.

At the second Birthday of Ideas at Doğuş event, 18 projects, selected by the Awards Committee from among the 2016 projects, were presented. The Birthday of Ideas at Doğuş event that took place on September 12, 2017 and featured a guest speaker on 'Digitalization' was attended by over 200 employees including those from Doğuş Teknoloji and Skoda.

During the event 18 projects were presented before an audience of 200 people. Of these 18 projects, 10 were implemented in various departments to help them spread across the organization.

number of active Lean Leaders in our organization to 86. Out of the 90 process improvement projects developed by Doğuş Otomotiv employees in 2016, 4 were deemed worthy of an award and 9 Doğuş Otomotiv employees received their awards from senior management members. Furthermore 3 projects and 9 employees from Doğuş Oto as well as 1 project and 1 employee were also presented awards by the senior management. The best suggestions that Doğuş Otomotiv and

Doğuş Oto employees submitted on the basis of their own observations were celebrated at an award ceremony, and 15 employees were presented suggestion awards.

During the 2017 Birthday of Ideas at Doğuş Graduation Ceremony, 10 blue-collar employees who took the lean implementation skill development training presented two projects and received their certificates from the senior management.

Graduation Ceremony of the Birthday of Ideas at Doğuş

Birthday of Ideas at Doğuş Graduation Ceremony where the best projects of our employees were awarded took place on December 4, 2017 at the Doğuş Otomotiv conference hall with

the attendance of senior management. During the ceremony, employees had the chance to present their implemented projects to senior management while coworkers that completed the Wave 14 Lean Leader training received their certificates.



Having completed their theoretical trainings, 13 Lean Leaders from Doğuş Otomotiv, Doğuş Oto

and ŠKODA presented their projects, and received their certificates, increasing the



Birthday of Ideas at Doğuş Graduation Ceremony, Lean Leader Certifications



Birthday of Ideas at Doğuş Graduation Ceremony, Lean Implementation Skill Development Project Certification



Birthday of Ideas at Doğuş Graduation Ceremony, Great Suggestion Awards Presentation



Birthday of Ideas at Doğuş Graduation Ceremony, Doğuş Otomotiv Process Improvement Project Plaque Presentation



Birthday of Ideas at Doğuş Graduation Ceremony, December 4, 2017

Suggestion System

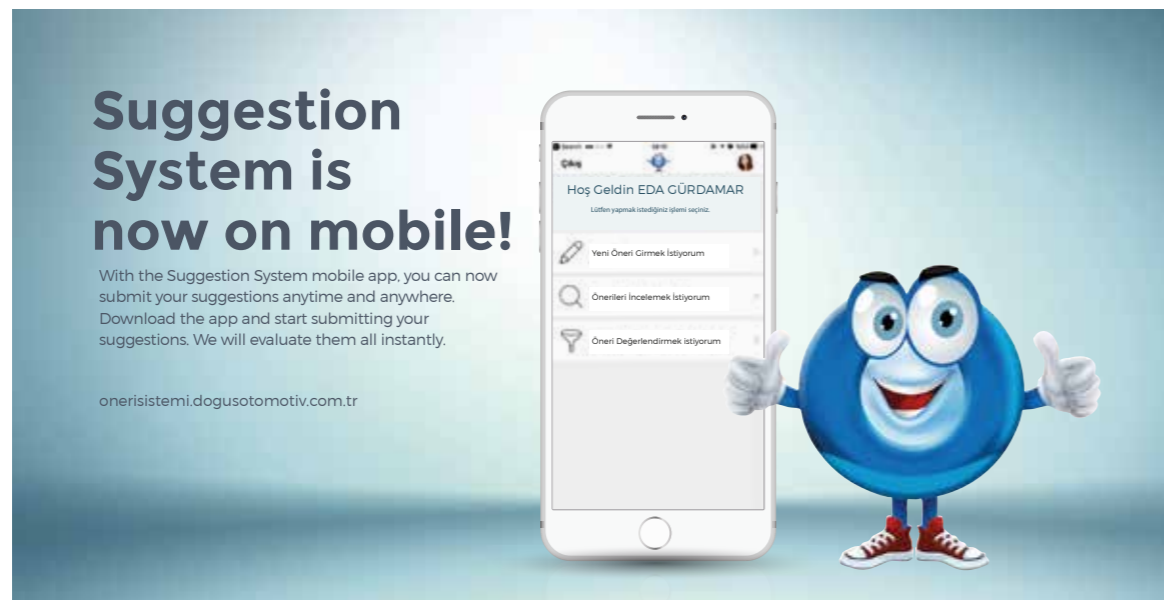
The number of suggestions submitted to the Suggestion System, which was launched with the objective of systematically handling the ideas received from employees to improve business processes and implementing the viable suggestions, reached a total of 2,506 suggestions in 2017 by Doğu Otomotiv, Doğu Oto, Škoda and Doğu Teknoloji employees.

With the new reward system introduced to swiftly recognize viable suggestions at Doğu Oto, individuals, whose suggestions are actively implemented within the month to receive symbolic awards. Meanwhile suggestions that contribute to significant improvement in costs, customer satisfaction, speed, quality, and CSR (OHS, Environment, Social, etc.) were separately evaluated by the Suggestion Committee, and the best were awarded. The Suggestion Committee has convened twice for Doğu Oto suggestions, once in March 2017 and once in September 2017. The suggestions found worthy by the Committee received their awards during the Birthday of Ideas at Doğu Graduation Ceremony.

The Suggestion Committee also convened to determine the winning suggestions for Doğu Otomotiv Head Office, and the special awards were presented during the Birthday of Ideas at Doğu Graduation Ceremony

In 2017, the department to submit the most suggestions (210 suggestions) in the Doğu Otomotiv organization was the Value and Care Center (DIM).

In 2017, a brand new app was launched for the suggestion system. The new Suggestion System Mobile App was made available in November 2017. Anyone who wants to submit and evaluate suggestions can use the app anywhere anytime. Submitting suggestions has also become very practical with the take /send a photo feature. The system has been promoted through various communication activities and offered in Doğu Otomotiv, Doğu Oto, Skoda and Dogus Technology.



Suggestion System at Doğu Teknoloji

A suggestion system was introduced at Doğu Teknoloji with a launch event in February 2017 and a total of 229 suggestions were submitted until December 2017.

Community Development

Being a part of community development in the region where Doğu Otomotiv is located and operates is always among the key objectives of the Company. Our investments in non-governmental organizations, associations and societies that contribute to the

development of the community and provide social benefits continued in 2017.

In 2017, Doğu Otomotiv contributed a total of TL 1,680,973 in donations and aid for the community.

DOĞUŞ OTOMOTİV SERVİS VE TİCARET A.Ş. and SUBSIDIARIES	
2017 Donations and Aid	Amount - TL
Fenerbahçe Sports Club Association	1,000,000
Şehit İdari Ataşe Çağlar Yücel Vocational and Technical Anatolian High School	518,831
Ayhan Şahenk Foundation	35,375
Samandıra Vocational and Technical Anatolian High School	24,735
Küçükyalı Vocational and Technical Anatolian High School	23,596
Turkish Education Association	13,500
Boğaziçi University Foundation	12,000
Burhanettin Yıldız Vocational and Technical Anatolian High School	11,062
Other Associations and Foundations	41,874
Total	1,680,973

Moreover, redundant computers and technical equipment are donated to schools in need every year to support education. In 2017, 108

items in total including 44 PCs, 19 Monitors and 45 laptop computers were donated to 5 different schools.



Environmental Responsibility

ENVIRONMENTAL RESPONSIBILITY

Doğuş Otomotiv carries out its activities as a company sensitive to and aware of its responsibilities for the ecological environment at every stage of its operational lifecycle. Accordingly, the Company has been working to transition to a complete environmental management system since

2015. With plans to move the Head Office in Şekerpınar to the Kartal location in 2018, the Environmental Management System activities are currently reviewed. However, systematic updates in energy efficiency and waste management continued in 2017 in line with our environmental focus areas.

Energy Efficiency 302-3, 302-4

Doğuş Otomotiv continued its efforts for reducing energy consumption in line with its environmental responsibility policy in 2017. As of September 2017, we have started to work on improving energy efficiency in partnership with a 3rd Party Energy Manager with the aim of taking actions according to monthly energy efficiency reports and creating energy saving areas.

In 2017, the old light bulbs in the toilets, cafeteria and some common areas in the Training building and Logistics building were replaced with LED bulbs, saving 3,369.6 kWh (TL 14,152.32) annually, eliminating 1.56

tons/year CO₂ emissions or saving 5 trees/year. Revision of the Barrisol Stretched Ceiling Led Lighting in the Training Building and Dining Hall was completed in November 2017. Replacing the old bulbs in the stretched ceiling with LED bulbs is estimated to result in savings of TL 4,813.43 annually in 2018. Furthermore, using the HVAC systems with the timer method implemented in the recent years contributes to energy efficiency.

Electricity savings at Doğuş Otomotiv's Şekerpınar campus was recorded 5,007 kWh¹⁵ (TL1,640) in 2016-2017, eliminating 2.32 tons/year CO₂ emissions or saving 7 trees/year.

Water Consumption

The water required for the Company is supplied by ISU. Water consumption at the Doğuş Otomotiv Şekerpınar Campus was 24,077 m³ in 2017. Glass carboys are used to dispense drinking water.

The amount of water consumption per vehicle sold in 2017 was 0.51 m³.

Emissions

Following the maintenance of boilers in 2017, exhaust gas emissions were measured to

check whether the devices were consuming too much and no issues were found in boiler emission measurements. Route optimizations in domestic spare parts transport operations, using intermodal systems in international spare parts shipping operations and recycling/recovery in waste management (especially battery and lubricant waste) are among the other activities aimed at reducing emissions.

¹⁵ Calculation Method: <http://sanayideverimlienerji.com/hesaplamalar/kurumsal-karbon-ayak-izi-hesaplama/2>

The Energy Efficiency, Water Consumption, Waste and Emission Management Approaches included in the Doğu Otomotiv

Environmental Responsibility Approach are explained on our corporate website.¹⁶

Waste Management ¹⁷

For Doğu Otomotiv, waste management is among the top processes that must be effectively managed to minimize the negative impact on the environment. As part of this process, we constantly review and improve our systems to surpass the requirements of laws and regulations and to efficiently dispose of and recover our waste.

All the hazardous waste collected from our Şekerpınar facilities as well as authorized dealers and aftersales services are sent to partner waste management companies for recovery/disposal. Disposal methods may differ according to waste type. Methods of disposal vary depending on the type of waste.

We partner with following organizations for Waste Management:

- ÇEVKO (Environmental Protection and Packaging Waste Recovery and Recycling Foundation)
- PETDER (Turkish Oil Industry Association)
- AKÜDER (Association of Accumulator and Recycling Industrialists)

The worn tires of the company vehicles are recycled and recovered. In 2017, 100 tires were recycled. Paper, plastic, glass and metal waste are recycled by the municipality.


Waste Management 306-2

A. Hazardous Waste

LOCATION	2016 (kg)	2017 (kg)
Doğu Otomotiv Servis ve Ticaret A.Ş. (Şekerpınar Merkez + Scania Gebze)	23,482	26,402
Doğu Oto Pazarlama ve Ticaret A.Ş.	98,765	119,496
Other Authorized Aftersales Services	254,835 (55 services)	455,513 (65 services)
GRAND TOTAL	377,082	601,411

¹⁶ For Doğu Otomotiv Environmental Responsibility Management Approach  please visit the Doğu Otomotiv corporate website:

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/environment/environmental-responsibility-management-approach>

¹⁷ For Doğu Otomotiv Waste Management Approach  and Environmental Impact of Products and Services Management Approach  please visit the Doğu Otomotiv corporate website:

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/environment/waste-management>

B. BATTERY WASTE (Doğu Otomotiv-AKÜDER Partnership¹⁸)

In the period from January 1, 2017 to December 2017, 330,082 kilos of battery waste was

collected and recycled, thus fulfilling the obligation to collect and recycle 309,456 kilos of battery waste, and in fact exceeding our minimum legal requirement by 106.7%.

	2016	2017
Battery Quantity (Kilos)	269,008	330,082

Environmental Gains

Through battery recovery, 60% lead and 10% plastic is recovered while 20% acid water is neutralized. With the 330,082 kilos of battery waste we recovered in 2017, 189,049 kilos of lead and 31,508 kilos of plastic were recovered, and 63,016 kilos of acid water was neutralized, and its damage to the environment prevented. In addition to these recoveries and environmental benefits, the following indirect benefits were also achieved:

- The difference between the energy consumed to obtain 1 ton of lead from the ore and the energy consumed to obtain the same battery waste is 230 kWh. With approximately 189 tons of recovered lead, we saved 43,470 kWh of energy.
- Assuming that 10 grams of lead contaminated 0.2 tons of soil, recovering 189 tons of lead prevented the contamination of 3,780 tons of soil.

- Recovering 1 ton of plastic results in 14,000 kWh of energy savings. We saved approximately 441,000 kWh of energy with nearly 31.5 tons of plastic recovered from battery waste.

With Doğu Otomotiv's waste management, 484,470 kWh of energy in total was saved through battery recovery in 2017.

C. LUBRICANT WASTE (Doğu Otomotiv-PETDER Partnership) ¹⁹

In 2017, a total of 2,410,587 kilos of lubricant waste was collected from Authorized Aftersales Service Centers. A portion of this collected amount was sent to regeneration plants while the rest was delivered to cement and lime factories.

	2016	2017
Lubricant Waste Quantity (Kilos)	2,297,559	2,410,587

¹⁸ At Doğu Otomotiv, we are obligated to recover 90% of the batteries released to the market in accordance with legislation (APAK Regulation), and we partner with AKÜDER to fulfill this obligation. Battery waste is collected in accordance with AKÜDER's "Waste Management Plan".

¹⁹ At Doğu Otomotiv, we are obligated to deliver lubricant waste generated at our aftersales service centers to PETDER (Turkish Oil Industry Association), the only Ministry approved organization authorized to process lubricant waste pursuant to Regulation on Controlling Lubricant and Oil Waste. The "Participation Protocol for Lubricant Waste Management" with PETDER is renewed every year. PETDER is responsible for collecting lubricant waste from our authorized aftersales service centers across Turkey. Delivery of lubricant waste to any other real persons or legal entities is prohibited by law.

Environmental Gains

Lubricant Waste	2016	Contribution	2017	Contribution
Sent to Regeneration Plants	103,9 tons	76,197 lt lubricant oil base recovered	261,5 tons	191,776 lt lubricant oil base recovered
Sent to Cement and Lime Factories	411,8 tons	1,901 tons CO ₂ emission prevented.	312,4 tons	1,442 tons CO ₂ emission prevented.

D. Packaging Waste

1. Packaging Waste Recovered in Partnership with ÇEVKO and Environmental Gains

Gains ²⁰  301-3, 306-2

Type of Packaging	2016 Released to Market (kilos)	2016 Recovered (kilos)	Recovery Ratio (%)	2017 Released to Market (kilos)	2017 Recovered (kilos)	Recovery Ratio (%)
Paper/Cardboard	862,087	465,527	54	658,591	355,639	54
Plastics	8,058	4,351	54	7,458	4,027	54
Wood	37,188	3,347	9	137,575	15,133	11

2. Şekerpınar Logistics Facilities and Scania Gebze Packaging Waste Management and Environmental Gains

Packaging waste generated at the Şekerpınar logistics facilities are collected by Tanrikulu Recycling Company according to the waste management plan of Çayırova Municipality, where we are located. Similarly, packaging waste generated at the Scania Gebze aftersales service center is delivered to

Tanrikulu Recycling company. The types and quantities of packaging waste sent to recycling in 2017 are shown in the table below.

By recycling 426,690 kg of paper-cardboard waste generated at our Şekerpınar facilities and Gebze Scania aftersales service and sent to a licensed recycling company after collecting separately at source, we saved 7,254 trees while recycling 271,040 kg of wooden saved 1,084 trees.

Şekerpınar Logistics Facilities Packaging Waste		
	2016	2017
Paper/Cardboard (kilos)	374,120	426,690
Wood (kilos)	275,700	271,040

²⁰ As a company releasing packaged products, the obligation of recovering packaging waste is fulfilled in partnership with ÇEVKO.

Environmental Gains

Type of Packaging	2017 Recycling Quantities	Savings			
		Electricity (kWh)	Water (m ³)	Trees	Fossil Fuels (liters)
Paper/Cardboard	821,166	3,366,781	21,757	13,960	-
Plastics	286,173	-	855	-	-
Wood	4,027	23,252	-	-	3,028

Green Technology

With policies determined within the scope of the Central Printer Project implemented at Doğu Otomotiv and Doğu Oto facilities in the last quarter of 2017, printing options were predefined, saving from both paper and toner through preselected black & white and double-sided printing.

The number of virtual servers used at Doğu Otomotiv rose from 180 to 214 in one year, total processors from 568 to 698, and total memory use from 1516 GB to 2221 GB, respectively. The 214 virtual servers in the existing virtual infrastructure are hosted on 9 physical servers running with the VMware ESXi operating

system. The Hyperion physical machine was also virtualized in 2017 and added to the virtual servers, eliminating the maintenance cost of the physical server, and included in the replication scenario of the Disaster Recovery Center within the Business Continuity and Availability process. Total number of virtual servers in Doğu Oto facilities increased from 68 to 107 in one year, total processors from 189 to 283, and total memory usage from 380 GB to 679 GB, respectively. The 107 virtual servers in the existing virtual infrastructure are hosted on 19 physical servers running with the VMware ESXi operating system, providing cost savings in terms of energy, hosting and licensing as in the case of Doğu Otomotiv.

Environmental Awareness Among our Employees

The Employee Engagement Survey, conducted by the Human Resources Department every other year, includes questions about environmental awareness and environmental awareness. In the last survey conducted in 2016, under the subheading employer brand, our employees agreed 92% with the statement "Our company is sensitive to the community and the environment". In response to another question, 80% of employees agreed with the statement, "The sustainability approach of our company affects my loyalty to the company positively." The survey will be conducted again in 2018.

to raise environmental awareness among the employees. Other environmental awareness raising activities included the "Born Environmentalist" project, carried out by the employees hired as part of the New Graduate Recruitment Program. The environmental awareness level of Doğu Otomotiv employees has been measured and various gamification-based activities have been promoted across the company. Furthermore, the "Most Environmentalist Doğu Otomotiv Employee" has been awarded, and trees were planted through the Tema Foundation on behalf of the selected employee.

In 2017, Mercan Yurdakuler Uluergin gave a seminar on "Non-Toxic Homes, Non-Toxic Lives"

Suggestions that deliver significant improvement in various aspects at

Doğuş Otomotiv such as cost, customer satisfaction, speed, quality, occupational health and safety, environment, and social, etc. are evaluated and rewarded by the Suggestion Committee. One such improvement suggestion submitted in 2017 regarding the environment was replacing the high energy consuming 2x26 W PLC bulbs used in the toilets and cafeteria in the Logistic Center and Training Building with 16 W LED panels to save energy. This environmental improvement suggestion was implemented in 2017.

Our efforts to raise awareness about sustainability and the environment among our

employees continued in 2017. Publishing of the 2016 Corporate Sustainability Report was communicated to all internal and external stakeholders with a letter by Chairman Aclan Acar and displayed on the screens to inform the employees. Furthermore, images from the report and performance figures including environmental aspects were also shown on the intranet and the D-mobile apps. Informative graphics were placed in the cafeteria and the overpass to raise awareness of our employees. Informative images of our environmental savings were also printed on the recyclable cardboard cups used within the Company.



Awareness board at the entrance of the dining hall

Environmental Improvement Processes at our Authorized Dealers

Waste from spare parts replaced under warranty is disposed of by a professional and certified company in compliance with the standards and legislation, and under the continuous supervision of Volkswagen after-sales services. For this practice, Volkswagen after-sales services has appointed a full time technical expert. The practice of placing absorbent pads with a large surface area to be used in the authorized after-sales service workshop area began at one authorized dealer selected as pilot. The objective of this practice is to prevent waste chemicals from coming into contact with the floor and to eliminate the process of cleaning up using other chemicals afterwards. Depending on the test results, the practice will be expanded in 2017.

Further development of environmental improvement processes continued in 2017 at our Authorized Dealers and Aftersales Services. The use of large absorbent pads in the work areas of our Authorized Aftersales Services began with a pilot project in one Authorized Aftersales Service Center in 2016. The practice was implemented across all Authorized Aftersales Service Centers in 2017. As a result, chemical waste no longer contaminates the floor and the process of cleaning the area with another chemical is eliminated. These pads can be added to spare parts orders in any quantity and quickly delivered. Oil-absorbing sponges were used in 74 Authorized Aftersales Service Centers, which purchased a total of 157 rolls. Each 50 cm x 50 cm roll has an absorption capacity of 126 liters of lubricant.



Employees

EMPLOYEES

Dialogue With Employees ²¹

Aware of the fact that lending an ear to the voice of our employees is essential for our Company's development, we communicate with them through different channels and on various platforms throughout the year to maintain constant dialogue. Employees are informed by email about the issues that concern them (employee rights, insurance, leave conditions, amendments to labor law, organizational changes, etc.). Regarding promotions, in the last week of the month in which some employees are promoted, the said employees are informed by a personal letter as well as our Company portal Daily, and general information is communicated to the entire staff.

Employee-senior management relations are seamlessly maintained on various platforms. Management briefings are held with mid-level managers. On the other hand, every employee can communicate comments, complaints and suggestions on any issue via the ethics hotline.

The Human Resources Directorate organizes communication meetings specifically for all brands and departments with the participation of General Manager of Human Resources and Process Management and Human Resources Department managers. Human Resources agenda and workshops planned for the year are shared with employees at these meetings. Employees from all levels can participate in the meetings and discuss Human Resources processes and any other issues regarding the Company they are interested in with the managers in attendance. All the feedback provided by the employees is noted, development areas are identified and action plans are created.

Employee Dialogue Platforms

Go-Fest: Go-Fest was organized for the first time in 2017 as a day for all employees to attend the trainings and seminars in their fields of interest, take part in activities and surprise gifts, have fun together and improve at the same time. The GO-Fest program launched with the approval of the management brought together employees at a training and development festival filled with different training topics, guest speakers, interesting seminars, various development content and entertaining booths. Featuring brand trainers, in-house trainers, special programs for Human Resources, programs appealing to all employees, GO-Fest also provided information about the 2018 training schedule. The program joined by employees from Doğuř Holding was supported by training and development activities.

Ninova: Doğuř Otomotiv's digital library platform was named Ninova according to the result of a poll among employees suggestions. This portal allows book loving employees to access the books they want any time of the day and offers several features including posting comments, making suggestions and sharing articles and stories in an interactive medium.

GO Development Platform: GO platform is continuously enriched with new features to offer employees a social environment.

D-Mobile: D-mobile app, developed by Doğuř Teknoloji in partnership with Project House in line with Doğuř Otomotiv's digital transformation strategy, is a platform that meets all the needs of employees with modules such as employee guide, Company

announcements, reports, event calendar, career opportunities, menu of the day and shuttle routes, making life easier. With the D-mobile app, Doğuř Otomotiv employees can follow daily news summaries and social media conversations about Doğuř Otomotiv and stay up-to-date even if they are out of the office. The 'I have a suggestion' button allows users to share new ideas instantly. The D-mobile app was deemed worthy of silver prize at the 2017 International Stevie Business Awards with its innovative approach to internal communication.

Workshops: In 2017, a total of 17 different workshops on various topics including Leadership with Jazz, Terrarium Workshop and Reiki were organized. With close to 1,300 participants, these workshops are one of the social activities that bring together people from different departments.

Baby Shower: This event, launched in 2017, aims to bring together expecting employees before their maternity leave starts with other coworkers and to present them gifts prepared for their babies.

Organic Market: Organic Market was launched in 2017 and set up twice to instill an awareness of healthy nutrition among employees. Various organic products such as dry pulses, jams, olive oil and eggs, etc. organic products were sold at the market.

March 8 International Women's Day: A special workshop was organized on International Women's Day to enable women to design products at workshops with their own skills and to use the proceeds from the sale of these products in Corporate Social Responsibility programs.

Activity-D Events: Activities such as excursions, theater plays and sports within the scope of Activity-D contribute to improving the employees' social engagement by spending time together out of the office environment.

The Stage-D Bir'iz Drama Club, also formed within the scope of Activity-D, is a group of colleagues that stage theater plays after intensive rehearsals. In 2017, the Club performed 6 plays in total, with five staged at Istanbul DasDas and one in Ankara. Overall, 1,200 people watched the plays.


Guest Speakers and Seminars: Considering the requests received from our employees, many leading figures in their fields are hosted every year in our Company. In 2017, Özgür Demirtaş gave a seminar on "Keeping the pulse of the economy" and Sunay Akın spoke on the occasion of library week while Gül Kaynak discussed "Healthy Weight Loss and Detox Recommendations".

Biz Bize Meetings: These meetings are held with employees of each brand/department to obtain the opinions and suggestions of the employees regarding Human Resources processes. In this context, Human Resources teams held a total of 13 meetings in 2017.

Meetings with New Recruits: Newly hired employees meet with the General Manager of Human Resources and Process Management to get acquainted about the Company and processes.

Bir'iz Employee Committee: In the workshops, which were held three times in 2017, with an employee invited as the representative of each department, the opinions and suggestions of the employees related to the activities and events organized within the scope of the Bir'iz Employer brand and Human Resources practices are received. Viable suggestions (e.g. company library, hobby clubs, etc.) are included in business plans.

Employee Engagement Survey: The employee engagement survey is conducted every other year to receive feedback from the employees regarding the Company and their work experiences and the survey results are used to prepare action plans.

²¹ For Doğuř Otomotiv Workforce/management Relations Management Approach,  103-2, 103-3, 402-1 please visit Doğuř Otomotiv corporate website: <http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/employees/workforce-management-relations>

Suggestion System: Available at Doğu Otomotiv, Doğu Oto, Doğu Teknoloji and Skoda, the platform offers employees the opportunity to express the problems they encounter or submit suggestions to improve business processes.

Internal Notifications by Email: All kinds of new practices, information and special day announcements are shared with the employees via the Bir'iz Platform.

Intranet: Intranet, renewed as a more interactive system, is also a communication platform for employees. On the intranet, coworkers can celebrate each other's birthdays or promotions and post to the Daily Social section. Full text of the Code of Ethics under the Human Resources-Working Life section is shared with the employees on Doğu Otomotiv's intranet platform Daily.

Social Media: Although it is mostly used for non-Company related communication, social media is also a platform that strengthens communication with employees by enabling employees to share their stories.

Pitstop: The online in-house magazine curated by Company employees features articles written by employees on topics of their choosing.

Apart from these programs, Happy Hour events are organized and seniority awards are presented during the year. Furthermore, Human Resources teams pay regular visits to the regions and provide information about Human Resources processes when needed.

Employee Volunteering

Bir'iz Employee Committee formed within the scope of the Bir'iz Employer Brand is committee of volunteering employees, with members from every brand and department. Employer brand representatives serving in the committee develop proposals for employer

brand activities in each function of the Company. It has become a committee where employees can freely discuss Human Resources and Process Management practices and offer ideas about organizing events and conferences, etc. for employer brands, which are all internalized. At each committee meeting, project teams are formed among the employees, who volunteer to participate in employer brand activities. The committee has convened three times in 2017, with plans to meet every two months in 2018.

In 2017, the Stage-D Bir'iz Club, consisting of employees as part of the Doğu Otomotiv Volunteering Program, staged "Colonel Bird", a play written by Hristo Boytchev. 14 employees took part in this voluntary activity.

The employees hired by the Company through the New Graduate Recruitment Program also volunteer to support corporate social responsibility programs with their projects. With the "Born to Volunteer" project, employees collected stationery throughout the year and sent the supplies to schools in need. As part of the "Go Out With Me" project in collaboration with the Spinal Cord Paralytics Association of Turkey, children with disabilities were paired with volunteering employees of the Company and spent a day together doing activities that the children wanted.

Furthermore, Corporate Volunteering training was provided during the year with the participation of 17 members of the Corporate Sustainability Committee. In the first part of the training, the employees participated in Higher Consciousness meditation and yoga sessions with breathing techniques. In the second part, detailed information about corporate volunteering was provided and certificates were presented to the participants at the end of the training. There are plans to spread Corporate Volunteering trainings within the Company.



Participants' Thoughts about Volunteering Training

First of all, thank you for the training. As a newcomer to the team this year, it was very helpful for me to understand the process. Although the breathing exercises and meditation seem to be relaxing and mind-opening, they were in essence thought-provoking and guiding in terms of valuing people and social awareness. I try to apply the techniques I learned in my personal life. They are very useful and most importantly they make me feel like I was a part of the whole. As team spirit should be... The second part, where projects implemented in other companies were shared was especially defining. The system of corporate volunteering was very clear. It was exciting to share the volunteering projects planned/proposed for implementation in the Company. We have already started to generate ideas and volunteer to become a part of the projects. Finally, I believe that spreading the training across the company would help everyone to understand the process and support the work of this team. I would like to thank you and our trainers again.

Nermin Taşkın

Thank you very much for the training and guidance on volunteering. I believe I enjoyed it as much as you did. I would like to personally contribute to volunteering trainings and take part in volunteering activities at our Company. I am a Born Volunteer! Regards,

Zeynep Mert



Employee Engagement

Doğuş Otomotiv conducts an Employee Engagement and Satisfaction Survey every other year. Following the survey, employee focus groups are formed on the basis of confidentiality and development areas are identified. Various action plans are made regarding the development areas identified as a result of these activities, and implemented in relevant timeframes. The evaluation results and plans are reflected on the objectives of the entire management team.

The last survey was conducted in 2016 and 2017 was completed as a year of actions. According to the results of the 2016 survey, Doğuş Otomotiv employee engagement rate was 89% and satisfaction rate was 75%, both above the Turkey average. Doğuş Otomotiv participated in the Aon Best Employers program with the Aon Hewitt Employee Loyalty Survey project covering these results and won the "Best Employer" award. The Employee Engagement and Satisfaction Survey will be conducted again in 2018.

Employee Satisfaction Goals

The Human Resources and Process Management team has defined the following goals and plans to improve employee satisfaction and engagement in 2018:

- The goal is for all employees to have a Human Resources Representative and to move to a

Human Resources Business Partner structure in order to provide personalized HR services for each employee. Ensuring employee satisfaction will be a primary goal of our HR Business Partners.

- In order for HR professionals to become more specialized in their respective fields and to not waste time outside their field of expertise, a center of expertise structure has been created. This will facilitate responding to HR requests of employees more quickly.
- According to the outputs of the Employee Engagement Survey conducted at the end of 2016, the expectations of the employees from Doğuş Otomotiv and development areas have been identified. These areas were transformed into action plans in 2017 and entered into the target cards of the management.
- One of the action plans determined in line with last year's survey results is updating the existing performance system. A new generation structure with a performance system based on feedback culture and focused more on the development and career path of the employee will be adopted.
- Acting on employee feedback, the interface of our employee information portal Dynamic System will gain a more user-friendly design.
- A new rewarding and recognition mechanism is currently being developed for the Bir'iz Employee Committee to act on employee suggestions and enable the employees to appreciate and recognize their peers.

- The following are planned for Training and Development Activities:

- Increasing training hours per person in the GO Development School in 2018 for the development of employees with constantly renewed infrastructure and activities
- Designing Development Days (GO-Fest), where development needs will be assessed and new development tools will be introduced.
- Transforming the structure of micro trainings into a format in which employees can also give trainings
- Designing a new generation orientation program
- Increasing special trainings given to managers and directors, designing training programs for department heads
- Designing Young Talent Development Program, Senior Management Succession Program and Young Female Talents Mentoring Program
- Increasing the number of rotations and job changes

- The following are planned within the scope of Bir'iz Activities:

- Bir'iz Employee Committee meeting within the scope of our Employer Brand Bir'iz will continue to meet with different brand/department participants in 2018
- Implementing new wellness practices
- Bringing together Equality at Work activities under one umbrella to appeal to larger audiences
- Increasing collaborations with NGOs, gaming app related to social responsibility and awareness in GO
- Launching new events and employee activities within the scope of Activity-D
- Improving thermal comfort in intensive work areas in Spare Parts and Warehouse

- Diversifying applications within the scope of Bir'iz
- Increasing cooperation with universities and Vocational Colleges
- Holding communication meetings with employees
- Revising and improving the "new recruitment" process for newly hired employees
- Sending surveys to newly hired employees two months after recruitment.

Drive

The Authorized Dealer Human Resources Development department (Drive), which carries out activities to support the institutionalization processes of Doğuş Otomotiv Authorized Dealers, to ensure the sustainability of organizational achievements and to promote modern human resources methodologies, paid a total of 319 visits to 120 Authorized Dealers of the eight brands we represent in 2017. In these visits, various practices in line with current trends including recruitment activities, wage management, performance management, employee engagement and employer brand were addressed. In-class trainings were provided for Authorized Dealer employees while various trainings were made available on the newly launched online training platform driveakademi.com for consultant, supervisor and manager positions. Recruitment and performance management functions were also moved to online platforms. With all of these activities, the Drive team won two Bronze Stevie Awards, one of the most prestigious competitions in the business world, in the "International Business Awards" and "Best Employers" programs as the "Best Human Resources Team" in 2017.

Employee Trainings ²²

All the trainings have been grouped into seven main categories to meet the training/development needs that arise within the framework of our company's vision and strategy. With this model, a person just starting a job at Doğuş Otomotiv or our current employees can clearly see development programs he/she would choose and attend during his/her career as well as his/her development areas. In this model, equal training opportunities are offered for all employees, regardless of their titles, levels and functions. In addition to these trainings, all

employees except the Managers, Directors and General Managers are included in the skill development programs every year. For Managers and above, Leadership Development programs are provided. The main goal of leadership development programs is to develop a "common management culture." Some of the trainings are mandatory and some are optional for employees. Other than mandatory trainings, workshops, guest speaker programs and in-house trainings are offered to support the personal development of employees.

2017 Training Model



The trainings in 2017 amounted to 22,706 hours at Doğuş Otomotiv and 13,746 hours at Doğuş Oto. The training time per person was 29.9 man/hours at Doğuş Otomotiv and 7.9 man/hours at Doğuş Oto. ^{GRI 404-1} Within the scope of the Lean Leadership Training Program,

25 employees were trained for 32 man/ hours in 2017. Furthermore, 10 Logistics Warehouse employees in total attended the Lean application skill development program for 24 man/hours.

²² For Doğuş Otomotiv Training and Learning Management Approach, ^{GRI 103-2, 103-3} please visit Doğuş Otomotiv corporate website <http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/employees/training-and-learning>

Lifelong Training ^{GRI 404-2}

Doğuş Otomotiv's Internal Training program has been training in-house trainers since 2009. In 2017, 10 in-house trainers gave 138 hours of training while 19 mentees benefited from the mentorship program, which currently has 25 mentors.

The potential system in the Company is organized within the scope of talent management. The objectives of this program include identifying and developing the employees with the potential rise to higher management levels and to work in different functions, as well as selecting candidates for succession plans, creating candidate pools for promotions and preparing new generations for management. Selected Employees with potential are selected according to certain criteria and subjected to a series of training and development programs.

Doğuş Otomotiv also continues to partner with universities every year.

Partner universities

- Bahçeşehir University (Corporate partnership, reverse mentoring and internship opportunities and 50% discount on all MBA, Executive MBA and graduate programs)
- Bilgi University (Partnership opportunities for joint training programs, international conferences and workshops, 25% discount on graduate programs, 15% discount on Santral Atölye courses)
- Sabancı University (30% discount on the e-MBA program, opportunities for company executives to take the Financial Practice course in the curriculum of the Master's Program in

Finance, attending panel sessions on the industry, hiring interns, participation of Doğuş Otomotiv executives as guest speakers in other courses, Mini MBA partnership for Doğuş Otomotiv executives)

- Koç University (Special discount for graduate program in finance, 15% discount on training programs with open participation, hiring interns, attending CEMS Skill Seminars, participating in Career Days and events with guest speakers, 10% discount if Doğuş Otomotiv benefits from Koç University facilities)
- A modular development program has been prepared in partnership with Işık University to ensure sustainable success and to support the development of our customer-facing employees including Staff, Foremen, Technicians, Assistant Technicians, Warranty Officer and Disposition Staff working in aftersales services.
- Our partnership with TED University continues within the scope of "Hiring Interns and Developing Common Working Areas/Joint Projects."

Training-Based Awards for Human Resources and Process Management

EDUCORP Awards - Excellence Award and Implementation Award in the 'Training and Development category' (2017): EDUCORP Awards, given out in the fields of corporate training and development, brought together the successful projects of the training departments of corporate academies and institutions for the first time this year. Doğuş Otomotiv won two awards including Training and Development Excellence Award and Implementation Award in the Field of Training and Development among 17 projects.

Performance Management ^{GRI 404-3}

The performance system for white collar employees at the Company is managed on D-Human, our infrastructure for performance monitoring. The annual targets are set at the beginning of the year and entered into the system. In July, if there are changed or added targets in the revision period, these are determined and entered as second term targets into the system. At the end of the year, the appraisal period is opened and the

employees first assess themselves. Then, the employee's first and second immediate superiors complete the process by making their appraisals. With the completion of the appraisal period, performance and skill scores for each employee are established. These score is used as basis for the employee's wage, bonus and career management (promotion, potential processes) processes during the year.

The performance of blue collar employees are managed through a different system that we call Dinamik. Similarly, the process ends with the first and second immediate superiors, but blue collar employees are only appraised for their skills, not on the basis of targets.

One of the innovations introduced in 2017 is the revision of the Performance System. With the Renewed Performance System, which started this year and will be implemented in 2018, appraisal will be primarily based on development and feedback. We are currently working on a system consisting of instant


feedback, discovering employee potential, identifying strengths and development areas, and creating development plans.

The percentage of employees whose performances were appraised and who were applied performance management was 100% in 2017. The potential process for career development is managed at the Company. A separate training program is applied for employees who demonstrate potential. 27% of the employees included in the potential process during the reporting period were women.

Employee Health And Safety ²³

Every year, Doğu Otomotiv carries out extensive Occupational Health and Safety (OHS) activities and reports these activities to its stakeholders on the corporate website. The OHS activities carried out at Doğu Otomotiv, Doğu Oto and the Logistics Department in 2017, and the OHS practices that suppliers are required to comply with are listed on Doğu Otomotiv's Sustainability website:

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/employees/occupational-health-and-safety/dogus-otomotivs-ohs-work>

Through our OHS department, all the employees are provided trainings on a range of topics including working with screened devices, first aid (first aid certification training - 2017), biological and psychosocial risk factors, occupational diseases and their causes, disease prevention principles and techniques, ergonomics and personal hygiene with the aim of reducing the risk of major illnesses and inform employees. In 2017, 598 trainees were trained. The trainings are in the form of process training (OHS), and with the same people repeating the same training, a total of 2,568 man/hours of OHS training was provided for 1,028 employees. OHS trainings are regularly given. 

OHS Committee	Total Employees	Employees in Committee	OHS Committee Members (%)
Head Office	458	11	2.4
Logistics	154	16	10.39
Total	612	27	4.41

²³ Doğu Otomotiv Occupational Health and Safty Management Approach  is available on the Doğu Otomotiv corporate website:

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/employees/occupational-health-and-safety/dogus-otomotivs-ohs-work>

For more on Doğu Otomotiv's OHS practices, please visit:

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/employees/occupational-health-and-safety/dogus-otomotivs-ohs-work>

Doğu Otomotiv OHS Training Topics

- Introduction to Occupational Health and Safety and Working with Screened Devices
- Evacuation Drill Information
- Fire and Search & Rescue Team Trainings
- First Aid Certification Training
- Foam Fire Extinguisher Training
- Working at Heights
- Safe Use of Work Equipment
- Safety and Health Signage
- Electrical Hazards, Risks and Precautions
- Causes of Work Accidents and the Application of Protection Principles and Techniques
- Protection from Flames, Explosion and Fire
- General Rules of Occupational Health and Safety and Safety Culture
- Chemical, Physical Ergonomic Risk Factors
- Risk Assessment Training

The Company provides all employees, except those working part-time or on a temporary basis, private health insurance and nursery assistance. Life insurance is a fringe benefit offered for all our employees. Dependent children aged 0 to 18 are included in the scope of private health insurance.

Health and Safety Impact of Operations

The cleaning materials used in places of business are certified products that do not harm human health and are soluble in nature. Employees who use these products are regularly trained. Packages of cleaning materials are recycled.

Every month the drivers of shuttles are regularly screened for alcohol consumption while on-board cameras and GPS tracking system are checked for over-speeding. Drivers working in the Administrative Affairs Department are checked biannually for driving license records. In 2017, safe driving training was provided for drivers working in the Administrative Affairs Department.

When necessary, the interiors of the shared

vehicles in the pool are cleaned in detailed with ozone as part of hygienic checks. Employees of all third party business partners to work at our premises are only allowed into the facility if they are legally insured.

Mass Diseases

In 2017, during Breast Cancer Week, Anadolu Health Center set up a booth at the company and informed the employees to raise their awareness of the issue. In addition, a Dietitian was introduced in May 2016. Our goal with this program is to raise our life standards under the supervision of a qualified dietitian and to strengthen awareness among our employees about better nutrition. More than 100 employees have joined the program, which currently continues with 82 employees. Additionally, our employees are offered the opportunity to exercise and work out with a pilates and yoga trainer during lunch break. There is a morning exercise for the employees working in logistics and spare parts warehouse. Another event organized within the scope of healthy living and sports is bicycle tours for employees organized by Activity-D.

In October and November 2017, 45 employees at the Company were given flu shots. In addition, 35 employees attended total 544 man/hours of first aid training.

Employees who are entitled to a check-up are notified with reminders of their rights not used until the end of the year and their use is encouraged.

The Company does not have any employees who are at risk for major illnesses.

Mother-Infant Policy

Doğu Otomotiv was one of the first companies to declare a Mother-Infant Policy in 2010, and complies with all laws and regulations to facilitate female employment toward becoming a Working Mother Friendly Company.




Doğuş Otomotiv provides a daycare center and shuttle service for young children of female employees, and offers daycare support to those employees who are unable to bring their children to the company daycare center. While at work, employees are able to monitor their children using the camera systems installed in their homes. Female employees are offered paid maternity leave for the duration of their legal leave and with a resolution reached by the management, the benefit for temporary capacity paid by the social security institution is not claimed from the employees.

Our workplaces also have nursing rooms for new mothers. We have a video presentation titled "Motherhood Manual" to help expecting and new mothers covering what to do during pregnancy and after birth. Doğuş Oto and Doğuş Otomotiv employees are given this presentation when they inform us that they are pregnant and the employee's manager is also provided with detailed information about the subject.

Doğuş Otomotiv employees' children under 18 are included in their parents' private health insurance plans, with premiums paid by the Company. Female employees with children aged 2-10 are offered compassionate leave on the first day schools open.

Diversity And Equal Opportunities

All the principles we follow regarding offering our employees equal rights are clearly included the employees and good work environment policy, employee code, fundamental rights and responsibilities and Code of Ethics.²⁴ In particular, all rights (leaves, compensation, insurance and pension rights) of employees are explained in detail in the "Fundamental Rights and Responsibilities" procedure. Furthermore, the obligations and responsibilities expected of

²⁴ For Diversity and Equal Opportunities Management Approach , Equal Pay for Equal Work Management Approach  and Doğuş Otomotiv Prevention of Discrimination Management Approach  please visit Doğuş Otomotiv corporate website: <http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/employees/employees-and-great-workplace-policy>

A new practice has been introduced in 2017 and the expecting mothers are thrown a baby shower before they go on maternity leave.

At Doğuş Otomotiv, 15 female employees have taken maternity leave in 2017, and 93% of those have returned to work. At Doğuş Oto, these figures were 25 employees and 92% returning to work, respectively in 2017. No male employees have taken paternity leave in 2017.



Pension

Doğuş Otomotiv employees are covered by the compulsory individual pension system (CIPS) as of April 2017 and Doğuş Oto employees as of January 2017. The bank providing the insurance visited all of our locations and informed employees about CIPS.

Local Employees

Doğuş Otomotiv values the importance of balancing work and personal life and takes care to hire local employees. Currently, Doğuş Otomotiv has 57 employees who reside in the Gebze region. The ratio of this figure to total number of Doğuş Otomotiv employees (761 people) is 8%. Of these 57 people, three serve as Vehicle Distribution Manager, Warranty Manager and Planning and Logistics Manager.



employees and managers (discipline rules, full performance of duties, confidentiality obligation, compliance with competition rules, compliance with information security policy, occupational health and safety, etc.) are defined in detail in the Employee Code.


The Board of Directors at Doğuş Otomotiv has two female members. 

The ratios of employees with disabilities are 3% at Doğuş Otomotiv with 24 out of 759 employees and 3% at Doğuş Oto with 47 out of 1,733 employees having disabilities. In the two companies in total, 71 employees out of 2,492 people, corresponding to 3% of our company have disabilities. Doğuş Otomotiv fully complies with applicable legislation and has not paid any penalty in this regard.

Human Rights ²⁵

At Doğuş Otomotiv, we respect human rights at every stage of our business processes and we treat all stakeholders and employees equally without discrimination based on their gender, age, religion, language, race, ethnicity, etc. under no circumstances whatsoever.

No investment agreement ²⁶ that may pose a human rights risk was entered into in 2017.

 Watching out for the rights of local communities living in regions of operation is also considered a priority for Doğuş Otomotiv. The Management Approaches  related to Local Communities and Their Rights have been published on our corporate website.

Equality at Work Platform


Aiming to encourage women's participation in economic life, Doğuş Otomotiv is among the active and leading members of the 'Equality at Work Platform' established within the framework of the World Economic Forum's 'Closing the Gender Gap Program'. Within the scope of the Equality at Work project, so far we provided 5,408 hours of coaching and mentoring training with the participation of 90 women manager candidates with the coaching and mentoring programs created for female employees. With this program, female

At Doğuş Otomotiv, the number of female employees, which was 165 in 2013, rose to 261 in 2017 through our equal opportunity programs for women, resulting in a female employment ratio of 34.4%. The percentage of women executives in management was 19% in 2014 and rose to 25% in 2017.


employees were offered coaching and mentoring support with the objective of contributing to their personal and professional development by ensuring that they manage their spheres of influence well.

Necessary development plans have been made to bring a more comprehensive and target-oriented structure to the platform in 2018. The goal for 2018 is to give an additional 52 women manager candidates more than 2,440 hours of coaching and mentoring training. This year the program is expanded and the training series on "Discovering Inner Energy for Efficiency in Business Life" is planned for young female employees in the Company, aiming to reach 57 young female employees.

Security Personnel and Human Rights

All security personnel ²⁷ are informed on legal issues including personal rights and human rights as part of the mandatory trainings they take in the certification process.  Currently 45 security personnel are employed. In 2017, security personnel received 957 hours of training in total.

²⁵ For Doğuş Otomotiv Human Rights Policy,  please visit Doğuş Otomotiv corporate website: <http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/human-rights>

²⁶ For Doğuş Otomotiv Investment Management Approach,  please visit Doğuş Otomotiv corporate website <http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/human-rights>

²⁷ For Security Practices Management Approach,  please visit Doğuş Otomotiv corporate website <http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/human-rights>



Community

COMMUNITY ²⁸

Community Engagement Activities

Traffic Is Life!

The Traffic is Life! platform believes that the positive cultural transformation regarding traffic safety will contribute positively toward all areas of life, leading to livable cities and a better future. Accordingly the platform carries out activities aimed at changing the behaviors and habits of individuals from all age groups about traffic safety, raising awareness in the community, and building consciousness across different target segments.

The Traffic is Life! community engagement program continued with new activities in 2017.

Traffic is Life for Children!


The Traffic is Life! platform organized various activities in the context of Mother and Child Safety in Traffic. During the year, 5 viral videos were shot with the brand spokesperson Üstün Dökmen. These informative videos were broadcast on the platform's social media channels and viewed 5 million times.

In partnership with Istanbul Anatolian South Public Hospitals Association and İstanbul Anatolian North Public Hospitals Association, 123 pregnancy and pediatric nurses participated in the Trainer's Training on Child Safety in Traffic Project. The training took place on October 20-21, 2017 with Professor Serpil Acar and Professor Memiş Acar from Loughborough University. After the training, the participants returned to their hospitals and conveyed the information they learned to 889 healthcare personnel.

A training was given to expecting mothers at the Pregnancy Training Center of Zeynep Kâmil

Women and Children' Diseases Training and Research Hospital, the largest hospital in Istanbul dedicate to women and children's diseases. The Platform also partnered with Anatolian Public Hospitals Association to train pregnancy nurses on safety of expecting women and children in vehicles. Overall, 200 healthcare personnel were trained on the safety mothers and expecting mothers in a vehicle. The participants' knowledge levels were measured by pre- and post-training tests, and an average of 80% improvement was achieved at the end of the training. The project continues with training aimed at employees of private sector institutions and organizations. The list of institutions benefiting from these trainings will be provided in press communications.

During the traffic week in May, a seminar was held with Merve Öztürk and Burçin Kaya, two mother-child bloggers and their followers. The Traffic Life! Platform advisor Psychologist and Writer Professor Üstün Dökmen spoke about the importance of using child seats and gave advice to the 60 mothers attending the seminar about issues such as child safety in vehicles. During the seminar broadcast live on Facebook, questions asked by mothers were answered as well. Blogger moms spread the information they learned at the seminar further via their social media accounts. Professor Üstün Dökmen was also the guest of Özlem Denizmen's show "Kadınca" on Star TV to talk about what we do in the Child Safety in Traffic project within the Traffic is Life! platform and to explain the family-child relations.

²⁸ For Doğu Otomotiv Community Engagement Policy,  please visit Doğu Otomotiv corporate website:

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/community-engagement/community-engagement-policy>

In addition to these activities, Central Rent a Car, a daily car rental service, offered customers renting their vehicles from the Istanbul, Izmir and Ankara airport offices free child seats throughout the year courtesy of our business partner Itamex. More than 300 people renting cars used the free child seats. Child seat booths were set up for interested customers in Doğu Oto Maslak, Bursa and Avek showrooms. At an event organized at Doğu Oto Maslak, approximately 40 parents were informed about child seats.

Professors Serpil and Memiş Acar, our advisors, took part in three videos, courtesy of Uzman TV, on the subject of "Mother-Child Safety in Vehicles". The videos were broadcast on Uzman TV and social media, reaching 365,116 views in total. Three animated films (Pictoos), which started showing in November 2017, continued with new films about traffic rules for children, reaching 3 million people in total.

In December, information about mother and child safety in vehicles and using child seats was provided during a live broadcast on the Radyo Trafik station. The document folders presented to 80,000 customers that bought Volkswagen Passenger Cars and Commercial Vehicles included information leaflets on driving while pregnant and child safety in vehicles. Information about safe driving for expecting employees will be communicated with push notifications via the D-Mobile app.

Traffic is Life for Young People!

Activities aimed at ensuring traffic safety and raising awareness among young people included the following in 2017:

- Jingle Competition: In 2017, a jingle competition was organized, with Nil Karaibrahimgil as the head of the jury, to raise awareness of traffic among young people and the community. In total, 568 applications were submitted for the first jingle competition in Turkey about traffic. The same year, 2,500

people registered for the competition. With the contributions of social media influencers, engagement reached 16 million and then 5 million more. Başak Gürcan, the winner of the competition recorded her jingle with Nil Karaibrahimgil. Jingle was later turned into a radio spot and broadcast for free by radio stations 2,000 times in June and July.

- The runner up in the "Public Announcement Competition" that Traffic is Life! organized in early 2016 to select the public announcement to be shown on TVs was titled "Respect in Traffic Saves Lives". After the winning film was shown as a public announcement, the runner up film was shot again, this time in professional conditions with Zeynep Dilara Aksoy, who also wrote the script, as director and Böcek Yapım, also a jury member in the Public Spot Competition, as producer.
- Both public announcement films and our Koltron anime film were broadcast 5,200 times on televisions from June to December.

Traffic is Life for the Community!

During the year, a mobile app was launched with the aim of ensuring the safety of cyclists in traffic and raising general awareness. The app called Hop! was used for the first time in collaboration with Kadıköy Municipality during the May 19 Bicycle Fest. In September, HOP!, developed for the safety of cyclists in traffic, was promoted at a booth set up on the occasion of the İzmir Karşıyaka Bicycle Festival, resulting in 5,000 people downloading the app. In the Road Safety course held at Bilgi University, Traffic is Life! activities and Hop! developments were explained. This project will continue to develop in 2018.

By participating in the WRI sustainable cities symposium, the Traffic is Life! projects and the HOP! app were introduced to attendees (about 500 participants, including senior executives from global and public companies, press and solution partners and college students).

The content of the distance learning course was updated in cooperation with ITU. Road Safety distance learning has so far been offered as an elective course in 18 universities including Bilgi University and ITU. It is the first Corporate Responsibility project to be included in the university SCORM system and recommended by the Higher Education Council (YÖK) in the 'social elective course' category with its traffic safety content. Furthermore, candidate drivers were offered the opportunity to use the questions from previous traffic exams to test and measure their knowledge, with the approval of the Turkish Ministry of National Education. In December, more than 100,000 people benefited from this opportunity.

Awards

- Traffic is Life HOP' App won the Smart Cities award at the CSR Turkey Sustainable Corporate Social Responsibility Awards.
- Traffic is Life! was awarded the Golden Compass in the Public Relations category by TÜHİD with its Child Safety in Vehicles project.
- Traffic is Life! was named among the top 10 CSR projects in the best CSR survey by Capital Magazine.

Traffic is Life! will continue in 2018 with exclusive brand collaborations, effective projects and interactive programs planned to engage with specific target audiences with the aim of contributing to creating a positive culture in traffic across all segments of the community.

Supporting Vocational High Schools

As Volkswagen's support of educational institutions continued in 2017, one more class was opened in addition to the ones currently sponsored. The eighth Doğu Otomotiv Volkswagen Training Laboratory was completed at the İzmir Şehit İdari Ataşe Çağlar Yücel Vocational and Technical Anatolian High School. According to an agreement signed with the Ministry of National Education, the schools are supported for physical improvements, as well as with equipment,

materials and hardware. As of 2017, Doğu Otomotiv Volkswagen Training Laboratories are set up in the following eight schools: İstanbul Şişli Vocational and Technical Anatolian High School, İstanbul Samandıra Vocational and Technical Anatolian High School, İstanbul Küçükalyı Vocational and Technical Anatolian High School, Ankara Gazi Vocational and Technical Anatolian High School, Diyarbakır Burhanettin Yıldız Vocational and Technical Anatolian High School, Adıyaman Besni Osman İsoot Vocational and Technical Anatolian High School, Antalya Konyaaltı Bahtılı Vocational and Technical Anatolian High School and İzmir Şehit İdari Ataşe Çağlar Yücel Vocational and Technical Anatolian High School.

For the Volkswagen Training Laboratory at İzmir Şehit İdari Ataşe Çağlar Yücel Vocational and Technical Anatolian High School, a total of TL 464,196.45 was invested in 2017. The investment covered construction costs as well as renewal of classroom and workshop, provision of training tools and testing equipment and replacement of materials and equipment. Furthermore, training tools and equipment worth TL 54,634.29 were donated to the same school during the year. Meanwhile, donations made to vocational high schools including other schools totaled TL 68,847.78 in 2017. The number of schools supported with training materials including demo parts and training documentation, etc. rose to 147 in 2017.

Atelier internships for 163 students from 6 schools were arranged with 23 Authorized Aftersales Service Centers for the 2017 -2018 academic year, while 71 students from two of these schools were offered summer internships at 9 authorized after-sales service centers.

In the 2017 academic year 210 students in total started studying in our classes in those eight schools. Employment of the students graduating from our classes by authorized after-sales service centers has also been ensured. Among the 97 students that

graduated from these classes in 2017, 18 have started to work at our authorized after-sales service centers. Meanwhile 61 of these students have pursued higher education in Colleges or Universities, whereas 18 have started working in different industries or for other brands. With the addition of this year's class, total number of graduates rose to 530 in 2017, with further 477 still studying.

Interviews with students to train in Volkswagen Laboratories at the beginning of the academic year, as well as constant supply of textbooks during the academic year are among the processes monitored as part of the program. Furthermore, teachers at Vocational High Schools participate in the technical trainings offered within Doğu Otomotiv by Volkswagen After-sales Service trainers and are provided with up-to-date training documentation to support their professional development.

With the help of regular school visits and interviews with students, their expectations, wishes and requests have been obtained and guidance and information provided. Certification ceremonies were held for the 2017 graduates of the Doğu Otomotiv Volkswagen Training Laboratories in their respective schools.

New Graduate Programs

The new employees hired in 2017 within the scope of the New Graduate Recruitment Program were assigned the task of running a community awareness program. Collaborations for this purpose included İstasyon Sanat Evi, Sanata Bir Yer, TEMA Vakfı, Birsilgibirkalem.org and Spinal Cord Paralytics Association of Turkey.

Our collaboration with UNICEF and DOKU Platform is ongoing.

New Graduate Programs

Project Name	Project Subject	Project Outcome - Summary
Pusulam Doğu (Doğu is my Compass)	This project aims to help the children of officers killed in action who are high school juniors and seniors studying for university entrance exams by introducing different industries to provide guidance in their career choices and motivating them through this challenging phase by listening to the experiences of senior executives in business life.	25 students participated in the project. Throughout the day, seven senior executives from group companies talked about their experiences and gave the students advice. At the end of the Doğu is my Compass day, gifts were presented to the students who participated. According to survey results, average satisfaction score was 4.78 out of 5.
Benimle Çıkar mısın? (Go Out with Me)	Conceived as "A Day with Spinal Cord Paralytics," the project aimed to give people with spinal cord injuries an opportunity to spend a fun day enjoying the cultural heritage of Istanbul accompanied by volunteers from the company. The employees who completed the volunteering training took cars from the vehicle pool of the company with the permission of their superiors to drive the people they were paired with around the city.	Nine Doğu Otomotiv volunteers spent a day with nine children with spinal cord injuries. The day included visiting attractions such as ViaSea aquarium, Darca zoo, Vialand playground, Galata Tower and Rahmi Koç Museum as well as a tour of Istanbul and a boat trip. Some participants maintained contact after the project. With Altur providing transportation, utmost comfort of the children with disabilities was ensured.
Renklerin Sesi (The Sound of Colors)	Within the scope of the project, company employees listened to audio interpretations of visual works of art, experiencing what visually impaired people go through and gaining an awareness of the challenges they encounter.	<ul style="list-style-type: none"> · 142 people from 35 departments participated in 19 sessions. · Satisfaction level of the project, which aimed to raise awareness, was scored as 6.4 out of 7. · 51% of participants stated that they were not aware of the visually impaired people's need for arts. · 54% of participants wanted to volunteer in future activities for the sustainability of the project while 30% expressed their willingness to take part in the activities again. <p>Since the project involved the participation of Doğu Group companies, it was presented to all participants during the 2017 Doğu Talks event.</p>
Doğuştan Çevreciler (Born Environmentalists)	This project aimed to measure the environmental awareness of Doğu Otomotiv employees, organize various gamification-based events to raise awareness, and selecting and rewarding the "Most Environmentalist Doğu Otomotiv Employee".	Along with visual and practical applications across the Company, online pre- and post-project surveys were used to measure the change in the employees' level of environmental awareness. According to the results of the survey, consisting of the headings sensitivity, knowledge level and personal evaluation, environmental awareness in the entire Company rose 17%. As the reward for the winners of the project, 50 trees were donated to TEMA Foundation in their names.

Eşya Toplama Kutusu (Supplies Donation Box)

The "Donating Supplies" project aims to collect various supplies from Doğu Otomotiv employees for a specific project determined for that month and to deliver the donations to schools, students and people in need.

School Supplies Donated:

Van Fevzi Geyik Elementary School:
5 packs of A4 paper
25 colored pencil sets
25 watercolor paint sets
25 crayon sets

Adıyaman Uzunpınar Elementary School:
5 backpacks
50 pencils
30 notebooks
30 books

Hakkari Koçyiğit Elementary School:
30 notebooks
50 pencils
50 erasers

Bitlis Aşağı Süphan Elementary School:
5 dictionaries
100 pencils
100 erasers
20 watercolor paint sets
20 crayon sets
20 colored pencil sets
30 notebooks
30 sketch books
5 packs of A4 paper

Erzurum Kemerli Elementary School:
5 dictionaries
100 pencils
100 erasers
20 watercolor paint sets
20 crayon sets
20 colored pencil sets
30 notebooks
30 sketch books
5 packs of A4 paper

Ağrı Suluçem Elementary School:
20 books

Mardin Çalpınar Elementary School:
30 books

Konya Şehit Nihan Balkı Elementary School:
1 microscope

İzmir Lokman Çeker Elementary School:
2 computer mice

Supporting Each Other Fund

Doğu Otomotiv made a donation to the employee support fund, which was established to assist Doğu Group employees and their relatives in fields such as education, health,

disaster and special talent development. Furthermore, Doğu Otomotiv employees ran the Marathon this year for the benefit of this fund.

Audi Bodrum Classical Music Festival

Audi has been a long time supporter of classical music on a global scale, particularly in Germany, and sponsored some of the world's greatest classical music festivals. In 2017, Audi sponsored the Bodrum Classical Music Festival. The 13th Bodrum Classical Music Festival, sponsored by Audi hosted the following over the course of five days: Doğu Children's Symphony Orchestra, Alice Sara Ott, Semplice Quartet, Emma Shapplin, Presidential Symphony Orchestra, İklim Tamkan, Senem Demircioğlu, Leticia Moreno, Russian State Academy Symphony Orchestra, Borusan Quartet, Nil Kocamangil & Agapi Triantafyllidi, Leszek Mozdzer, Fazıl Say, Istanbul Baroque Orchestra, Kerem Görsev Trio and Karşıyaka Chamber Orchestra (KODA). During the festival, Audi promoted the new A5 Sportback model to music lovers from all around the world.

SEAT Darüşşafaka and Euroleague Sponsorships

Since 2014, SEAT has been a sponsor for Darüşşafaka Doğu Basketball Team competing in the TBF Turkish Basketball League. As part of its ongoing sponsorship for Darüşşafaka Doğu Basketball Team, SEAT

allocated Alhambra models for the foreign players in the team.

Meanwhile, SEAT's Euroleague Basketball sponsorship, which started in 2015, continued in 2017. According to an agreement with the administration of the league, SEAT Turkey is one of the sponsors of Euroleague for two seasons from 2015-2016 onward. SEAT Turkey sponsors Game of the Week, as well as the games played in Turkey.

In order to achieve more effective communication about the brand's support of basketball, a commercial promoting Euroleague sponsorship was shown on NTV Spor, Lig TV and TRT Spor channels that broadcast Turkish Basketball League and Euroleague games throughout the season. In addition to the TV commercial, the digital apps "Support your team with SEAT" and "SEAT Selfie" have been offered to basketball fans on Apple Store. Further activities such as SEAT Band, banners and Giant SEAT Flag on the court contributed to the brand visibility of SEAT among audiences watching the game in the arena or on TV.



Product and Service Responsibility

PRODUCT AND SERVICE RESPONSIBILITY ²⁹

Product and Service Quality Standards and Training

The standards included in the Quality Standards and Procedures Manual are updated according to the requirements we observe on site. The Technical Report Card practice is continued to ensure the sustainability of quality at our Authorized Aftersales Service Centers.

Instead of the production staff (technicians) serving in the workshop environment going to the spare parts distribution center/department to collect the parts, the system has been changed to have the parts delivered to the technicians, saving valuable production time. This project has been implemented in all Authorized Aftersales Service Centers from July 2017 onward.

"Master Technicians", who are trained as technical experts with qualifications such as most effective, advanced, knowledgeable and solution finder, serving at our Authorized Aftersales Service Centers were subjected to a refresher test to ensure that their knowledge is up-to-date and further developed. As a result, 13 "Master Technicians" were re-certified and 16 technicians were certified for the first time.

Aiming to increase service efficiency and speed in Damage Repairs, an Expert in charge at each Authorized Aftersales Service was given one tablet, with 76 tablets distributed in total.


In 2017, 12 training events were organized to increase management and communication motivation among Service Consultants and

Service Managers. The trainings consisted of 9 professional trainings for 181 Service Consultants, 1 for 21 Service Managers and 2 for 46 Parts Managers.

"Regional Technical Committee Meetings" were organized in six different in November-December 2017 with the participation of regional Aftersales Service technical representatives and warranty officers with the aim of increasing the performance of aftersales services on site, sharing the latest solutions, technological developments and innovations, and creating common solutions, ideas and projects. In this manner, the physical attendance of Authorized Aftersales Service Centers in the meetings was facilitated and regional issues could be addressed in more effective meetings. 92 Authorized Aftersales Service Warranty Officers and 127 Authorized Aftersales Service Technical Officers participated in these activities. 11 Volkswagen Aftersales Service Center employees and 2 employees from DIM took turns to be present in each of these meetings.

Work is already under way for "Electric Car", as one of the new environment friendly vehicles, and a 3-day "Electric Vehicles-High Voltage" training was held for our Volkswagen SSH (Aftersales Services) Technical Support Team.

The "Manufacturer Visits" by successful and certified service consultants continued in 2017, and two teams of service consultants, in groups of 20, were sent to Germany.

²⁹ For Doğu Otomotiv Product and Service Responsibility Policy,  please visit Doğu Otomotiv corporate website:

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/product-and-service-responsibility/product-safety-by-brands>

Customer Health and Safety Management Approach ; Customer Health and Safety  practices and Product and Service Labeling (Information) Management Approach  are available on Doğu Otomotiv corporate website.

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/product-and-service-responsibility/customer-health-and-safety-by-brands>

Customer Satisfaction in Aftersales Services

In the reporting period, the manufacturer made a change in customer satisfaction surveys with the name and content simplified according to today's conditions. In this context, CEM (Customer Experience Management) surveys continue on a monthly basis. Telephone surveys are conducted with customers. A number of customers selected from a specific pool every month are called by an independent institution and asked to answer the questions in the survey form. Results are monitored monthly, quarterly and yearly to take necessary actions. The IACS - International After Sales Customer Satisfaction survey is conducted by the manufacturer. Improvements are made in development areas identified according to the results obtained. Volkswagen Passenger Cars Turkey came second in world rankings in a 2017 survey.

Furthermore, customer service quality is continually reviewed and scored using the secret customer method. All Authorized Dealers and Aftersales Service Centers have passed this inspection. This study is carried out by an independent institution. A total of 195 secret customer tests were conducted in 2017.

Concerning the Volkswagen Passenger Cars and Volkswagen Commercial Vehicles brands, 27,105 customer chats were held via the online chat feature on the website and 29,350 emails were replied. Questions and comments received on social media were answered within 4 minutes on average.

Since March 2017, a monthly Casco Insurance Satisfaction by Brands survey is conducted to measure the satisfaction levels continuously for the vehicle insurance policies (CASCO) that our customers purchased for their vehicles. The results of the survey conducted by calling 200 Casco Customers each month are delivered as feedback to related brands.

The Subject of the Week Tests conducted via the screens in the workshops continued in 2017. This practice enables the employees to gain the habit of using and referring to training and information resources, and also improves their knowledge, which in turn helps them to follow updates, information and notifications more easily, resulting in better service and repair quality for customers.

The technical services, technical solutions, technical alerts, changes, new applications, and tests of the week, etc. are displayed on the Service Screens located in the workshop environment of the Authorized Aftersales Service Centers, as instant or periodic information and announcements continue to be shown as well.

Notifications, announcements, developments, particularly regarding the customers are shared, and service appointments are communicated and guided by service consultants in a planned manner through the "Appointment Screens" located in the customer environment in the Authorized Aftersales Service Centers.

elements that will be included in the customer experience. The main objective of these trainings is to equip the employees with basic communication skills as well as the ability to understand, develop and manage the human elements (empathy, understanding,

optimism, kindness, etc.) known as social skills. Ensuring the continuity of the trainings is essential for sustainable performance. Trainings of DIM employees are integrated into GO trainings within the Company and also outsourced to third party trainers on topics selected from annual training subjects.

The trainings designed for Customer Representatives, Team Leaders and Managers that make up the backbone of DIM are as follows:

- Orientation training (brand, process and product training, one-to-one field training)
- On-the-job (Survey / Road Assistance)
- Refresher trainings
- Technical trainings
- Product trainings
- Outsourced GO trainings (Outsourced Trainings)

Individual Supervision and Feedback

The trainings mentioned above are delivered by the Trainer, Technical Expert, Brand Trainers and Outsourced GO Trainers.

Following the start of the operation and trainings, in-house trainers (Mentoring System, on-the-job training by shadowing an experienced employee) provide guidance for newly hired employees to introduced the business and the company.

Software trainings related to programs such as Turkuaz, Infotech and ININ, which are used by the DIM team to perform their duties in the best way, and practical trainings related to the business processes that the team will apply are provided. Brand trainings are planned, covering products, processes, culture and customer profiles. Additionally, workshops and trainings are provided for the employees in their areas of interest to improve motivation.

DIM trainings are incorporated into the GO (Development School) platform. DIM employees also participated in the company-wide trainings given outside of DIM. Team Leadership training was provided

specifically for team leaders. Furthermore, the quality team receives expert trainings. The employees are also provided with regular OHS trainings and online video trainings for different brands and departments every month.

In line with the scope of DIM's tasks, trainings are also given in different topics such as presentation techniques, Excel, Competition/Contract Law, Consumer Law, OHS and CRM. Moreover, behavior training was delivered to customer-facing Emergency teams other than DIM employees. The Field Trainings provided for Emergency teams and Towing Operators included Communication Training.

Training Lab

A training laboratory was established within DIM. In the training lab located on the upper floor of the office area, both the initial trainings of the new employees and the in-house and outsourced trainings are held. With the ININ system and the common WiFi network, new employees can simultaneously listen to the employees serving the customers at that moment and see the work they would do with live examples.

Career Planning

Career planning at DIM is addressed in two ways. The first is to be promoted to a higher position as customer representative or to move to different positions within DIM. Employees that meet the criteria determined by considering seniority, profile analysis and performance scores may switch to different positions if needed. The other is to provide qualified human resource for various positions at Doğu Otomotiv and Doğu Oto. Our target in this context is to ensure that annually an average 3% of total DIM employees are considered for different positions. The "Talent Development Program," which prescribes the training and development process of the people selected according to certain transition criteria, has been implemented.

Value and Care Center (DIM)

Training at DIM

Training the team forms the most important aspect of the DIM operation as a key factor that enables us to provide customers with experiences that make a difference. Trainings are individually designed to address all the

Quality Processes and Efficiency at DIM

DIM has continued to work on increasing and improving quality in 2017 as in the past years. The activities carried out are summarized below:

• DIALOG Mobile App

Phase 1 of the DIALOG mobile app, designed to meet customer expectations and to provide a unique customer experience, was implemented, with plans to roll out Phase 2 in 2018. If the customers are stranded on the road, they can be assigned to the emergency service/towing companies by detecting their location via the app. Furthermore, the location of the emergency service and the towing truck can also be monitored by the customers on their phones. This helps the customers to benefit from road assistance service with the touch of a button if they are stranded on the road. In the new phase of implementation additional time will be saved. Along with the suggestions submitted through proposal system, phone communication with the emergency services will be avoided. In the new phase, a chat module and a better locator system will be incorporated into the app to prevent communication problems.

• DIM Technical Expert

Technical Expert Support process is applied to improve customer satisfaction and shorten the service time by employing a highly experienced technical expert in the operation. With this practice, the customer representative who receives the call for road assistance can speak with the Technical Support Expert without having to contact the Emergency Service team first and decide on the action to take for the vehicle. The goal here is to shorten the conversations with the Emergency Service team Authority and to increase efficiency and consequently to keep the customer waiting even for a shorter period time. A 33% improvement in the number of conference calls and an 11-second improvement in the average duration of calls were achieved in 2017 compared to the previous year. One of the

most important outputs of the DIM 2017 Lean Project was this result achieved with the support of the DIM Technical Expert.

• DIM Rent A Car

DIM introduces a number of applications and services with the aim of providing the best possible service for customers stranded on the road and achieving ultimate customer satisfaction and loyalty. As part of this approach, DIM offers Audi A3, A4, Volkswagen Jetta, Golf and mostly Passat models as substitute vehicles. As a fitment option for vehicles given to customers, Volkswagen vehicles are offered in Highline and Comfortline, and Audi vehicles mostly in Dynamic variants. The DIM RAC vehicles allocated for customers are zero-mileage vehicles. All of these vehicles are renewed every six months, and feature a GPS system supported by solution partner Infomobil, making it possible to track the DIM vehicles and mileage in real time and ensuring customer safety and service continuity. DIM Rent a Car, which is one of the operations that maximizes the quality of service provided for customers, allocates an average of 300 vehicles for customers each month.

• Quality Team

In only its second year, DIM internalized the quality assessment and measurement service, previously procured from third parties. Forming a quality team has enabled more calls to be monitored, and ensured a more efficient follow-up process with experts in their fields.

• Online Performance System

The new team within DIM enabled a number of actions to be taken and also launched QUA, an online platform for evaluating the performance of employees. This platform makes it possible for the employees to instantly monitor their own actions. All evaluations, voice recordings shared with the brands, tests, announcements are carried out on the QUA platform. Thanks to this system, the results of the measurements (conversation quality, tests, etc.) are communicated simultaneously to customer representatives.

• Quality Certification

In 2016, DIM has earned the ISO EN 15838 Customer Management System certification, which is an international standard for Call Centers with industry-specific requirements and granted to customer-focused service companies, and the ISO 10002 certification, an ISO 9001-compliant management approach to establishing more beneficial and long-lasting relationships with customers and building on these relationships.

• IVR NPS Project

DIM, which is in contact with the customers on all platforms, started to measure its correspondence quality by asking them. A customer satisfaction survey has been sent to customers via IVR after road assistance, appointment and dialogue calls. DIM has sent these surveys to 25,000 customers on average per month since the launch of the application (last quarter of the year), and received an average rating of 89% from the 18% that responded to these surveys.

• Affirmative Action in the Operator System

With the Affirmative Action Project launched in 2016, a new practice has been introduced to provide faster service and to minimize waiting times for people with disabilities and elderly customers who are among the customers we serve. With the definitions entered into the system that DIM is connected to and the telephone operator system, these customers are prioritized by the operator system, and their special conditions (elderly and/or with disabilities) are flagged on the customer representatives' screens to ensure that they are provided special service. In this manner, the service provided for these customers has been differentiated in both behavioral and duration terms. With the warning signs added to the customer cards in 2017, it has become easier to recognize the customer ahead of the service.

• Multi-skill Work

Apart from their jobs, DIM employees are also

trained to contribute to the tasks and processes of different teams, and 50% of the employees have the skills to perform other duties and take on other responsibilities. As a result, employee productivity has increased, and risks and occasional congestions that may occur in the operation process are prevented.

• VERINT Speech Analytics

VERINT is a data analytics program, enabling the voices of all customers to be recorded and analyzed since its implementation in January 2017. The voices of the customers are transcribed and then analyzed. The goal with VERINT is to improve DIM processes, while generating added value and creating higher benefit for brands. Quality assessment team has already started listening to the recording on VERINT. Trending topics are identified from what the customers say and the calls to listen are selected according to these trending topics. In particular, calls related to the project are evaluated to see what has happened since the launch of the new project. Receiving support from VERINT also contributes to a more efficient and comprehensive quality evaluation process and enhances the creative services of DIM.

• YODA Project

The primary goal of the project is to transform the screens used at DIM by customer representatives into a single interface where all the integrations are brought together with a call center logic. The aim is to shorten the training process, eliminate unnecessary steps, and facilitate adaptation. The features of the new screen include:

- Providing fast and easy service for customers
- Offering personalized service for customers
- Completing all service steps via one screen
- Managing the customer across different channels / Phone - email - social media
- Easy usability for customer representatives.

The scores and achievements of DIM's customer satisfaction performance in 2017 are summarized below:

- The NPS score, which is an evaluation of the customer representatives and a measure of the service quality and its perception by the customer, was 89% in 2017.
- On May 22-26, 2016, DIM participated in the Contact Center World Awards - EMEA Region (Europe, Middle East and Africa Region) competition in London, which attracted several companies from different countries in various categories according to call center sizes. DIM won awards in all of the four categories in which it was nominated.
 - Best Recruitment Campaign - EMEA Region Winner
 - Best Use of Technology Innovation - EMEA Region Second Prize
 - Best Customer Service - EMEA Region Winner
 - Best Contact Center - EMEA Region Third Prize
- In addition to the European awards, DIM also earned the right to participate in the Contact Center World Awards - World Finals. After presentations and jury deliberations, DIM won two major awards in the finals in London.
 - Best Customer Experience
 - Best Recruitment Model

In addition to all of these activities, 2018 will also be the year of digital transformation for DIM. Developing new systems within the framework of Artificial Intelligence and simplifying operations and offering new digital services and products that create value for customers are the major targets of DIM for 2018.

Motivational Activities at DIM

Motivation is a concept highly valued at DIM. The happiness and motivation of employees lie at the heart of the value and care extended to customers. At the beginning of the year, a calendar of monthly activities is created, including traditional events and special events that may vary from one year to the next.

Each event is organized to serve one of the four key topics:

- Activities to Improve Performance
- Activities to Instill a Sense of Belonging
- Activities to Motivate Team

Consciousness

- Activities to Encourage Taking

Responsibility

In addition to these motivation-raising activities, Doğu Otomotiv's Road Passion Reward System is applied in DIM with the Wow concept each month. Customer Representatives share their unforgettable customer experiences throughout the month with their teams, and at the end of the month the best story is voted by the employees. Road Passion - Wow reward aims to increase recognition of positive experiences offered to customers across the entire operation.

Furthermore, events such as, Local Goods Week, Bowling Tournament, Theater Day, Pinkberry Day, Iftar Dinner, DIM Night, Hawaii Day, Coffee Day and Boza Day (a traditional beverage) have been organized. DIM's third anniversary was celebrated in October 2017 with the entire team spending a weekend in Şile.

Digital Transformation at Doğu Otomotiv

Doğu Otomotiv launched its organizational restructuring with the Digital Transformation department established in 2017 with the aim of identifying customer expectations with contemporary trends in the age of operational excellence and building the future by redefining the value chain.

Following the Turkuaz system that Doğu Otomotiv implemented in 2005 with the aim of managing the business processes carried out together with Authorized Dealers and Aftersales Service Centers, the digitalization process gained momentum with technological advances and reached a more comprehensive point, accelerating Doğu Otomotiv's

"digitalization" trend as well. As a result, Digital Transformation Department was established in 2017 pursuant to a resolution by the Board of Directors. In this context, the critical business processes of Doğu Otomotiv will be reviewed in 2018 and development areas will be identified and redesigned considering digital trends.

One of the primary tasks of the Digital Transformation Department is to enable digital transformation to become a corporate culture. The department will assume the main responsibility for defining the very broad concept of "digitalization" and its scope for Doğu Otomotiv and also play a key role in the Company's future success by helping to ensure that:

- The entire organization of Doğu Otomotiv has the flexibility that the digital age requires,
- Employees do their jobs better, more easily and more efficiently,
- Decision-making processes are managed more effectively,
- Current jobs are carried out with less cost and more efficiency,
- Customer relations and customer experience are differentiated,
- The demands and anticipations of customers regarding digitalization are better understood and a supra- and infrastructure is created to meet these expectations, and
- The evolution of existing business is turned into a different business model.

Privacy of Customer Data

Law No. 6698 on the Protection of Personal Data published on April 7, 2016 protects the fundamental rights and freedoms of individuals, in particular the privacy of personal life, within the framework of processing personal data, and regulates the rules and obligations with which the real persons and legal entities that process personal data, should comply.

Doğu Otomotiv complies and acts in accordance with the principles of preventing the unlawful processing of personal data

within the scope of this law, preventing illegal access to personal data, ensuring the protection of personal data and taking necessary technical and administrative measures to ensure that personal data are processed in accordance with personal data processing terms and conditions.

At Doğu Otomotiv, the compliance process with the Law on Protection of Personal Data (KVKK) is managed by the Financial Control and Risk Management, Legal and DDKI departments.

In line with these obligations, Doğu Otomotiv has published the following:

- Regulation on Implementing the Protection of Personal Data Policy on October 6, 2016;
- Procedure of Exercising Personal Rights, which sets out the process to follow in the event that people exercise their rights pursuant to Article 11 of the Law on Protection of Personal Data and apply to the Company as data processor pursuant to Article 13 of the same Law, on March 22, 2017; and
- Storing and Deleting Personal Data Policy on April 12, 2018.

Doğu Otomotiv created a data processing inventory by defining in detail the data processing activities carried out according to business processes, personal data processing objectives, data category, recipient group and group of data subjects for which personal data are processed, the maximum duration required for processing personal data, and the type of personal data that might be transferred to other countries and the measures taken to ensure data security. Work-effect analysis study is conducted by considering the data inventory.

Furthermore, the goal for 2018, is to add information text about KVKK to our call registration system under DIM and to include informative texts to our brand website to fulfill our obligation to fully inform our customers. In addition, there are plans to provide Basic Legal Information Training on KVKK regarding the

security of personal data disclosed in line with KVKK and related legislation and Board Decisions and Guidelines. The trainings will be aimed at all employees of Doğu Otomotiv Group except for blue-collar employees and interns with plans to train approximately 350

employees and to spread the trainings across Doğu Oto as well. Furthermore, e-training materials will be created for employees who are unable to participate in the training or who have just joined the company and shared via GO Academy.

Authorized Dealer and Authorized Aftersales Service Center Development Activities

Service Points

As of 2017 yearend, our Authorized Dealer and Aftersales Service Center network consists of 86

legal entities, operating at 448 service points excluding Škoda brand, or 532 including Škoda.

Total	
Employees	Approx. 8,250 people
Indoor area	Approx. 575,000 m ²
Except Skoda	
Employees	Approx. 7,080 people
Indoor area	Approx. 504,000 m ²

A new portal was formed in 2008 with the address <http://www.dogusotomotivbayi.com>, and a single user name and password were defined for all users, enabling access to existing brand intranets via this address. The Authorized Dealers and Aftersales Service Centers currently continue to use this portal where revisions and memos are published.

In the digital transformation processes, the first implementations concentrated on Volkswagen AG and Audi AG brands and 20 service points. More information about our digital transformation efforts is available in the Doğu Otomotiv 2017 Annual Report: 

<http://www.dogusotomotiv.com.tr/en/investor-relations/investor-relations/reports-and-presentations/annual-reports> (pp: 30-31).

Supporting the Brands

Volkswagen

- Supporting the dealers for architecture and CI/CD continued.
- Presentations were made to VW AG officials and Doğu Otomotiv Board of Directors regarding the current dealership organization and dealer network plans up to 2020.
- Ongoing investments were visited together

with Volkswagen AG Architects and dealers were supporting in the field.

- Volkswagen AG was visited within the scope of renewed agreements.
- Vosmer and Beşer Otomotiv were supported for VW Digital concept applications.
- Within the scope of ISO: 9001-2015 Quality Audits conducted by our department, TÜV-SÜD participated in VW aftersales audits at three dealers.
- Service expansion projects were implemented with new investments and additional capacity was created.
- All service projects were reviewed for organizing the Volkswagen Crafter businesses and over 50 projects were revised. We have reached an agreement with Volkswagen AG and the projects will be implemented in 2018.

Audi

- Pre-AC Meeting and AC Meeting were attended and presentations were made.
- Supporting the dealers for architecture and CI/CD continued.
- Presentations and reports requested by Audi AG were prepared.
- Cost of Franchise study was supported and the meeting was attended.
- Audi Prime Plus activities were supported.
- Audi Sport activities were supported.
- Updating the network in line with the Terminal Concept continued.
- Project and import processes were followed for the Audi digital concept were followed and coordination with the manufacturer and dealers was achieved. Installation of 41 modules was completed.
- Within the scope of ISO: 9001-2015 Quality Audits conducted by our department, Audi AG participated in in two audits.

SEAT

- Within the new SEAT Concept application project announced by SEAT S.A., the CI revisions in the dealer network were 100% completed while new concept showrooms (Corporate Design) are 57% completed.
- The SEAT dealer network plan up to 2020 was prepared and shared with SEAT S.A.

Porsche

- Supporting the dealers for architecture and CI/CD continued.
- We worked with Porsche AG officials regarding the installation of charging units for electric vehicles in the dealers.

Scania

- Supporting the dealers for architecture and CI/CD continued.
- The department conducted DOS 4 audits and Scania AB participated in some.

DOD

- Supporting the dealers for architecture and CI/CD continued.

Thermo King

- Meetings were held to discuss dealer development plans and prospective dealers were visited.

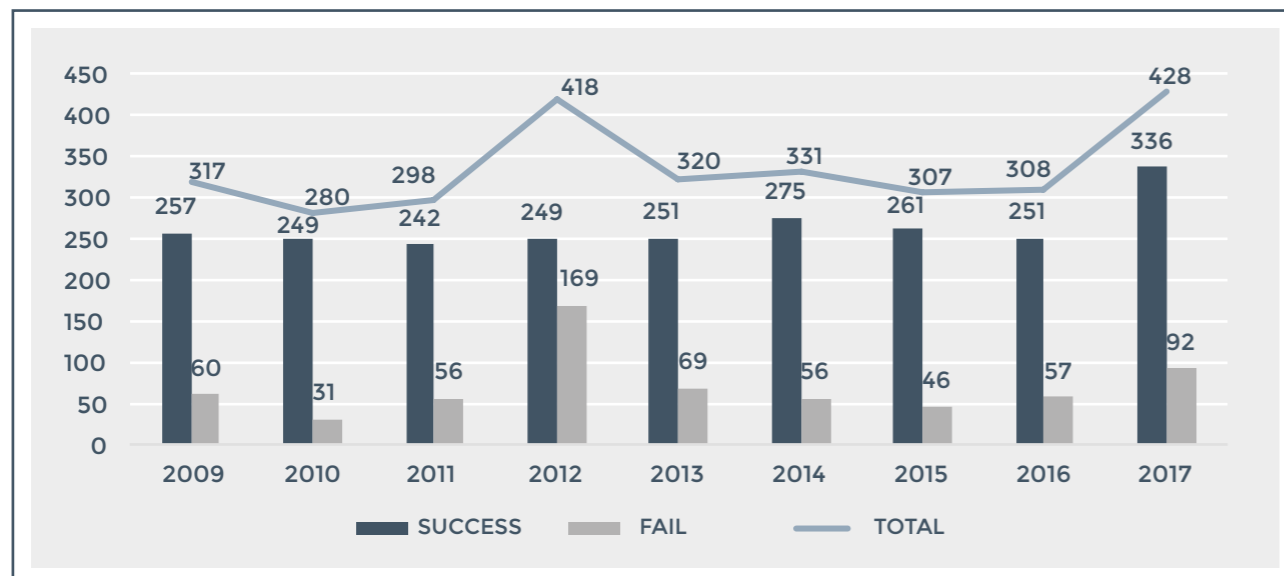
Quality Activities at Dealers

- The Doğu Otomotiv ISO 9001: 2008 certification audit, prepared in coordination with our dealer audit department, was conducted by TÜV-SÜD on February 14-15-16-17, 2017 and successfully completed.
- The Doğu Otomotiv ISO 9001: 2015 certification audit will be conducted on February 20-21-22, 2018. In preparation for the audit, individual meetings were held with 25 departments in December to inform them about the process.
- On behalf of Doğu Otomotiv, Cem Kaya and Gökhan Özgürbüz participated in the 20th International Quality Conference organized by Volkswagen AG in Hannover, Germany.
- Consultancy was provided for the departments to improve the processes in preparation for company quality audits.

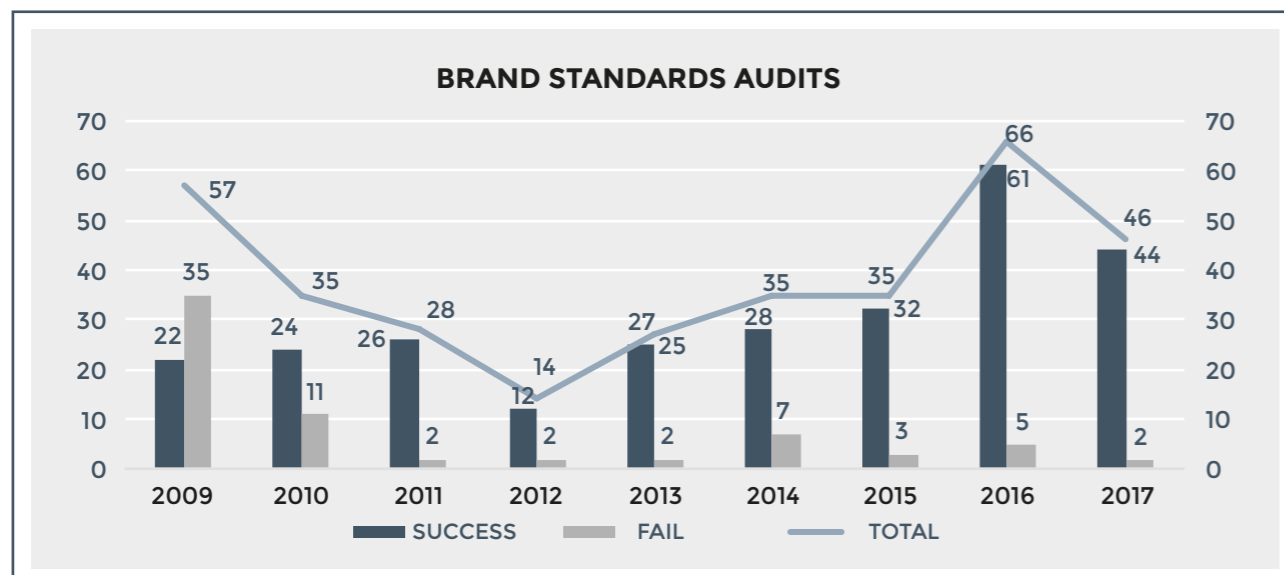
Audits at Authorized Dealers and Aftersales Service Centers

In 2017, 474 audits in total were conducted including 428 Quality and Brand Standards Audits (ISO+Scania DOS) and 46 Brand Standards Audits as shown in detail below.

In December 2017, Audi AG conducted manufacturer audits for Sales and Aftersales Services at Doğu Oto Kartal. In September 2017, TÜV-SÜD conducted manufacturer audits for Volkswagen aftersales services at the Eskişehir-Gökmen-Fatih-Ordu dealers, and necessary actions have been taken in development areas identified during these audits. For 2018, 400 audits in total are planned. The Authorized Dealers and Aftersales Service Centers yet to open and the new prospects are not included in this plan while Skoda ISO 9001:2015 Quality and Skoda Brand Audits are included.



** The dealer audits conducted since 2009 amount to 3,007 in total.



Includes Volkswagen, Audi, SEAT, Skoda and Porsche Brand Standards Audits.

CORPORATE SUSTAINABILITY PERFORMANCE BY BRANDS

In our Corporate Sustainability Management structure, where each of our brand representatives is also a member of the Doğuş Otomotiv Sustainability Committee those brand representatives play an important role not only in supporting these efforts but also in spreading this awareness among other Company employees. Each process that our brands carry out individually is implemented in accordance with the Doğuş Otomotiv Corporate Sustainability Strategy. The new sustainability activities developed and

implemented during the year in each brand are included in the report. Information on the key performance of the brands and other activities carried out during the year are explained in detail on our website under the "Customer Health and Safety", "Product Safety", "Customer Satisfaction", "Informing the Customers Accurately", and "Environmental Responsibility" sections, which are among the key criteria of the Doğuş Otomotiv Corporate Sustainability Strategy.

Environmental Responsibility by Brands

Audi

Within the scope of its e-fuel strategy, Audi has partnered with Ineratec GmbH and Energiedienst Holding AG with plans for a new pilot facility for the production of e-diesel in Laufenburg, in Canton Aargau (Switzerland). As a first, the energy needed to produce the fuel will be supplied from the renewable source of hydropower. The planned facility will have a capacity of approximately 400,000 liters per year. The project in Laufenburg is Audi's second partnership in a pilot facility that operates according to the power-to-liquid principle. Audi has already been working together with the energy technology corporation Sunfire since 2014 in Dresden where manufacturing of e-diesel but involving different technologies is explored. The other Audi e-fuel projects include its own power-to-gas facility in Werlte, north Germany, which makes Audi e-gas - in other words synthetic methane.

Porsche

Incentive for switching to new vehicles with low emissions

Porsche offers an incentive to vehicle owners that will switch from a vehicle with a diesel engine in the Euro 1 to Euro 4 emission classes to a new four-door Porsche model with the aim of contributing to the environment. The price advantage with savings up to €5,000 includes deregistering the old diesel vehicle. With this incentive, Porsche sets a new example in replacing old vehicles with modern, environment friendly vehicles. Therefore, the offer targets drivers of all diesel vehicles in the Euro 1 to Euro 4 emission classes, irrespective of model and brand. Porsche also supports extensive implementation of applications approved by the Volkswagen Group within the "Diesel National Forum" framework to improve air quality in cities.

Scania

The new generation vehicles introduced to the Turkish market in 2017 feature specifications to reduce environmental impact. The new generation Scania models offer 13 and 16-liter horsepower engine options and a wide selection of engine variants in the long-haul segment. The new transmission shaft brake is a shaft, bearing gearwheels between the input and output shafts. By braking as required of this system and with the help of the developed software, gear shifts take place in 0.4 seconds instead of 0.80 seconds. As a result, when uninterrupted power and torque are required in conditions such as uphill climbing, seamless rapid gear shifts can be possible without

reducing turbo pressure, avoiding jolts and strain while maintaining fuel economy.

In the new design, air resistance has been considered and protruding elements in the front part facing the air have been reduced while cabin parts and the gaps between the cabin and bumper have been minimized and a deflector added underneath the regular and middle bumpers to enhance airflow. Furthermore, 2% fuel economy is achieved thanks to an improved aerodynamic structure and elements such as adjustable roof spoiler and new split side skirts that reduce total air resistance.

Customer Satisfaction by Brands

Volkswagen Passenger Cars

In early 2010, Volkswagen Passenger Cars launched the VW SAT Sales Academy Turkey Project to establish a more knowledgeable and longer lasting team in line with "Mach 18" objectives. The consulting team that initially consisted of 188 people has now expanded to 410, with 156 consultants holding Volkswagen International Sales Diplomas, and 125 holding Volkswagen International Sales Certificates. The team's turnover rate was 25% in 2017, which we aim to decrease to below 15% this year.

All of our sales consultants are registered in the e-Learning system and have completed 80% of the 75 training modules within the system. Of the 70 Sales Managers, 46 are certified. In 2017, the amount of trainings totaled 1,906 man/hours.

Since 2015, trainings and announcements were made available online as taped or live streams to ensure faster information flow to the entire team. Over the course of two years, 50 videos

were shared with the sales team in 20 broadcasts, and viewed over 15,000 times.

Practical Aftersales Service Booking and Road Assistance with Mobile App "Volkswagenim"

New applications are developed and implemented for Volkswagen Passenger Cars every year to improve customer satisfaction further. Customers can book their own appointments with the Authorized Aftersales Service and the Service Consultant of their choice for the time that best fits their schedule directly in the Turkuaz ERP system using the Volkswagenim (My Volkswagen) mobile app, available on iOS and Android mobile platforms.

Our customers can also send a Road Assistance request with the touch of a button in the Volkswagenim mobile app in case of an adverse situation that may be experienced on the road, and can be called back within 120 seconds via DIM to be diverted to a tower or a mobile service.

Volkswagen Commercial Vehicles Customer Visits

The requests of the customers who are unable to visit our showrooms and want to be visited at their workplaces are processed over our website as part of the "You Ask, We Visit" project. These requests are received by the Value and Care Center (DIM), which calls back the prospective customer to confirm, and then transferred to the relevant Authorized Dealer. After providing preliminary information over the phone the Authorized Dealer schedules a visit. Other information including details such as test drive, price quotation, financial payment, etc. are explained by the Authorized Dealer during the visit to the customer's workplace.

Volkswagen Commercial Vehicle Mobil App used by the Sales Organization

This is a mobile platform available only for our sales organization and can be accessed by sales consultants, supervisors, managers and the bosses of Authorized Dealers by downloading to their smartphones. All correspondence with our sales teams is sent instantly via the mobile app. In this manner, even the sales teams who are visiting customers can access the information immediately. Our sales organization can also share price lists and catalogs digitally with our customers during their visits. Furthermore, provisional loan applications can be entered, offering personalized service for our customers at their place of business.

Informing the Customers

With 360° views of the vehicle interiors integrated into the website, Volkswagen Commercial Vehicle Facebook page and Volkswagen Commercial Vehicle Youtube channel, all users can now get a complete look at the models of their choice. This feature enables the users who wish to examine the vehicle to click anywhere on the 360° vehicle images on any device to see all the interior

details of the vehicle.

SEAT

Aiming to keep up with the increasingly digitalizing world and to ensure that the information provided in classroom trainings are permanent, we have introduced interactive trainings including technology and sales processes in our SEAT Live mobile app. This helps us to communicate faster and more frequently with Authorized Dealers' sales teams. In parallel with classroom trainings, the knowledge of the team is constantly updated with online trainings published on the SEAT Training Portal. In addition to these trainings, the onsite training project called SEAT Xcellence has been implemented. Based on the needs of Authorized Dealers, improvements in quality and quantity of the trainings will be made.

DOD

Meanwhile DOD has maintained its active and visionary approach to social media in 2017 as the use of digital channels increased in the brand's countrywide and local communications. Opening an Instagram account in 2017 has facilitated customers' access to the brand.

The DOD 360 project, which was launched in a pilot region in late 2016, was offered to the use of all Authorized Resellers in 2017. The interior views of the vehicle, photographed 360 degrees by authorized resellers, were uploaded to DOD's digital platforms. With this service, a first in the used automobile market in Turkey, user experience on digital platforms was enhanced, giving the users the opportunity to inspect the vehicle in detail without having to physically see it. As of 2017 yearend, 80% of the vehicles on the website are posted with the DOD 360 feature, with plans to bring this ratio up to 90% in 2018. On the other hand, with a new photo project, currently in development phase, it will be possible to photograph the vehicle exteriors 360 degrees as well, elevating customer experience further.

Following infrastructure improvements, the speed of the website has quadrupled and new search criteria such as color, engine volume and vehicle package have been added, making it easier for the digital platform users to search for vehicles.

Aiming to improve service quality and offer

Customer Health and Safety by Brands

Porsche

Porsche philosophy dictates that the best way of learning is through practice. Accordingly Porsche lets customers to take the wheel from day one in all trainings.

Porsche Driving Center offers the Porsche customers and press members three different training packages in Istanbul. All current or prospective Porsche customers who wish to improve their driving skills can take part in these training programs. The objectives of the trainings are developing driving skills, teaching participants to drive more carefully and deal with the problems they may face on the road more easily.

The first package is Porsche on Track Driving Days Training, which offers an introduction to Porsche, with around 50 guests attending daily. On Porsche on Track Driving Days, beginner level trainings are provided on various courses such as slalom, braking, track and off-road driving.

The second package is Porsche Performance Day Training. The main feature that distinguishes this from the Porsche on Track Driving Day is that it is focused on performance and only offered with sports cars.

Advanced Porsche on Track Trainings are provided for our guests who want to learn advanced driving techniques and experience performance-focused driving. The purpose of this two-day training is to teach how to drive a car in the right manner with highest performance.

more accessibility to all platforms, www.dod.com.tr will be redesigned to serve mobile users and meet new digital trends. The DOD mobile app, which runs on iOS and Android platforms, will also be updated in parallel to the website, expected to roll out in the first quarter of 2018.

Porsche Sport Driving School also offers various driving trainings for different purposes. In addition to Precision, Performance, Master, Master License and Master CUP Trainings, G-Force training is available for customers who want to learn controlled drift. Warm-up and Classic Cars trainings on the other hand are offered for customers who want to learn how to drive a Porsche in the most effective way.

Scania

Scania introduced the new generation Scania in 2017, offering an unparalleled customer health and safety experience. With a completely renovated interior design and new driver position, control and ergonomics have been improved. The driver is moved 20 mm to the left and brought 65 mm forward. The front console now has a steeper angle and placed closer to the windshield. Thanks to the angle of the A columns, it offers perfect vision without blind spots. Materials, quality and workmanship match the same level as passenger cars. All buttons are ergonomically positioned, designed for easy pushing even in with gloves on. USB ports for phone and tablet connection and charging, as well as several storage compartments are also available in the truck.

With additional equipment such as sunlight and humidity sensors in the air conditioning system, a perfect working and resting environment is created. The driver's door approach and the lighting controls are moved to the driver door. Now all mirrors (rear view, wide angle, front view and curb view mirror


total 6 mirrors) are electrically controlled and heated. As a safety feature, side curtain airbags, which provide additional protection for drivers in accidents that involve rolling especially, are offered as optional and as a first in the sector.

One of the most important structural changes offered in the vehicle that the front axle has been moved forward by 50 mm. A redesigned

front layout, larger brake chambers, lowered center of gravity and a new weight distribution along with an updated cab suspension, all created more comfortable driving, better vehicle stability and as a very important development in the industry, 5% improvement in braking distance, which is brought down from 40 mm to 38 mm, at 80 kmh with 40 tons of load.

SUSTAINABILITY AWARENESS IN SPHERE OF INFLUENCE

Our efforts to convey our Sustainable business approach across all stakeholders in Doğu Otomotiv's sphere of influence and assist them in developing their own Sustainability performances continue and increase year on

year. In this context, the Affiliates, Suppliers, Authorized Dealers and Aftersales Service Centers included in our reports also grow in number every year. 

CORPORATE SUSTAINABILITY BY AFFILIATES

In addition to Doğu Oto and Gebze Scania Service, which we have included in the 2017 Corporate Sustainability Report, our other

affiliates are Doğu Teknoloji, vdf, and Skoda-Yüce Auto.

Doğu Oto

Doğu Oto offers new and used vehicle, spare part and accessory sales and aftersales services for its customers in Istanbul, Ankara and Bursa as well as insurance and financing services for the six brands represented. Doğu Oto provides sales and aftersales services for Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, Porsche, SEAT and Skoda brands. Doğu Oto is also a DOD Authorized Reseller and sells used vehicles.

Doğu Oto operates with a total of 34 Authorized Dealers and 31 Aftersales Service points in 6 regions and more than 1,700 employees, maintaining its leading position in the sector with its strength and stability.

Doğu Oto's mission is to offer highest quality

sales and aftersales services for the passenger car and commercial vehicle brands represented in its defined territories. Doğu Oto Pazarlama ve Ticaret A.Ş. is a %100 Doğu Otomotiv affiliate.

As with all other strategic activities, sustainability at Doğu Oto as an affiliate is also managed jointly with Doğu Otomotiv in compliance with the principles and policies of Doğu Otomotiv.

Performances of Doğu Otomotiv and Doğu Oto are covered in detail in the Doğu Otomotiv Corporate Sustainability Report, which also provides summary information Doğu Oto's specific activities in the Affiliates section.



DOĐUŐ OTO GENERAL MANAGER'S STATEMENT

Esteemed Stakeholders,

We left behind 2017 a total of 60,405 new vehicles sold including 33,688 Volkswagen Passenger Cars, 6,514 Volkswagen Commercial Vehicles, 9,272 Audi, 6,465 SEAT, 3,941 Skoda and 545 Porsche, and 295,613 service entries. With high sales and service entries, we captured 33.7% market share in sales and 22.4% in service within DoĐuŐ Otomotiv.

We added digital transformation to the three main objectives we have identified as sustainable profitability, sustainable growth and sustainable service quality in 2017 and started working toward achieving excellent omnichannel customer experience. For this purpose, workshops totaling 56 hours were held to adapt our employees and systems to technological transformation, and as a result of these activities, 107 project ideas were generated.

We worked hard to enhance the digital customer experience in the journey we embarked on with our Golden Spider

Award-winning website, launched in 2017 with the aim of providing fast, easy, seamless and relevant services. In this manner, we were able to offer our customers the privilege of receiving any service they wished online via our website without having to visit the showroom. Selling a total of 195 new vehicles and booking 21,779 service appointments within six months following the launch of our website in June was a major and pioneering accomplishment.

Aiming to improve customer satisfaction even further as our top priority, we focused more on digital transformation in our facilities as well as our processes. We also started working on digitizing all documentation and paperwork. Renovations in the sales and service areas of DoĐuŐ Oto Etimesgut were completed in March and we transformed the customer buying experience with our digital showroom.

In 2017, we continued to monitor regional performances according to targets as part of "Dplan". We also carried out the 5S+ activities,

which aim at ensuring that our workspaces are maintained in an orderly, clean, safe, for purpose and standardized manner, with great success in all regions. Furthermore we continued to care for the health and safety of our employees as we always do by coordinating occupational health and safety practices across regions.

In 2017, 17 employees were included in the Lean Leadership Trainings, carried out together with the Lean Team at the Holding to train qualified people who continuously improve the tasks they undertake. The number of employees holding lean leadership certificates reached 42 people in total. In addition to the lean training projects, 11 lean projects were successfully completed in 2017.

The Suggestion System, which allows employees to submit and implement their ideas and opinions, was actively used by our employees, as has been the case every year. Our employees submitted 1,720 suggestions in total this year, and 430 suggestions were successfully implemented.

The activities we carried out to reach our sustainability goals demonstrated that we keep driving our company forward and brought several recognitions. DoĐuŐ Oto Bursa succeeded in winning three first prizes in the Sales Representative, Service Manager and

Warranty Specialist categories at the Top SEAT People 2017 awards. DoĐuŐ Oto ankaya won first prize in Turkey and second prize in the world at the Porsche PBE. Furthermore, DoĐuŐ Oto Etimesgut was awarded first prize in customer satisfaction at the 2017 SEAT Aftersales Awards. Meanwhile, DoĐuŐ Oto Kartal won second place in the technical branch at the Audi Atelier Twin Cup competition. Finally, DoĐuŐ Oto Maslak, which sold the highest number of niche vehicles in 2017 was awarded first prize in the Sales Cup.

Aiming to bring the quality service approach we employ in our regions to more customers and respond to customer requests more quickly, the aftersales services started to serve seven days a week including Sundays in 2017. Moreover, our efforts to ensure customer satisfaction proved beneficial and the NPS survey conducted among DoĐuŐ Oto customers revealed 92% customer satisfaction rate in response to questions about recommending and being pleased with our services, confirming the sustainability of our success.

DoĐuŐ Oto's digital transformation efforts to provide excellent customer experience and customer satisfaction with fast, easy, seamless and relevant service approach across all channels and accomplishments will continue to multiply.

With warm regards,

Zafer BaŖar
DoĐuŐ Oto General Manager

Environmental Responsibility

Energy Efficiency

Following an energy efficiency survey conducted by an authorized firm, the key areas that would deliver energy efficiency were identified. Accordingly, work is under way to remedy the identified deficiencies.

Electricity and natural gas consumption in the six regions that Doğuş Oto facilities serve are monitored monthly. If changes are observed in year-over-year comparisons, their reasons are investigated and necessary measures are taken. In order to remedy energy losses and leakage, all electrically operated devices and systems are regularly maintained. The periodic maintenance and checks of the electricity distribution panels are outsourced to and carried out by a professional company. Several lighting fixtures with high-energy consumption in our regions are being replaced with low consumption LED fixtures. Furthermore, motion sensors (with photocell) have been installed in areas that need to be illuminated only during use, resulting in energy savings. The mechanical ballasts of the luminaires in the regions are converted to electronic ballasts to contribute to energy efficiency.

The natural gas boilers are checked by the energy efficiency firm, which also measures the state boiler chimneys, to prevent unnecessary natural gas consumption. Using electric heaters instead of keeping the boilers burning in the summer months only for hot water helps to save on natural gas in the May-June period. Compensation panels are checked weekly, preventing us from active and reactive fines.

The automation software system and technical equipment used at the Doğuş Oto facilities have been revised to ensure comfort, resulting in less natural gas consumption in winter and less electricity consumption in summer. Additional turbo/sectional doors have been installed in some service center entrances to cover the openings in the service areas

exposed to elements in order to save on heating and cooling costs. Energy losses are avoided through periodic maintenance of boilers and burners used for heating as well as air conditioning plants and split air conditioners (HVAC system) used for cooling. Products with low energy consumption and R-410A gas, known as an environment-friendly gas, are preferred in split AC procurements. All roof membranes are maintained and their insulation is increased in the summer months. Thermal air equalizers were installed in the Volkswagen showroom located in Doğuş Oto Esenyurt facilities to reuse the warm air rising to the ceiling/roof of the building. All heating and cooling circuits are checked at least once a year for the condition of insulation to prevent heat loss and fixed where necessary.

Green IT

The devices used for data processing in Doğuş Oto facilities are recorded and their economic service life is monitored. Expired computers are replaced with new, less energy-consuming models. Servers, switches, drivers and similar systems are checked, updated and replaced by Doğuş Teknoloji. The decommissioned IT products are sent to recycling.

Emissions

Periodic route optimizations are made to reduce the emissions from fuel consumption at Doğuş Oto by grouping personnel shuttles aimed at decreasing the number of vehicles in traffic. Older vehicles are removed from service and transportation is supported with low emission vehicles.

Roof insulation of the buildings is continually enhanced while more energy efficient HVAC and kitchen appliances are preferred in procurement. Trees are planted in the unused land of the facilities. For recoverable waste, we work with authorized companies and municipalities deliver such materials for recycling and recovery.

Waste Management

The Company has an Industrial Waste Management Plan in place. Doğuş Oto employed an officer in charge of waste management in 2017. Plans were made for waste fluorescent bulbs, lubricants, filters, antifreeze, contaminated waste, contaminated packaging, spray boxes, brake fluid, waste thinner solution, batteries, rubber, catalysts, diesel, gasoline, plastics, metals and glass. The Company also has a treatment system and an oil retainer system.

Reduce waste is generally difficult since the waste (other than contaminated waste) mostly results from the replacement of parts in the maintenance of passenger cars and light commercial vehicles. The importance of reducing contaminated waste has been communicated across maintenance staff. The amount of waste has been minimized as much as possible.

Employees

Employee Health and Safety

We carry out the following activities with the aim of ensuring employee health and safety:

- Creating a safer and healthier work environment and adopting the minimization of work accidents and occupational diseases as a priority business goal,
- Complying with and applying legislation on occupational health and safety,
- Ensuring the health and safety of all employees of the Company and subcontractors and all visitors,
- Educating all employees and subcontractors and raising awareness about creating and developing health and safety practices,
- Choosing applications in all fields of operation in accordance with occupational health and safety standards,
- Bringing risks down to acceptable levels by evaluating the results of workplace risk analyses,
- Investigating work accidents and developing permanent solutions by identifying root causes,
- Keeping emergency teams up-to-date and

monitoring their training,

- Carrying out periodic health screenings,
- Providing protective and preventive physician services.

In 2017, 121 work incidents occurred and preventive trainings related to incidents were held. During the year, new personal protective equipment was provided, business processes were revised and new safety systems were introduced. Furthermore, environmental measurements were made and continuous monitoring and control systems were implemented.

Employee Trainings

Aiming to meet the training/development needs that arise within the framework of the Company's vision and strategy, new and existing employees on all levels receive trainings according to their needs. Some of these trainings are compulsory for all employees while some are offered as optional. The main topics of trainings offered throughout the year are: Orientation training, supplementary development programs, skill development trainings, professional development trainings, leadership development programs, specialty development programs and personal development trainings.

In 2017, 1,702 employees participated in total 14,128 man/hours of training.

Furthermore, 15 in-house trainers were trained in 2017. The plan for 2018 is to hold in-house trainings. 44 mentees benefited from the mentoring programs in 2017. We currently have 22 mentors.

Employee Volunteering

An activity group called 'Dopdolu' was formed in the Doğuş Oto Bursa region, and a number of events including a street party, excursions and tournaments were organized. The practice will be spread across other regions in 2018.

Doğuş Teknoloji

Doğuş Teknoloji was established in 2012 to provide Information Technologies services for Doğuş Group companies. Doğuş Teknoloji focuses on achieving customer satisfaction with innovative, dynamic, solution-oriented, high value products and services that make a difference. Accordingly, Doğuş Teknoloji prioritizes quality while offering services to customers at optimal costs and carries out a complete range of infrastructure works as well as implementation of systematic and software products in the field of Information Technologies. Doğuş Teknoloji, which applies the latest IT technologies to develop and support technological projects, is a 46% Doğuş Otomotiv affiliate.

Economic Responsibility Quality Standards

Doğuş Teknoloji aims to establish and operate an "integrated management system" in international standards to assure the quality, security and continuity of its services and products. For this purpose, the Company holds the following certifications:

- ISO27001: 2017 Information Security Management System
- ISO20000: 2011 IT Service Management System
- ISO22301: 2012 Business Continuity Management System
- ISO 22301: 2012 Societal Security – Business Continuity Management Systems

Ethics and Fight Against Corruption

The Company's policies and regulations that define corruption and other unethical practices as well as penalties and sanctions are announced to employees. The Company contracts also contain provisions regarding corruption. Budgets and invoices are checked regularly as part of financial control. In addition, controls and rules have been established to detect, follow up and take precautions against security breach incidents.

The implementations are continuously monitored.

Doğuş Teknoloji acts in accordance with the Doğuş Otomotiv Code of Ethics. All employees are granted equal rights. In 2017, 75 employees participated in the Secure Code Development training and 70 in the information security training. The information security training was delivered to all Company employees online while 70 people participated in the orientation program.

Environmental Performance Environmental Applications in IT

The number of virtual servers in the Company rose from 246 to 351 in a year, processors from 656 to 1030, and total memory usage from 1918 GB to 2938 GB. Total 351 virtual servers on the existing virtual infrastructure were consolidated on 12 servers running on VMware ESXi operating systems. Had the increase in server infrastructure been met by physical servers, the costs of purchasing, hosting, cabling, energy and cooling would have been incomparably higher.

Product and Service Responsibility Customer Data Privacy

Doğuş Teknoloji applies rules and regulations regarding the privacy, integrity and accessibility of customer data through policies and procedures within the scope of ISO 27001 Information Security Management System, systematically managing the risks for information assets and minimizing them down to acceptable levels with controls. The current situation is assessed through internal security audits conducted at certain intervals, and corrective and remedial actions are taken and followed through. Furthermore, physical measures and controls are applied on application and system layers against retrieval of data outside the Company, theft or loss of customer data categorized as confidential.

Customer Satisfaction

Customer satisfaction surveys are conducted via request management system to measure the quality of services and results are presented with statistics and graphs in reports. Customer feedback obtained by the parties responsible for customer relations within the Company, and the satisfaction comments communicated by the customers via the request management system are evaluated at management overview meetings as well as meetings with clients. As a first for Doğuş Teknoloji, in November 2017, the independent survey company GfK conducted a customer satisfaction survey to reach all customers. Action plans will be launched in 2018 according to the results of this survey.

Employees Employee Health and Safety (OHS)

The company employs dedicated staff for occupational health and safety. The OHS Committee consists of a physician, an OHS Specialist, one employer representative, one employee representative, one human resources officer, one administrative affairs representative and one building maintenance specialist. The ratio of the employees in this committee to the total number of employees is 3%. Subcontractors' representatives also serve on this committee. These people are responsible for monitoring and taking corrective-preventive actions. The OHS Committee convenes quarterly. The ideas proposed during these meetings for safer working conditions for employees are evaluated and viable suggestions are implemented. Occupational health and safety risks are identified by getting the opinions of employees. OHS trainings (emergency, first aid, fire, civil defense, evacuation, etc.) are provided for all employees and related teams. OHS Committee Meetings, OHS trainings, health screenings upon recruitment and at intervals are conducted regularly. During the year, 337 employees participated in total 1,263 hours of

training. The agreements executed with suppliers include provisions on OHS.

Employee Satisfaction

Employee satisfaction survey is conducted every other year at the Company. One year, the survey is conducted and the following year, planned actions are implemented. In the online survey, employees are asked questions about satisfaction, loyalty to the Company and factors that affect satisfaction. The results of the Employee Loyalty Survey conducted in 2017 were first shared with senior management, managers and employees. Activities with focus groups composed of employees will take place next year. Special action plans will be prepared for the teams with the managers of all teams in parallel.

Employee Trainings

In 2017, various trainings were delivered in different fields to improve the employees in both professional experience and personal development terms. In 2017, 524 employees participated in 73 trainings in total for 39 man/hours.

We partner with Bahçeşehir University, Sabancı University and Koç University to enable our employees to benefit from graduate programs (Master's and PhD) at discounted prices. The employees are also provided with English language support. Employees can benefit from the program by enrolling in courses of partner institutions or other schools of their choosing. Financial support for PhD studies is provided in the rate that the senior management determines. Employees attending PhD and Master's programs are allowed one day off per week. As part of university collaborations, employees can also open courses in their field of expertise and teach. In this context, four employees taught classes in the Branded Courses Program for 12 weeks in the spring semester for half a day every week.

Performance Appraisal

Once a year, performance appraisals are conducted for the employees who have completed 3 months at the Company. Evaluations are based on personal target cards, which include 70% business targets and 30% skill assessments. Departments set the targets for individuals and the common goals that all departments should have are determined in meetings with senior management prior to the start of an evaluation period. Decisions reached in these meetings are communicated to department heads by the Human Resources Department. Performance system results are used in career management, personal development and pay raises. On the other hand, promotions are decided on by the Human Resources Committee, composed of all managers, assistant general managers and the general manager. Technical and skill-based trainings for employees to improve their careers are determined together with managers.

Employee Volunteering

The volunteering employees at Doğuş Teknoloji collect the waste food that animals can consume. The leftover food is collected by animal shelters on certain days of the week. The 'Stray and Shelter Animals Protection Club'

placed 15 doghouses for stray animals in an area of high dog population in Darica, which is quite close to the company's premises.

Mother-Infant Policy and Equality

In addition to maternity/paternity leaves and nursing leave in compliance with labor laws, the Company also has a nursing room. Pregnant employees are not allowed to work for more than 7.5 hours per day.

Societal Responsibility

Community Engagement Activities

Doğuş Teknoloji has undertaken a project to promote the employment of individuals with autism in the IT industry. This program is coordinated with the Autism Associations Federation (ODFED) while consultancy is procured from companies that conduct such studies abroad. Competencies such as mastery of the details and faultless execution of routine tasks, which are some of the key characteristics of individuals with autism, are an advantage in IT projects. In the previous reporting period, an employee with autism was included in the permanent staff within the scope of a pilot project. The next plan is to spread this practice wider in order to employ more people with autism.

Gebze Scania Servis

Doğuş Otomotiv Servis ve Tic. A.Ş. Scania Gebze Aftersales Service Center ("Gebze Scania Service"), a part of Doğuş Otomotiv Servis ve Tic. A.Ş., operates in the Dilovası Organized Industrial Zone as the only Scania & Thermo King Aftersales Service Center. As one of the 20 Scania Authorized Aftersales Service Centers, Gebze Scania Service accounts for 15% of the combined spare parts and labor sales of the brand. Built on a total land of 21,000 m², with 3,000 m² of indoor space, Gebze Scania Service provides services

with 39 Doğuş Otomotiv employees, including 14 white-collar and 25 blue-collar employees. There is also a 9-person support team of a supplier, consisting of 6 security and 3 service personnel, with four being seasonal project interns.

More information on the sustainability performance of Gebze Scania Service (Scania Turkey) is available on the website:

<https://www.scania.com/tr/tr/home/Suduruleb-ilirlik.html>



Economic Responsibility

Quality Standards

All processes at the Gebze Scania Service are continuously monitored to maintain them at the best standards while development areas are identified and improved at regular intervals. Service procedures are also revised continuously with the same approach. Procurement of special equipment that would affect quality is carried out directly by the Company.

The employees are regularly trained to always maintain highest work quality. If there are any changes in responsibilities and authority concerning positions, the workflow is reconfigured and communicated to the relevant employees. Productivity-efficiency exercises are conducted at certain intervals and a planning system is used.

Supply Chain

We work with suppliers selected within the framework of Doğuş Otomotiv's procurement procedures on contract while the standards may vary from company to company. When selecting suppliers, firstly the product and service quality is considered. The sustainability practices of suppliers are also taken into account. Before agreements are concluded with our suppliers, they are investigated to ensure that they meet the required standards, and the agreements are signed only after quality/cost analyses are performed. Doğuş Otomotiv Business Ethics Principles are declared to the suppliers at the time agreements are concluded. The products requested from companies on contract are procured according to the scope of the agreement. After quality control, the products are either accepted or sorted.

Environmental Responsibility

Environmental Efficiency Activities

Ceiling fixtures in the office space were replaced with panel LED light bulbs to reduce energy consumption. A feasibility study is

ongoing to convert all conventional lighting systems, including projectors, to LED system.

To reduce water consumption, parts washing machines are used with chemically augmented, long lasting washing liquid. In 2017, TL 10,500 was paid for the leased chemically supported parts washing machine.

Furthermore, personnel shuttles are optimized with plans to cut down one shuttle to reduce emissions. The use of company vehicles by employees has also been optimized for savings. Furthermore, customers visiting the service center are informed about preventive measures and repairs performed with a view to reducing exhaust gas emissions.

Employees are regularly informed about consumption to further raise their awareness. A fruit and vegetable lot was created at the premises by the employees, who tend to the garden and develop it.

Waste Management

Waste management is followed with great care at Gebze Service. The wastes collected in the service area, the management floor and other locations are delivered to contracted companies for disposal in accordance with the regulations.

Lead battery waste is collected in separate containers and recycled. In 2017, approximately 3,050 kg of lead battery waste was recycled. Furthermore, approximately 20,800 kg of waste paper generated and nearly 16,270 kg of this waste was recycled. Lubricant waste is regularly delivered to Pet-Der for disposal. When we start the service process, we ask our customers whether they want to dispose of the replaced parts. If our customers do not take back the replaced parts, we take care of disposal on their behalf.

The technological devices that complete their economic life are delivered to Doğuş Teknoloji.

Product and Service Responsibility Customer Health and Safety

The customer waiting areas within the Gebze Scania service are positioned to be as far away as possible from danger. Walking routes are arranged according to OHS guidelines. Our customers are encouraged to stay away from the workshop areas and necessary warnings are issued.

During the delivery process, a dedicated specialist is assigned to explain the vehicle's technical structure, safe driving and other information. Furthermore, experts provide safe driving training to our customers. In addition, Traffic is Life! trainings are organized every other year.

Our customers' vehicles are tracked via satellite, and problems such as incorrect use, overloads and excess fuel consumption values are monitored and preventive information is provided.

Customer data are stored in the corporate system in authenticated and encrypted form.

Customer Satisfaction

Customer satisfaction is one of the greatest values of Gebze Service. We carry out activities on different channels to monitor and increase customer satisfaction. Every year, customer visits, calls by the independent survey company GfK, post-service satisfaction calls and service surveys are conducted regularly.

Škoda

Founded in 1989 to operate as the Turkish distributor of Škoda, and as a subsidiary of Doğu Otomotiv, Yüce Auto offers sales, aftersales and spare parts services for Fabia, Rapid, Rapid Spaceback, Octavia, Yeti, and Superb models with 42 Authorized Dealers and 3 Authorized Aftersales Centers across Turkey.

Customer can communicate their complaints and suggestions to via Doğu Otomotiv DIM lines and Scania's info email address. The complaints we receive are concluded within the same day and the relevant customer is informed of the outcome.

Employees Employee Health and Safety

The employees are regularly trained on occupational health and safety. In the event that they encounter a situation that threatens occupational health and safety, they have been informed by an open letter that they have the right to stop the work and that they would not be held responsible for such action. In situations that pose a risk for work safety, they have the right to not accept the work and they are repeatedly informed of this right.

Five employees are members of the employee health and safety committee, and they make up 10% of the total number of employees.

Employee Trainings

The trainings are delivered for all employees in three categories: trainings by the Training Department for centralized functions, technical qualification trainings, and OHS trainings.

Apart from business processes, our employees are also fully supported at Gebze Scania Service in their lifelong education processes. As of 2017 yearend, one employee attends Open University.

The main building of Yüce Auto, which has sold over 135,000 vehicles since its very first day, is built on total 2,200 m² of land in Maltepe. Škoda joined the Volkswagen Group in 1991 and increased the number of countries of operation to 100 in 2007.

Škoda's production plants are located in the Czech Republic, India, China, Slovakia and Russia while all cars sold in Turkey are imported from the Czech Republic. Yüce Auto Motorlu Araçlar Ticaret A.Ş. is a 50% Doğu Otomotiv affiliate.

Economic Responsibility Market Performance

The Škoda brand has shown remarkable performance over the last five years in terms of quality and quantity and completed 2017 ranking 13th in the Turkish passenger car market with 24,679 units sold.

Ethical Way of Doing Business

The Company has in place an ethical principles procedure and all activities are carried out in accordance with the Doğu Otomotiv Code of Ethics.

The entire audit mechanism is regularly monitored in compliance with laws and regulations related to corruption and conflict of interest. The Company is audited by Doğu Otomotiv every year for processes.

Environmental Responsibility Environmental Efficiency Activities

The Company uses LED lamps, washbasin lighting with motion sensors and outdoor lighting with timers to reduce environment-related consumption. The employees are informed about the use of electricity and water and how to reduce consumption when they are not needed while we strive to raise awareness among our employees in these issues.

We have placed recycling boxes for paper, plastics and battery waste in the company. Waste papers that accumulate in the collection area are regularly sent to Ayhan Şahenk Foundation. We work with DEHA, a biodiesel company for the disposal of lubricant waste.

Product and Service Responsibility Customer Satisfaction

In accordance with the Company's quality policy, applicable laws and regulations are observed diligently, and customer complaints and problems are addressed to ensure that customer rights are respected pursuant to Law No. 6502 on Consumer Protection. Whereas Law No. 6502 stipulates that temporary vehicles should be provided in place of vehicles that need repairs within the warranty period and that require more than 10 days for repairs, we offer these temporary vehicles free of charge for the owners of vehicles that will take longer than 24 hours to repair. Furthermore, customers who do not prefer temporary vehicles are offered free travel and accommodation opportunities.

Customer satisfaction surveys are regularly conducted to keep our customers' satisfaction at the highest level. Furthermore, IACS customer satisfaction calls and GfK customer satisfaction surveys are conducted on behalf of the Company at certain intervals. The road assistance requests, complaints, demands and wishes of the customers are met by the Value and Care Center (DIM), which also resolves the complaints and meet the requests received.

Employees

Trainings are provided every year to ensure the development of our employees. In 2017, our employees were given 199 man/day trainings in 17 different topics. In addition, our employees are provided with foreign language training support to contribute to their lifelong learning.

For the health and safety of employees, the Company has an Occupational Health and Safety Committee in place. All legally required practices are performed under the responsibility of the Committee, which consists of eight members. Seven of these members are Company employees and one is independent. The ratio of our employees who serve on the committee to the total population is 11%. The employees are offered health and life insurance.

An employee satisfaction survey is conducted every other year to measure the level of satisfaction among the employees. Any development areas identified according to the results are analyzed and improved according to plan.

Societal Responsibility

Škoda sponsored the “UNESCO World Heritage

vdf

Volkswagen Doğu Finansman A.Ş. (vdf) was founded in 1999 as a joint venture of Volkswagen Financial Services A.G. (51%) and Doğu Group (49%). Operating with the mission of “Developing and offering solutions to meet the financial needs of all the players within the automotive value chain,” vdf is Turkey's leading automotive financing company.

Economic Responsibility Governance and Ethics

The Company takes all necessary measures against corruption and conflicts of interest. The Company operates in accordance with the provisions of related legislation, particularly Law No. 6361 on Financial Leasing, Factoring and Financing Companies, Regulation on the Establishment and Operation Principles of Financial Leasing, Factoring and Financing Companies and Law No. 6502 on Consumer Protection. Besides complying with relevant laws and regulations, the Company also adheres to the ethical codes of Volkswagen AG and Doğu Otomotiv. The anti-corruption procedures and process controls constitute the first step of the measures taken. In the next stage, audits are conducted by the internal audit team. The outputs of audit reports and other inspections always include corrective/remedial measures.

Employees are reminded of the ethical principles through periodic classroom and

Road Bicycle Tournament” run from Ephesus to Bergama in 2017.

Another sponsorship of 2017 was the Istanbul marathon with the theme of ‘Running for Children’.

online (e-learning) trainings. All the employees participate in the online compliance training, which includes our ethical principles and anti-corruption issues. As of 2017 yearend, the ratio of employees trained in these topics through classroom trainings and e-learning modules is over 90%. In addition to the trainings, periodic updates and information on these topics are offered to strengthen the employees’ knowledge of these issues.

Environmental Responsibility Environmental Efficiency Activities

Aiming to raise awareness about saving energy and water among the employees, updates are regularly announced with the slogan “the people of vdf use their resources efficiently”.

In the selection of diesel vehicles for the Company, vehicles with the “AdBlue” feature are preferred while regular maintenance and inspections are carried out for all. In addition, personnel shuttle routes are regularly updated every year to minimize emissions as much as possible.

There are collection boxes for waste paper, battery waste and packaging waste in certain locations in each department. Waste paper, battery waste and other wastes are regularly collected and recycled. Our waste papers are collected once a week and delivered to Ayhan Şahenk Foundation and Kağıthane Municipality.

Product and Service Responsibility Customer Satisfaction

We carry out various customer-related activities at the Company to ensure that they are accurately informed, their information is protected and data privacy is guaranteed and to make sure that they benefit from our services in the best possible way. The brochures in the showroom, as well as the product descriptions on the website and in our mobile applications are presented in a clear and easy-to-understand format. Information forms about products and services, and policies are prepared in a detailed and descriptive manner. Any issues that make it difficult for the customer to understand are immediately revised.

Customer data is not shared with third parties other than the customer and the authorized institutions and the security of such information is ensured within the scope of security software and procedures by IT. Documents such as loan utilization agreement, payment plans and notice form prior to loan utilization are signed by the customers and originals are delivered to us. Such documents are kept in locked cabinets, checked in a short time while copies stored in the system and the originals are sent to the archiving company. There are people in charge of processes and all transactions are carried out under constant supervision.

Employees Employee Health and Safety

For the health and safety of employees working at vdf, there is an OHS Specialist whose services are procured within the scope of Occupational Health and Safety (OHS), and a Workplace Physician. The Occupational Health and Safety Committee is composed of 32 people including the Emergency Teams that completed the necessary trainings of the authorized institutions, and constitutes approximately 10% of the total number of employees. All employees are trained in employee health and safety. The OSH

Specialist and Workplace Physician gave 8 man/hours of training in 2017.

In addition, the private health insurance plan offered to employees is quite comprehensive and designed to cover a wide range of health problems and demands of employees during the year. The private health insurance plan includes a free annual check-up package, and employees can benefit from general health checks every year. In line with employee health practices, the drinking water and wastewater treatment systems were renewed following the workshops on these issues.

Employee Satisfaction

Employee satisfaction is a top priority for the Company. Among the benefits we offer to our employees are private health insurance, private life insurance, bonuses, graduate scholarships, foreign language support, earning leave as of entry, birthday leave, birthday gift, education catalog and task-based technical trainings.

The vdf life – human resources sharing platform – is at the forefront of our applications aimed at ensuring employee satisfaction and increasing loyalty. Through this platform, our employees can access all kinds of information they need. Within the scope of the vdf Employee Support Programs, employees are supported toward their graduate studies and foreign language learning as well as with technical trainings on topics such as chartered accounting, project management, business analysis, etc. Furthermore, we offer a long-term internship program called the ‘vdf Champs’.

vdf takes part in the “Stimmungsbarometer” (Idea Barometer) survey conducted by Volkswagen FS AG among all Volkswagen companies to measure employee satisfaction and the Great Place to Work rankings in turns. Meetings are held with various departments to evaluate the results of the Idea Barometer, and satisfaction areas/expectations/ proposals are discussed.

An internal customer satisfaction survey is conducted to increase the operational efficiency of the company and the outputs are shared with relevant departments and all Company employees. The vdf Employee Assembly (vdf Echo), established in 2016, continued to function in 2017 and organized a number of events.

However, the "vdf ce" suggestion system, which previously produced many results and led to radical changes, was unable to function efficiently for various reasons in 2017 and has been added to the 2018 Human Resources projects to acquire its former function.

Equality at Work

The topic of supporting women in professional life and creating equal opportunities within the

scope of Equality at Work Platform, a project of the Turkish Ministry of Family and Social Policies and supported by the Doğu Group, is followed by vdf Human Resources and Senior Management.

Along with all the other Doğu Group companies, vdf also responds to the "Equality at Work Follow-up Survey". At present, there is a balance between the number of male and female employees at every level within the Company.

For the 2017 performance of our affiliates in numbers, please visit:

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/sustainability-performance-of-subsidiaries>



CORPORATE SUSTAINABILITY BY SUPPLIERS

The Suppliers included in the 2017 report are: Bakırcı Otomotiv, Barış Makina, BASF, Daikin Türkiye, Eurest Services Turkey, Tes Konfeksiyon and Vog Tekstil.

Bakırcı Otomotiv

Number of Employees: 77
Total Area of Operations: 4,800 m²
Website:
<http://www.bakirci.com.tr/tr/default.aspx>

Bakırcı Otomotiv is an umbrella structure of six businesses that focus on the automotive sector and meet various needs of the industry. Bakırcı meets the requirements of the sector, which keep growing and gaining importance every day, with a holistic approach by offering architecture, service equipment, aftersales services, training, business development and software activities as a one-stop-shop system.

Bakırcı, with a strong reputation, brand image and the power the brands represented, identifies the needs of the automotive

aftersales services in Turkey accurately and generates optimum solutions, becoming a pioneer and an admired brand.

Bakırcı Otomotiv organizes its processes annually using ISO quality standards and is audited by TÜV SÜD. In 2017, the Travel Regulation has been introduced to regulate the employees' domestic and international travels.

The most important quality that Bakırcı Otomotiv values in the supply chain is to ensure that its product is in the standards of the world's leading automotive manufacturers. Utmost care is taken to ensure that product quality is high and that its activities and operations comply with the laws and

environmental regulations. However, suppliers are also considered in terms of working in accordance with the Doğu Otomotiv business ethics principles.

The company's efforts to reduce environmental impact include lighting with energy-saving light bulbs, buildings equipped with environmentally sensitive systems, taps with motion sensors, and shuttle route optimization. There are also informative announcements to

Barış Makina

Number of Employees: 75
Total Area of Operations: 11,500 m²
Website: <http://www.barismakina.com>

Barış Makina Otomotiv Ekipman San. ve Tic. A.Ş. has been operating in the fields of imports, marketing, service projects and training services in garage equipment for over 48 years. In addition to the buildings in İzmir and Istanbul, the third project, Istanbul Şerifali building, with an indoor space of 5,000 m² has started operating as the biggest training center in Europe. Barış Makina Otomotiv Ekipman San. ve Tic. A.Ş. provides sales, aftersales and technical services in all regions of Turkey.

Barış Makina holds ISO 9001: 2008 Quality Management System and ISO 14001: 2004 Environmental Management System certifications.

In supply chain management, the main expectations of the Company from its suppliers are an honest and reliable trade approach and maximum sensitivity for health and safety issues as well as the warranty conditions for the quality products and services they provide. The firms that act as distributors and dealers of the Company are those that produce globally acknowledged products and services and also carry out exemplary activities in aspects including human rights, working conditions and employee rights. In the selection criteria for procurement, compliance of the suppliers'

raise environmental awareness among employees. Waste Management is carried out in accordance with laws and regulations in cooperation with Beykoz Municipality.

Bakırcı Otomotiv provides necessary training for its employees in line with laws and regulations related to occupational health and safety, and offers regular employee health checks. In 2017, all employees of the Company were screened for health.

activities with local legislation, labor law no. 4857, social security law no. 5510 and occupational health and safety law no. 6331 play a determining role.

All environment-related aspects are managed and audited in accordance with the ISO 14001 Environmental Management System. Incandescent and fluorescent bulbs used in office lighting have been replaced with LED bulbs to reduce energy consumption and to use energy resources efficiently. Ambient lighting and the billboard were also converted into LED lighting fixtures. A compensation panel was installed to reduce energy consumption. Warehouses at different locations were combined into a single site to improve energy consumption, fuel usage and time management.

The most important improvements made in technological terms are the migration of the mail server and FTP server to virtual server environments. If the components (transformers, relays, etc.) on the cards removed from the electronic devices are in usable condition, they are checked with recovery logic without being sorted as waste and included back in the production process. In cases where visiting the customers on site is not required for technical service needs, a solution is found remotely, which saves considerable fuel.

In addition, the Company makes regular donations to the Aegean Forest Foundation annually for tree planting.

The products that are distributed and sold are CE-certified equipment and devices that have passed the European Union safety norms. Health and safety risks have been considered for each product and risk assessment studies have been conducted by the manufacturers to minimize or eliminate these risks.

The company conducts a customer satisfaction survey once a year and a regular Employee Satisfaction survey. In 2017, the result of the employee satisfaction survey was 80%. All obligations are fulfilled in accordance with Occupational Health and Safety laws and regulations.

Bariş Makina has a 'Suggest/Solve' suggestion system that aims to encourage employees to contribute to efficiency. Suggestions are

received from employees and evaluate at certain intervals. In addition to the trainings provided to ensure professional development of all employees, certain employees are sent overseas to visit the companies, whose products are distributed. Furthermore, all costs of employees who wish to attend foreign language courses are covered by the Company. Employees are not discriminated against on the basis of language, religion, race, gender, nationality, or ethnicity, etc. The company has adopted the equality principle.

Bariş Makine also develops activities in line with the needs of local communities for the development of the region where it operates. The parking lot in front of the company allocated for common use was tiled, fitted with lighting fixtures and water outlets were fixed. Approximately TL 22,000 TL was spent for these works during year. In addition, service equipment are donated to Industrial Vocational High Schools.

BASF

Number of Employees: 738

Website: <https://www.basf.com/tr/tr.html>

Sustainability is managed highly effectively within the strategies and operations of BASF, the world's largest chemicals company. In line with its mission statement, "We create chemistry for a sustainable future," BASF works toward achieving sustainable development goals by disclosing its performance in many areas in the annual sustainability reports.

BASF, which uses its resources responsibly and also produces responsibly, has been successfully included in the Dow Jones Sustainability World Index (DJSI World) for 17 times consecutively.

BASF is also regularly included in the FTSE4Good Index Series by the FTSE Group, which lists only the companies that are able to

meet the strictest social, environmental and corporate governance (ESG) criteria and consistently confirm/develop these aspects through regular assessments. BASF is the best of its class in terms of ESG among the chemical companies in the index.

BASF's unique "Verbund" (integrated production) approach is a good example of sustainable use of resources, saving resources and energy, minimizing emissions, reducing logistics costs and creating infrastructure synergies.

As another reflection of this approach, digitalization and intelligent production offer great opportunities for BASF. With the use of digital technologies and data, BASF creates added value for its customers while increasing efficiency and effectiveness in its processes. One of the most important examples

of this approach is the BASF supercomputer "Curiosity" (Curiosity), which has played a key role in R&D for the digitalization processes at BASF.

BASF strives to ensure that technological paintwork repair methods are applied in bodyshops of all customers that place satisfaction and savings awareness at their core as a priority and to maximize efficiency of bodyshops. The bodyshops that complete and implement the steps determined within the scope of Glasurit Bodyshop Process Excellence activities are certified.

Daikin Turkey

Number of Employees: 1,025

Total Area of Operations: 2,600 ³⁰ m²

Website: <https://www.daikin.com.tr>

After operating in Turkey through distributors since 1978, Daikin acquired Airfel's 100% shares in July 2011, and became a prominent player in the Turkish HVAC industry. Today, Daikin Turkey boasts the widest product range in the field of heating, cooling and ventilation in Turkey. Daikin and Airfel brands under the Daikin Turkey umbrella offer a broad range of products for the HVAC industry, including boilers, air conditioner units, panel radiators, fan-coil units, and air conditioning plants, etc. produced with the latest technologies to meet different needs. Daikin Turkey has launched the production of Daikin branded products in addition to Airfel brand at the Daikin Hendek plant, spread on 100,000 m² of land with of 42,000 m² of indoor space. Daikin Turkey, headquartered in Istanbul, serves a broad geographical area of Turkey with its six regional offices (Adana, Ankara, Antalya, Gaziantep, İzmir, Trabzon), 170 dealers, 500 sales points and 501 authorized after-sales services.

Daikin A.Ş. operates in line with its Quality Policy, and carries out all activities in

As part of the Glasurit Bodyshop Process Excellence activities carried out at all service points of Doğu Oto, which BASF has been serving since 2015, the bodyshops at Etimesgut, Çankaya, Bursa, Maslak, Kartal and Esenyurt service points have been certified to date.

Within the scope of the Glasurit Bodyshop Process Excellence, followed by the Doğu Oto Bodyshop managers and employees as well as the field officers of Glasurit Automotive Repair Paints, all service points have completed all stages with 100% success.

accordance with ISO9001:2008 Quality Management System. Kaizen and quality circle concepts are applied at Daikin Turkey to improve quality.

In addition to following Doğu Otomotiv's business ethics, corporate responsibility and all other operating principles, Daikin Turkey also considers business integrity, environment, human rights and fundamental labor rights when selecting its suppliers, and performs checks based on these criteria.

In 2017, Daikin Aftersales Services Department procured services, spare parts and products from 550 different suppliers across the country, and spent approximately TL 18 million on maintenance and repair services. Relevant sanctions, in accordance with the discipline provision in our procedures, are applied to companies in the supply chain that have a negative impact on the environment or human rights.

Daikin's environmental policy is built on the mission of "Enriching today, protecting the future". Daikin Europe plays an active role in environmental responsibility by closely following the parent company in Japan and

³⁰ Daikin FUHA 1,640 m²; Daikin Academy Building 2,225 m², Head Office 2,600 m² (Factory area is not included.)

introducing policies beyond official rules and regulations. Daikin is a global leader in its own segment in terms of its commitment to energy savings and environmental awareness and safety, complying with all applicable local and international regulations.

In 1998, Daikin Europe became the first HVAC manufacturer to earn ISO 14001 certification in Europe and expects all its subsidiaries to meet ISO 14001 requirements in all business processes. In 2002, Daikin Europe formulated its own response ahead of the EU directives on "Restriction of Hazardous Substances" (RoHS) and "Waste electrical and electronic equipment" (WEEE). Daikin Turkey takes these as reference in its operations in Turkey.

At Daikin, where business operations are guided by the slogan "Reduce, Recover, Reuse", utilization of all resources and energy consumption are constantly monitored and reviewed to sustain energy efficiency. Within the scope of Daikin Turkey's energy efficiency practices, activities are carried out to reduce the consumption of resources in accordance with the studies and analyzes conducted by energy methods engineers.

The engineers at Daikin Turkey participate as trainers in the trainings on the topic of energy efficiency in HVAC systems organized by the Ministry of Energy, General Directorate of Renewable Energy.

Daikin Turkey's head office is located in Turkey's first LEED Platinum certified high-rise, the Allianz Tower. The state-of-the-art faucets in the buildings provide water efficiency in international standards without sacrificing user comfort. With the efficient water faucets used in the buildings, reduction in water consumption has exceeded 35%.

Daikin is deeply committed to the "eco-design" concept, constantly striving to improve the "green" content in its products. The use of lead,

mercury and cadmium is reduced. The design department adopts the "green procurement" policy, which requires all material suppliers to declare that their products do not contain any material harmful to the environment.

Daikin constantly analyzes the production and packaging materials' use and recovery potential. For instance, damaged wooden European pallets are repaired and reused. The water used at the plant is treated before being delivered to the wastewater system while large quantities of sediment is separated as useful sludge for the cement industry. Battery waste is collected in battery boxes located at Akademi Maltepe, and delivered for recycling.

Employees are encouraged to separate hazardous materials such as trash, batteries and printer cartridges, and recyclable products such as paper and cardboard. Moreover, "ZERO Waste" and "ZERO emission" targets have been adopted by the manufacturing department at all stages of production.

Authorized service centers provide training on the proper use of HFC gases utilized in air conditioning systems in line with F gas regulation. In all countrywide visits including authorized service inspections and dealer visits, Daikin Turkey provides information about recycling waste, energy use and how coolants are used and collected. All wastes that may be result from company operations are processed in accordance with environmental policy.

Acting in line with Daikin Europe's environmental policies, Daikin Turkey has also developed its own local standards by taking European regulations and directives into account. To ensure continuous development of all environmental activities, Daikin has instructed all its subsidiaries to acquire the internationally recognized ISO14001 accreditation by the end of 2005.³¹

Daikin highly values the importance of service

³¹ For Daikin Environmental Report: <https://www.daikin.com.tr/Bultenler/Daikin-Europe-2017-Cevre-Raporu.pdf>

continuity, data privacy and the integrity of customers' or company's information assets. Accordingly, the ISO 27001:2013 system is established in the company, with constants checks of system availability and improvements where necessary.

Daikin Turkey is aware of how important the "human factor" to reach future targets. In addition to the periodic personality inventory applied for Daikin employees and the skill development programs specifically designed to improve the competence and managerial skills of employees based on the 360-degree assessment results, Technical, Professional and Legally Compulsory Trainings were conducted. In 2017, 952 people were trained for 12,684 hours in total. The goal for 2018 is to increase the contribution of blue-collar employees to the processes through special development programs for blue-collar employees.

Daikin Academy³²

All training activities under the umbrella of the Daikin Turkey Academy are held at the training building on the Maltepe campus in Istanbul, featuring one conference room, three practical, four theoretical classroom and one workshop. Since its inception, Daikin Academy has reached approximately 24,000 people with innovative applications and training content created to meet the needs of employees and stakeholders. Within the scope of the strategy determined until 2020, the goal is to provide training opportunities for 45,000 people. Daikin Academy is managed in line with the 5-year strategy plans by a professional team under the supervision of the Executive Board, which includes a number of department heads. The training content that Daikin Academy offers is prepared by considering the needs of employees and other stakeholders. In Daikin Academy, trainings are delivered to stakeholders through classroom applications, as well as field work, workshops and digital platform applications (e-platform, mobile webinars, etc.). The trainings in this scope are

³² <http://www.daikinakademi.com/>

aimed at primarily employees, dealers, and services along with distributors providing services in CIS countries, university students and customers. In-house trainers give 85% of the professional and technical development trainings.

Daikin radio hosts academic interviews with all employees according to an annual plan. Educators, psychologists, life coaches are invited to radio programs with the aim of taking development out of the classroom and making it accessible for all the employees. The employees who answer the questions in the program are rewarded by the academy.

The quarterly Santigrat Magazine, created with the contributions of Daikin employees, provides up-to-date Company information, latest news and industry news to the sector and employees. In addition, employee satisfaction survey is used to measure employee satisfaction levels during the year.

Daikin Sakura Project

Daikin Turkey launched the Sakura project in 2014 in cooperation with KOSGEB and Kal-Der to support university graduate women entrepreneurs to become business owners. With the Sakura Project, women entrepreneurs are first trained, and then launch their own businesses with the help of workplace support. The plan is to support 100 women to become business owners and launch their entrepreneurship careers by the end of the third year of the project.

Women Technicians Project

Following the success of the women entrepreneurs within the Sakura project launched in 2014, Daikin start the women technicians project in 2017 to train qualified women technicians for the predominantly male HVAC industry. The plan for 2017 is to train 40 women technicians until the end of the year to become qualified to work at Daikin Authorized Services and a further 120 in 2018.

HVAC Labs in Vocational High Schools

Daikin Turkey has been setting up training laboratories for the vocational high schools' HVAC departments to benefit. Schools selected during the planning period each year are supported accordingly.

Furthermore, the young people that graduate from the HVAC departments of these schools are offered job opportunities at Authorized Aftersales Services with the guidance of İş-Kur and after interviews in the respective schools.

Fuha Specialist Days

Fuha, the largest experience center in Europe, established by Daikin to serve the HVAC

industry is located in Turkey. The center organized free events including trainings and seminars, etc. aimed at the employees in the HVAC and energy sectors, university and vocational high school students and NGOs to contributing to the industry. The seminars and meetings, which customers, employees and all stakeholders can benefit from, are carried out periodically at Daikin Solution Plaza in Etiler, Istanbul under the 'sector specialist days' title. In 2017, a seminar was held on 'energy efficiency in commercial buildings and environmental impacts of refrigerants and new generation minimal harmful gases'. Daikin Turkey employees also publish articles on climate issues in trade publications.³³

Sofra Grup (Eurest - Compass Group)

Number of Employees: 1,102

Website: <http://www.sofragrup.com>

Eurest Services is a provider of support services for leading national organizations, offering "turnkey" solutions, all managed centrally.

In the Sofra Grup Integrated Management System, certification processes of standards and systems used by all departments are monitored by TSI, Compass Group and other external organizations while continuous improvements are made through internal and external audits. The Company holds the following quality certifications: Energy Management (TSE-EN-ISO 50001), Quality Management (TSE-EN-ISO 9001:2008), Food Safety Management (TSE-ISO-EN 22000), Environmental Management (TSE-ISO-EN 14001:2004), Occupational Health and Safety Management (TSE ISG OHSAS TS 18001:2014) and Customer Satisfaction Management (TSE ISO 10002 2014).

Sofra Grup ensures suppliers' compliance with health, safety and environmental standards through rigorous evaluations. In accordance

with environmental standards, the suppliers are also expected to be sensitive to the environment. Therefore, Sofra Grup explains the requirements to the suppliers during the agreement execution stage and conducts checks through third party audits and inspections.

Sofra Grup is a signatory to the United Nations Global Compact and carries out its operations by observing the Global Compact Principles.

Sofra Grup conducts its activities in accordance with business ethics principles, which are available at:

<http://www.sofragrup.com/getattachment/Kurumsal-Sorumluluklarimiz/Compass-Group-Aklak-Kurallari/Compass-Group-Ahlak-Kurallari.pdf.aspx>

At Sofra Grup, various activities are carried out across all departments to reduce the scale of environmental impact that may arise as a result of production and services according to the TSE ISO EN 14000 Environmental

Management System Standard, and to raise environmental awareness among all employees. The "Environmental Policy" is declared to all employees and relevant parties and environmental trainings are delivered to raise awareness.

As part of environmental sustainability activities, water saving equipment are used and water consumption is monitored. Automated sinks are installed for hand washing. In 2017, water savings amounted to 1,800 lt/person per year with the help of faucets with nozzles and faucet control systems.

In most countries, food constitutes over 15% of waste delivered to garbage dump sites, and decomposition of food waste results in release of methane, a gas 20 times more effective than carbon dioxide. Furthermore, disposal of food waste creates significant economic impact. Sofra Grup strives to reduce the impact of food waste, and implements the sustainable Trim Trax program to raise awareness and ensure reduction of food waste. Trim Trax is a waste reduction program for monitoring, measuring and reducing the food waste in the Sofra Grup kitchens. Designed to increase operational efficiency, raise awareness of food waste and reduce the environmental impact of these wastes, this program aims to reduce waste by making it more visible, give them a financial value, and offset the rising food costs. Trim Trax Program stands out with important features

such as allowing food waste to be monitored, measured and minimized on site, and providing the employees with the tools, perspective and a sense of belonging needed to minimize and monitor waste in the production process.

At Sofra Grup, customer feedback is received through customer surveys and operation managers in order to measure the satisfaction of the customers and ensure ultimate satisfaction. Customer Satisfaction Surveys and Analyses are carried out twice a year by an independent company.

Advisory meetings are organized with the aim of enabling employees to communicate their concerns about health and safety issues. Announcements regarding mass diseases are communicated when necessary and all the employees are provided health and safety trainings during the year in compliance with applicable legislation.

There is an active suggestion system within the company, allowing the employees to communicate their requests to the management. Every employee of the Sofra Grup has equal rights. Company policies ensure that all existing and prospective employees have the same opportunities regardless of their gender, race, skin color, religion, nationality, ethnicity, age, sexual orientation, marital status and disability.

³³ Daikin data include Head Office, Daikin Fuha İstanbul and Aftersales Service locations.

Tes Konfeksiyon

Number of Employees: 69

Total Area of Operations: 3,000 m²

Website: <http://www.tesltd.com.tr>

Tes Konfeksiyon Limited Şirketi was founded in 1993 in Istanbul, and is currently headquartered in Ataşehir. The company has branches in İstanbul, Ankara and Muğla in Turkey.

Tes Konfeksiyon takes into consideration whether suppliers operate in compliance with Doğu Otomotiv Business Ethics principles and informs the supply chain accordingly. When a situation in violation of the quality standards or ethical business conduct is identified in the supply chain, a warning is issued to correct it and if the violation is not remedied, the business relationship with the said party is terminated. The company acts in accordance with Doğu Otomotiv Code of Ethics in all aspects of business processes. Ethical rules are communicated to all employees. Furthermore, employees authorized to deal with corruption are trained while all transactions are recorded and supervised.

Tes Konfeksiyon does not accept gifts sent by suppliers or third parties pursuant to ethical principles. These stakeholders are instead asked if they wish to donate to charitable organizations such as Association of Children with Autism, THK, and Darüşşafaka, etc.

At Tes Konfeksiyon, energy saving LED bulbs and motion-sensor controlled lighting in less used areas are installed to save energy. In order to save water, pressure-reducing faucet systems are used. The drinking water in the company is provided via a water-saving filtering system.

The company acts in accordance with the regulations required for the recycling and

disposal of wastes and cooperates with Ataşehir for waste management. In 2017, approximately 325 kg of waste paper and packaging were recycled.

All the brands of which the company is a distributor are investigated and checked for whether all health, safety, principles, etc. are audited or not. If no adverse situation for customer health and safety is identified in inspections, business is carried out with those companies.

The company works with an occupational safety specialist for the health and safety of employees. In the Company, where 5% of the employees in total receive first aid training, the occupational safety specialist provides detailed training on other health and safety issues in 3-month periods.

During the year, employees receive trainings on a number of topics including product and sales strategy, ethical principles, and occupational safety. Each employee participates in training programs four times a year. The trainings that employees want to participate in for personal development are supported by the Company in terms of both material and time resources.

In 2017, Tes Konfeksiyon undertook the construction of the pavement in front of the company building to support the development of the region where it operates.

Furthermore, in relation to its field of operations, the Company sponsors sporting events such as sailing races, runs and surf competitions. In 2017, the Company donated products worth TL 25,000 and TL 11,000 in cash for the Sailing Team of Sports Federation for the Disabled.

Vog Tekstil

Number of Employees: 54

Total Area of Operations: 2,500 m²

Website: <http://www.vogtekstil.com.tr/tr/>

Vog Tekstil, founded in 1996 in Istanbul, is a manufacturer specializing in the field of customized textile products including t-shirts, polo shirts, sweatshirts, fleece jackets and hats. It is a joint stock company with one shareholder.

In selection criteria applied to supply chain management, Vog Tekstil prioritizes such factors as providing quality products and services, customer service and after sales follow-up and meeting support requests, offering affordable prices quickly, and responding to possible problems swiftly and positively. Furthermore, suppliers that are certified for and comply with laws and regulations related to vital issues such as child labor, unregistered labor, illegal labor, unhealthy working environment are preferred particularly for clients like Doğu Otomotiv and foreign buyers. These terms are included in the agreements sent to the suppliers to accept and sign.

Vog Tekstil started to use LED luminaries and lighting fixtures with motion sensors in its buildings along with low energy consuming light bulbs across the Company in order to save energy. Additionally, employees are encouraged to become more aware of energy saving as unused lights are turned off, even during breaks, with the slogan "Turn off when not in use".

Waste paper disposal and waste separation activities at Vog Tekstil are carried out in cooperation with the municipality.

Vog Tekstil follows global standards in product safety and customer health issues. Certificates are requested from suppliers of dyes, yarns and fabrics used in production after fabrics are selected and before production starts, recorded and shared with the customers. Domestic production is also checked for certification. The Company exercises due diligence and sensitivity to ensure that the dyeing plants and fabric production facilities that supply the materials comply with the health regulations.

Vog Tekstil cooperates with the municipality to contribute to the infrastructure of the region where it operates. In 2017, the Company supported the infrastructure and water outlet works carried out in its street. Fiber Internet infrastructure was brought to the district where the Company is located in 2017, and Vog Tekstil helped to facilitate the necessary activities.

Vog Tekstil sponsor events related to children and education. As part of charitable contributions, branded products are produced for NGOs. Furthermore, excess stocks of products without logos are sent to selected schools or other people in need across Anatolia.

CORPORATE SUSTAINABILITY BY AUTHORIZED DEALERS AND AFTERSALES SERVICE CENTERS

We started sharing strategies and carrying out awareness raising activities related to sustainability with our Authorized Dealers and Aftersales Service Centers, as a priority stakeholder group within Doğu Otomotiv's sphere of influence, in 2014. By increasing the number of Authorized Dealers and Aftersales Service Centers included in our Sustainability Report to 21 in 2017, we are accelerating our efforts for spreading our development goals for corporate sustainability wider.

The following Authorized Dealers and Aftersales Service Centers are included in the 2017 Corporate Sustainability Report: Acarlar Otomotiv Tic. ve San. A.Ş. (İstanbul), Acarsan Audi (Gaziantep), Aldo Otomotiv Servis İnşaat Taahhüt Turizm Gıda San. ve Tic. A.Ş. (Mersin), Altur Otomotiv San. ve Tic. A.Ş. (İstanbul), Attarlar Otomotiv A.Ş. (Konya), Avek Otomotiv Servis San. ve Tic. A.Ş. (İstanbul, Çanakkale), Aykan Servis Otomotiv San. Tic. Ltd. Şti. (İstan-

bul), Başaran Otomotiv Otelcilik Tur. İnş. San. ve Tic. A.Ş. (Isparta-Fethiye-Alanya-Merkez, Başaran Antalya Döşemealtı (Scania), Alvin Otomotiv), Demoto Demireller Otomotiv Pazarlama Maden İnş. San. ve Tic. Ltd. Şti. (Afyon-Kütahya-Manisa), Erel Otomotiv İnşaat San. ve Tic. A.Ş. (İstanbul: Kadıköy, Maltepe), Kayadibi Otomotiv Tic. ve San. Ltd. Şti. (İstanbul), Lena Otomotiv San. ve Tic. A.Ş. (Aydın-Muğla), MBU Yapı Otomotiv San. ve Tic. Ltd. Şti. (İzmir), Mercan Satış ve Servis Hizmetleri Tic. Ltd. Şti. (Edirne Merkez, Keşan), Opat Otomotiv İnşaat Elektronik Tur. Gıda Paz. San. Tic. A.Ş. (Mersin: Mezitli, Tarsus), Özön Petrol Ürünleri Otomotiv Nakl. İnş. San. Taah. Ltd. Şti. (İstanbul, Samsun), Şenyıldız (İstanbul: Yenikapı, Nişantaşı, Topkapı), Tamaş Motorlu Araçlar San. ve Tic. Ltd. Şti. (İstanbul: Topkapı, Bakırköy), Uzay Oto A.Ş. (İstanbul), Vimsa Otomotiv San. ve Tic. A.Ş. (Şanlıurfa), Vosmer Otomotiv Tic. ve San. A.Ş. (İzmir: Alsancak, Gaziemir).

Acarlar Otomotiv

Number of Employees: 166
Operational Territory: İstanbul
Total Area of Operations: 20,500 m²
Website: <http://acarlar.vw.com.tr>

Apart from ISO 9001 quality standards and TSE 12047 standard, Acarlar Otomotiv fully applies Volkswagen AG and Doğu Otomotiv quality standards as well. Several business processes within the organization are monitored with the support of internal audit experts. Having established the Human Resources Department in 2017, Acarlar Otomotiv plans to conduct the first employee satisfaction survey in 2018. In supply chain management, the Company regularly monitors its suppliers for compliance with the legal rights of all employees as well as

occupational health and safety legislation.

Acarlar Otomotiv completed the conversion of the entire lighting system into LEDs in 2017 with the aim of reducing its environmental impact. In addition to a Company concept designed to benefit from daylight in the most efficient manner, Acarlar Otomotiv also strives to maximize energy efficiency through lighting systems with motion sensors in the warehouse and parking areas, as well as employee computers, all configured to automatically shutdown at the end of the day. The Company also provides information about the fact that increased energy costs would reflect negatively on profitability to raise environmental awareness among employees.

Technical studies on treating and reusing the consumed water are ongoing at Acarlar Otomotiv. With 86% of the Company's water consumption resulting from car wash service, awareness raising and improvement activities are also carried out within the same scope. Acarlar continues to cooperate with Anel Doğa and Vebsan for waste management and also supports composting its organic waste at the waste treatment plant built in cooperation with Beykoz Municipality as part of the zero waste project to be used in efficient agriculture and gardening. The plant converts 950 kg of organic waste into compost monthly. Furthermore, the Company delivered 2,111 kg of battery waste to Vebsan for recycling purposes.

Acarlar provides advanced driving techniques trainings for service consultants and foremen and also conducts periodic surveys through an independent firm in addition to regular assessments of Doğu Otomotiv and Volkswagen AG to measure customer satisfaction.

Acarlar Otomotiv employees are entitled to 10% of company profits along with a number of fringe benefits. The Company also extends financial assistance in the event that an employee is in need to be paid back in affordable installments. Employee development trainings on various topics including sales and aftersales, and occupational health and safety amounted to 2,108 hours in total.

Acarlar Otomotiv informs all new employees and declares that all people have the right to an equal, free and dignified life, without discrimination against gender, race, skin color, religion, language, age, nationality, difference of opinion, national or social origin, or financial standing, etc.

In 2017, Acarlar Otomotiv donated TL 17,450 in total to nine foundations, associations and clubs in the region where it operates.

Acarsan Audi

Number of Employees: 88
Operational Territory: Gaziantep
Total Area of Operations: 4,000 m²
Website: <http://www.acarsanaudi.com>

Acarsan Audi strives to use new systems to reduce environmental impact and employees are informed about environmental issues. Acarsan Audi, which disposes of and recycles the wastes it generated in accordance with the laws and regulations, delivered 1,265 kg of battery waste, 1,180 kg of worn tires, 1,075 kg of waste filter and 16,160 lt. lubricant waste to licensed organizations for disposal in 2017.

In 2017, 11 employees without vocational qualification certification were supported to obtain their certificates and qualification of all

mechanical technicians was completed.

Acarsan Audi rewards its employees in various ways throughout the year to ensure employee satisfaction and maximize motivation. In this context, Acarsan Audi presented plaques to employee who completed five years at the Company or achieved the highest scores in performance appraisals while four people from the sales, aftersales, accounting and fleet departments were awarded as the most successful employees of the year. Furthermore, one of these four won the award for employee of the year.

Acarsan Audi sponsored Gaziantep Tennis Club (GATİK) in 2017.

Aldo Otomotiv

Number of Employees: 41
Operational Territory: Mersin
Total Area of Operations: 3,519 m²
Website: <http://www.aldootomotiv.com>

Aldo Otomotiv has declared that in selecting suppliers, the Company considers the environmental, human rights and employee rights practices of the firms in addition to other quality and efficiency expectations. The Company also states that detailed information about discrimination and human rights is included in the Human Resources Manual. Aldo Otomotiv uses the Doğuş Otomotiv Code of Ethics as reference in its business processes.

Aldo Otomotiv uses LED bulbs, lighting systems with motion sensors and low energy consuming air conditioning systems for energy efficiency. Activities to reduce water consumption include replacing the faucets and installing urinals with sensors. Aldo Otomotiv separates and disposes of wastes in accordance with laws and regulations, and sends the replaced parts to disposal companies after obtaining the customer's approval.

Adopting the BCS (Beyond Customer Satisfaction) approach, the Company aims to provide personalized service for customers and inquires about their specific requests to be made available at the time of appointment.

The Company employs an occupational health and safety specialist and a workplace

physician. Health and safety issues are addressed within the framework of applicable legislation. Additionally, Aldo Otomotiv employs the services of a dietitian to support employees for healthy nutrition. The dietitian visits the Company every week and meets with people who have weight issues to create diet lists and coach them. Currently, 20 employees benefit from this service. Other opportunities offered for employees include children's playroom at the workplace under the supervision of a nursery assistant, birthday leave, birth and wedding gifts and house moving support.

The Company covers the cost of personal or professional development trainings that the employees wish to attend and also extends support toward completing high school or university education. As a performance management system, Aldo Otomotiv uses the D-Human system for the last two years and also conducts employee satisfaction surveys at regular intervals.

Aldo Otomotiv makes regular donations to Lösev and Kızılay every year. In 2017, donations amounted to TL 10,000 for these institutions. Moreover, 24 university students are granted TL 150 each per month as scholarship. Aldo Otomotiv also promotes corporate volunteering and encourages employees by allowing them to visit nursing homes, orphanages and pediatric leukemia hospital at certain intervals during working hours.

Altur

Number of Employees: 239
Operational Territory: İstanbul
Total Area of Operations: 35,000 m²
Website: www.alturoto.com

Altur Otomotiv San. ve Tic. A.Ş. started to serve its customers as Authorized Dealer and After-sales Service Center for Volkswagen and SEAT

brands in 2005, and later added Fleet Rental to its range of services and became a DOD reseller of used vehicles in 2006. Altur Otomotiv became an Authorized Skoda Dealer in 2014, increasing the number of brands in its portfolio to four. Altur Otomotiv operates in Yenibosna, a district in İstanbul's European side.

Altur Otomotiv manages all processes according to TS12047 and ISO 9001 standards and also considers Doğuş Otomotiv's Business Ethics principles in supplier selection criteria.

Altur Otomotiv utilizes smart building systems to achieve energy efficiency. The building where the Company operates features lighting fixtures that change intensity depending on changing daylight, and motion sensors to conserve electricity.

Altur separates the waste it generates as hazardous and non-hazardous waste, and regularly delivers them to the licensed organizations for proper disposal in accordance with applicable laws and regulations. In 2017, Altur delivered approximately 2 tons of paper waste for recycling.

Attarlar Otomotiv

Number of Employees: 66
Operational Territory: Konya
Total Area of Operations: 8,523 m²
Website: <http://www.attarlar.com.tr>

Attarlar evaluates suppliers, which are considered a priority in terms of quality standards, within the scope of environmental, human rights and employee rights practices. In 2017, Attarlar continued to develop dialogue platforms with stakeholders at regular intervals.

The Company uses energy saving light bulbs and lighting systems with motion sensors to reduce energy consumption and also informs its employees about the issue. Attarlar built a new area for storing waste in 2017 and prepared a three-year waste management plan, which was submitted to and duly approved by the Provincial Directorate of Environment and Urban Planning in Konya. The Company manages waste in compliance with applicable laws and regulations and works with licensed organizations for waste disposal.

Altur informs customers about the emission levels of vehicles during the sale process, indicating that vehicles are getting lighter with every new model and the practice of using recycled materials is spreading.

Altur acts in compliance with laws and regulations related to occupational health and safety. The Company conducts employee satisfaction surveys annually to achieve ultimate employee satisfaction and makes improvements where necessary according to survey results.

Trainings aimed at developing employees are provided by Doğuş Otomotiv according to the standards determined by Volkswagen AG. Performance appraisals of the employees are carried out via the D-Human Performance Appraisal System and employees are later informed of the results.

In 2017, Attarlar employed a dedicated customer consultant to improve customer satisfaction. Attarlar also increased the number of spare parts employees to provide faster and better quality service for its customers and also employed a separate individual to be in charge of workshop planning.

In 2017, the Company provided 12 man/hours training on occupational health and safety and further 4 man/hours of fire training. Attarlar employees receive refresher trainings about emergencies every six months. In 2017, 5 employees received a total of 40 hours of first aid training.

Attarlar Otomotiv employees attend professional development trainings in certain periods. All workshop employees are also encouraged to hold at least high school diplomas. In 2017, most of the employees earned professional qualification certification. For this purpose, the Company worked with Bakırcı Otomotiv, an authorized certification body that provides exam and certification services for national qualifications.

Attarlar managers attended career days organized for the students of Vocational High School engine department in December 2017

Avek Otomotiv

Number of Employees: 598

Operational Territory: İstanbul and Çanakkale

Total Area of Operations: 95,000 m²

Website: <http://www.avek.com.tr/tr>

Avek Otomotiv, which opened its second branch in İstanbul in 2017, carries out its activities according to TSI and ISO standards. The Company acts in line with Doğu Otomotiv standards when selecting suppliers and requires them to submit occupational health and safety documentation along with standard documents.

Avek Otomotiv declares that savings of up to 35% can be achieved with the LED luminaires and lighting systems with motion sensors for more efficient use of energy. Avek collects and disposes of wastes in accordance with laws and regulations and conducts awareness-raising activities to reduce paper consumption. Avek also cooperated with the Mind Your Waste Foundation and placed informative and motivating posters in locations around the premises where they could be easily seen by both employees and customers.

Avek Otomotiv installed ramps in all showroom entrances for easy access of customers with

Aykan Otomotiv

Number of Employees: 358

Operational Territory: İstanbul

Total Area of Operations: 76,250 m²

Website: <http://www.aykanmotor.com.tr>

Aykan Otomotiv uses ISO, Q-Check and Phantom test standards to improve service quality every day.

Aykan Otomotiv reinforced roofing with transparent sheets to make maximum use of daylight. The Company is also developing a

and spoke with the students about the industry.

disabilities and built a disability-friendly. Wheelchair is available in the Company for the elderly and people with disabilities.

A suggestion system that allows the employees to share their suggestions and requests related to business processes directly with senior management is available on the Company intranet.

As part of the cooperation with Koruncuk Foundation, Avek Otomotiv makes donations on behalf of customers who purchase from the Company. With this program, TL 10,000 in total was donated and the customers were presented donation certificates. The Company also donated TL 150,000 to amateur sports clubs in Çanakkale, TL 5,000 to Tema Foundation and TL 10,000 to the Turkish Education Foundation (TEV).

Avek Otomotiv continues to support the Volkswagen Avek Training Laboratory at the Borsa İstanbul Başakşehir Vocational and Technical Anatolian High School. The Company donated TL 80,000 throughout the year to meet various needs. Avek Otomotiv also hires interns from the Şişli, Bağcılar and İkitelli Industrial Vocational High Schools every year.

solar power project for using renewable energy resources.

Aykan Otomotiv carries out waste management in accordance with applicable laws and regulations. Aykan renewed the waste/clean lubricant tanks in 2017 and placed them inside concrete housing to prevent lubricants from penetrating the soil. Aykan Otomotiv informs employees during company meetings about saving energy and the ecological environment.

Aykan Otomotiv started conducting regular employee satisfaction surveys in cooperation with Doğu Otomotiv and now monitors the results. Aykan Otomotiv employees can communicate opinions and suggestions to the management via the Company intranet.

There is an active and systematic suggestion system in place and a suggestion committee in the Company. Aykan Otomotiv supports employees, who are students of open high school and open university by giving them paid

Başaran Otomotiv

Number of Employees: 377

Operational Territory:

Isparta-Fethiye-Alanya-Antalya City Center

Başaran Otomotiv regards environmental awareness as an important attribute for suppliers. The Company also considers criteria such as ensuring health and safety, waste disposal practices and availability of recycling certificates in selection and audit processes.

Başaran Otomotiv uses lighting fixtures with photocell in common areas and timers in central locations along with energy saving lighting systems in showrooms and workshops to reduce energy consumption. The Company also carries out various activities to consume less water. A separate tank with a regulator is used in the car wash area to minimize unnecessary water use. Başaran Otomotiv built a wastewater treatment system in cooperation with the Ministry of Environment and Urban Planning. Başaran Otomotiv has installed exhaust gas absorption systems to protect the workshop employees' health while servicing the vehicles in the workshop and to prevent harmful gases from being released to the environment.

The Company disposes of or recycles wastes in cooperation with licensed organizations in

leave when needed. The Company started to work on transforming the performance system into a manageable process in 2017.

Aykan Otomotiv, which built the Vocational and Technical Anatolian High School in Besni, Adiyaman and then turned it over to the Ministry of Education, continues its support. The Company contributes to job creation by participating in platforms such as employment fairs, career days and also taking part in İşkur projects.

accordance with laws and regulations.

At Başaran Otomotiv, sales representatives explain in detail the importance of using safety belts and observing safe driving distance for the customers, and the importance of disabling the passenger airbag for child seats or children traveling in the front for families with children and provide similar information during pre-sales test drives.

During the year, career days, which the interns also attend, are organized while employees are provided information to make their career plans for the future. Başaran Otomotiv also supports employees studying in open schools with paid leave during working hours if needed. The opinions and suggestions of employees emailed to birfikrimvar@basaranoto.com.tr are collected and evaluated.

Başaran Otomotiv provided financial support for the construction of a school in the region where it operates. In addition, student scholarships in certain ratios are provided. Başaran Otomotiv employees participate in the annual Runatolia marathon voluntarily and transfer the donations they receive to charitable institutions.

Demoto

Number of Employees: 63
Operational Territory: Afyon-Kütahya-Manisa
Total Area of Operations: 8,000 m²
Website: <http://demotomanisa.vw.com.tr>

Demoto considers business ethics as its main priority and manages all operational processes in accordance with Doğu Otomotiv Code of Ethics.

The Company carries out its activities in compliance with energy efficiency and waste management laws and regulations and regularly informs its employees to raise their environmental awareness.

Demoto employs the services of a specialist firm for occupational health and safety. Regular occupational health and safety checks and inspections are conducted within the

Company. During the year, the Company provides necessary trainings by occupational health and safety specialists.

Demoto conducts an employee satisfaction survey to learn about employee expectations during the year. Based on the results obtained, employees are contacted one to one and necessary corrections and improvements are made. Furthermore, suggestions submitted by employees are evaluated and the ones deemed viable are implemented.

Demoto creates employment in the region where it operates and also grants scholarships and supports people and families with limited financial means. The Company donates TL 1,500 to the Afyon Education Foundation on a monthly basis.

Erel Otomotiv

Number of Employees: 325
Operational Territory: İstanbul: Kadıköy, Maltepe
Total Area of Operations: 20,000 m²
Website: <http://www.erelotomotiv.com.tr>

Erel Otomotiv, which diligently meets all the quality standards and audits of Doğu Otomotiv and manages the related processes, updated its website and opened official social media accounts in 2017, taking another step in managing customer communications professionally.

Erel Otomotiv considers issues such as human rights and employee rights in supplier selection and includes provisions regarding occupational health and safety in supplier agreements.

Erel Otomotiv also carries out various awareness raising activities within the scope of energy efficiency. Erel Otomotiv's Audi

showroom features a smart panel system and lighting for efficient use of daylight. The Company works with a consultancy firm to reduce electricity consumption and achieve more efficient energy use. In order to reduce water consumption in the Company, awareness raising activities are carried out among the employees and equipment are used to save water.

Erel Otomotiv, which manages wastes in compliance with laws and regulations, delivered 3,500 kg of waste paper and 12 kg of battery waste for recycling in 2017.

Erel Otomotiv takes all necessary precautions in line with occupational health and safety laws and regulations and provides trainings for employees. In 2017, 280 employees were trained for 4 hours each, amounting to 1,120 hours in total.

Erel Otomotiv conducts an employee satisfaction survey annually to cover all employees, and necessary actions are taken based on survey results. Accordingly, a suggestion box is available in the Company to collect and evaluate the employees' suggestions. Adopting the principle of equal rights for equal work, Erel Otomotiv established the Internal Audit Department in 2015 to prevent corruption and manage ethical

processes properly.

Erel Otomotiv makes donations to various charitable organizations throughout the year and grants monthly scholarships to 9 university students. The total amount of scholarships granted in TL 20,000. Furthermore, the Company purchase three servers in 2017 and donated them to Tuzla Vocational and Technical Anatolian High School.

Kayadibi

Number of Employees: 71
Operational Territory: İstanbul
Total Area of Operations: 9,500 m²
Website: <http://www.kayadibi.com>

Kayadibi Otomotiv, an Authorized SEAT Dealer since 1999, continues to provide quality service for its customers in İstanbul, operating also as Skoda Authorized Dealer and Aftersales Service Center since 2009.

In 2017, Kayadibi Otomotiv completed the construction of a new meeting room in the service department and a separate office division for customer representatives. A new car park area has been leased for service clients and the façade of the service building has been updated according to the new corporate identity.

Kayadibi Otomotiv provides periodical training

for sales and service consultants using product presentations. Customer Satisfaction surveys are conducted by employees in charge of surveys in relevant departments using the standardized questions of the brands.

Kayadibi Otomotiv, which has implemented all kinds of dialogue platforms to maintain ultimate employee satisfaction, regularly conducts employee engagement surveys within the scope of the DRIVE program of Doğu Otomotiv Human Resources Department.

Kayadibi Otomotiv complies with occupational health and safety legislation and provides necessary for the employees. In addition, wastes are delivered licensed organizations for disposal in accordance with Doğu Otomotiv standards.

Lena Otomotiv

Çalışan Sayısı: 173
Faaliyet Bölgesi: Aydın, Muğla
İnternet Sitesi: <http://lena.vw.com.tr>

Lena Otomotiv, which operates in accordance with international quality standards, has established an audit department to ensure that ethical principles are observed. Business ethics is a systematically managed process in the Company.

For efficient energy use at Lena Otomotiv,

control mechanisms have been established within the Company and necessary investments have been made. Additionally, awareness-raising activities continue in the Company. Lena Otomotiv, which delivers its waste to licensed organizations for disposal in accordance with laws and regulations, completed the construction of a hazardous waste storage facility in 2017. TL 10,708.40 was paid in total to recycle or dispose of hazardous wastes in 2017.

Lena Otomotiv employees received safe and economic driving training as part of Doğu Otomotiv's Traffic is Life! Platform. The Company aims to provide a healthy work environment for its employees and improve their workspaces in line with its development strategy. Occupational health and occupational health trainings are provided by professional specialists. An info meeting was held to raise awareness of mass diseases as part of joint activities with Provincial Health Directorate and Occupational Health and Safety specialists.

Lena Otomotiv conducts surveys to measure and evaluate employee satisfaction. Using the suggestion system in the Company is encouraged regularly and suggestions are

Mercan Otomotiv

Number of Employees: 77
Operational Territory: Edirne Merkez, Keşan
Total Area of Operations: 900 m²
Website: <http://mercan.vw.com.tr/>

At Mercan Otomotiv, companies that are recognized or come with a reference are evaluated with priority in supplier and in addition quality products and services, companies are also questioned for their compliance with occupational safety and legal regulations. Quality, health and safety certifications are requested from suppliers. Furthermore, compliance with Doğu Otomotiv business ethics principles takes precedence.

Mercan Otomotiv carried out various activities to raise awareness and provide information throughout the year and also made investments such as installing lighting fixtures and faucets with motion sensors, switching to smart meters in natural gas system and energy saving server to reduce energy and water consumption.

evaluated systematically. As part of the training management system, training needs of employees are analyzed and orientation training, professional training, OHS training and personal development training are provided. Lena Otomotiv regularly contributes in cash and in kind to Hacı Celal OTO and Hacı Leman OTO elementary schools built in the name of the Company's elders. Furthermore, the Company offers support to the Social Services and Child Protection Agency, and the Aydın Youth and Sports Club. Aydın Mimar Sinan Industrial Vocational High School and the Apprenticeship Training Center are supported with parts and training tools for educational purposes with the approval of Doğu Otomotiv. The Company employees voluntarily donate blood to Kızılay Blood Center each quarter.

In accordance with the Ministry of Environment and Urban Planning regulation, Mercan Otomotiv stores all hazardous wastes in line with disposal regulations and carries out regular disposal through a licensed company. In 2017, 3,320 kg of waste paper, 980 kg of oil filter waste, 906 kg of lead battery waste and 13,522 kg of used engine and gearbox lubricants were recycled.

To measure the satisfaction levels of employees, Mercan Otomotiv regularly conducts surveys every six months, and the necessary corrective actions are taken together with the human resources department. Employees are provided with the opportunity to develop by identifying their individual training needs. Employees taking distance learning exams are granted paid leave within working hours.

Mercan Otomotiv, in cooperation with the Ministry of National Education, offers the students of Vocational High Schools internship opportunities three days a week with paid insurance.

Mercan Otomotiv also invested in the landscape design of the 112 emergency medical service buildings in Keşan and Enez in Çanakkale province. During the year, the Company donated approximately TL 10,000 to

associations and institutions such as Edirne Technical Industrial Vocational High School Aid Association, Edirne Turkish Music Association and Turkish Kosovo Student Solidarity Association.

MBU

Number of Employees: 51
Operational Territory: İzmir
Total Area of Operations: 3,750 m²
Website: <http://www.mbu-seat.com.tr>

MBU Yapı Otomotiv San. ve Tic. Ltd. Şti. was established in 1991 in İzmir. In 1993, MBU started working with Doğu Otomotiv as authorized dealer of SAAB, General Motors and Opel brands. The Company has been providing sales, aftersales and original spare parts services of SEAT since 1997, DOD (Doğu Oto) and vdf (Volkswagen Doğu Finans) services since 2000 and MBU Insurance Brokerage Services since 1991 in ISO 9001 standards with a large team of customer-focused and experienced employees.

MBU also considers environmental and human rights and employee rights practices and structures within the scope of supplier selection and evaluation criteria. Furthermore, compliance with health and safety legislation and holding ISO and TSI, etc. certification are taken into account in evaluating suppliers. Additionally, suppliers are also expected to comply with waste management regulations for waste disposal. Suppliers are also checked in terms of whether they work with companies licensed by the Ministry of Environment and Urban Planning for waste disposal and for the suitability of waste storage sites. Suppliers are further investigated for regular training of employees regarding waste management and occupational health and safety. It is important for suppliers to ensure employee satisfaction in order for MBU to consider them.

MBU Otomotiv has replaced all light bulbs

with LED luminaires starting in 2015 to achieve energy savings. Since 2017, servers have been virtualized to save significant amount of energy. The goal for 2018 is to hand information signs in work areas to reduce water consumption.

At MBU, the filters in the paint oven shaft are replaced regularly and necessary measures are taken to minimize the carbon dioxide released into the environment. In 2017, an agreement was reached with a fuel supplier, which uses a special 4th generation additive that produces lower emission when burned, and all Company vehicles started to buy fuel from that company's stations.

The replaced parts of all vehicles that come to MBU aftersales service for maintenance and repairs are delivered to companies licensed by Ministry of Environment and Urban Planning for disposal after the owner's approval is obtained. The National Waste Transportation Form is filled with specific information about the waste such as type, quantity and weight, etc., and wastes are delivered to the licensed company.

Paper, cardboard and packaging wastes are delivered to Kaya Varger, a company licensed by the Ministry of Environment and Urban Planning and on contract with Gaziemir Municipality, for recycling. The amount of waste paper (paper, cardboard, packaging) sent to recycling 2017 was 1,755 kg. MBU houses a wastewater treatment plant that treats and pumps the water used in the workshops and in car wash to the duct system of the İzmir Metropolitan Municipality.

Lubricant waste is delivered to the contracted organization (PetDer) while battery waste is regularly collected and sent to Aküder for recycling. The amount of battery waste delivered to Aküder in 2017 was 1,139 kg.

Safe and economic driving trainings are regularly provided for MBU employees twice a year for two hours. There is an open suggestion system in the Company available to employees at all times. All employees are given occupational safety training every six months and fire training once a year. In addition to the trainings, employees are also regularly screened by a physician. All employees are offered regular blood work ups.

Opat Otomotiv (Aldo Grup)

Number of Employees: 116

Operational Territory: Mersin: Mezitli, Tarsus

Total Area of Operations: 6,000 m²

Website: <http://opat.vw.com.tr>

Opat takes into account environmental, human rights and employee rights practices of companies in supply chain management and how they are structured in these aspects. In order to achieve an efficient and peaceful work environment, the Company expects its employees to act in accordance with the internal regulations, procedures, principles and guidelines and the provisions of the legislation to create a disciplined business environment.

In the 'Working Rules and Managers' Responsibilities' section under the main heading Discipline Actions in the Human Resources Manual of Aldo Group, the parent company of Opat Otomotiv, rules and principles clearly state the all diversities including religion, race, health, physical ability, gender, and marital status, etc. should be respected and mobbing and harassment of employees is strictly forbidden.

Solar panels have been placed on the roof of Opat Otomotiv, which has been investing in energy efficiency activities for many years. When this investment is completed, it is

The Company carries out activities for the development of employees. Meanwhile two workshop employees enrolled in high school, with registration fees covered by the Company. Employees are allowed leave to study during exam periods or to take the exams. Two white-collar employees were encouraged to complete their remaining university education and one graduated in 2017.

MBU donated TL 5,000 to KİTVAK (Foundation for the Establishment and Development of Bone Marrow Transplantation and Oncology Center) in support of the ongoing construction of the additional wing.

anticipated to generate 265 kWh of electricity from solar energy annually. The Company separates its wastes in accordance with laws and regulations and delivers them regularly to licensed firms.

Employees have the opportunity to drop their children after school hours at the playroom within the Company under the supervision of a nursery assistant and to pick them up at the end of office hours. Employees are supported to attend trainings of their choosing or professional development trainings while those who want to complete their high school or university education are encouraged.

Opat Otomotiv employs an occupational safety specialist and a workplace physician. All work related to occupational health and safety is carried out in compliance with the laws and regulations. Additionally, a dietitian who visits the Company every week creates a special diet list for people with weight problems and supports employees to develop healthy nutrition habits. Currently, 72 employees benefit from this service.

Opat Otomotiv conducts periodic surveys to measure the satisfaction of its employees. The areas that need improvement according to the

results are discussed with the management and measure are implemented in accordance with the action plan.

Opat Otomotiv donated TL 10,000 to Lösev and Kızılay in 2017. Financial aid is extended to those in need through local associations in Mersin. Opat Otomotiv sponsors all activities of

Özön Otomotiv

Number of Employees: 205

Operational Territory: İstanbul , Samsun

Total Area of Operations: 18,000 m²

Website: <http://ozonistanbul.vw.com.tr>

Özön Otomotiv, operating with its head office in Istanbul and a branch in Samsun is an Özön Group company. In line with the mission of Özön Group, company operates to provide unconditional customer satisfaction, follow the development of its employees and improve their satisfaction, support the environmental policies and protect Turkey's social and cultural heritage and values without sacrificing customer-oriented approach and service quality.

At Özön Otomotiv, the building is heated and cooled by a geothermal system to benefit from renewable energy sources. With this investment aimed to reduce electricity consumption, groundwater is heated in the winter or cooled in the summer months with the help of heat exchangers and then fed into the air conditioning systems of the building.

Özön manages waste in compliance with the laws and regulations, recording all the wastes delivered to the licensed organizations. Aiming to instill the same time environmental

the Mersin Sailing Yachting and Water Sports Club, where athletes with disabilities also train and compete. In addition support in cash, other needs of the club are also met when necessary, and the entire company participates in all the events. The Company grants 24 university students TL 150 per month as regular scholarships.

awareness that the Company shows while managing their processes in the employees, Özön provides information increase their awareness.

The health and safety of employees is among the priorities of Özön Otomotiv. Employees of the Company, which has an Occupational Health and Safety Committee, regularly receive relevant trainings. There is also a suggestion system that allows the employees to communicate their suggestions and complaints to the management. Özön Otomotiv evaluates these suggestions from time to time and implements viable ones.

Training and development of employees is also prioritized at Özön Otomotiv. In addition to Doğu Otomotiv's professional trainings, Doğu Otomotiv Drive Academy also offers various online training opportunities on a number of topics. In 2017, employees who did not hold Professional Qualification Certification were offered training opportunities and supported to earn their certificates.

In 2017, Özön Otomotiv helped some students in need at a certain school in the region within the scope of social responsibility by providing TL 2,000 worth of clothes.

Şenyıldız Otomotiv

Number of Employees: 132

Operational Territory: İstanbul: Yenikapı, Nişantaşı, Topkapı

Total Area of Operations: 12.000 m²

Website: <http://www.audisenyildiz.com>

Şenyıldız Otomotiv carries out its activities in accordance with the laws and regulations and in line with quality standards, diligently meeting all requirements of Doğu Otomotiv regarding OEM standards.

Şenyıldız Otomotiv has a new smart facility application. In this context, double doors in conformity with the standards are installed for heat insulation while the workshops also have curtains at the entrance. The new facility features automatic lighting fixtures with motion sensors. The faucets used at the facility also have motion sensors to reduce water consumption. Work involving the collection, treatment and reuse of rainwater is ongoing.

At Şenyıldız, all lubricant waste, contaminated wastes, battery waste, scrap metal, plastics, tires and paper waste are disposed of according to applicable regulations and delivered to licensed companies or municipalities for recycling. With the adoption of the e-invoice system, paper consumption has been significantly reduced.

In cooperation with the Tema Foundation, 1,000 trees were planted in 2017. The environmental investments, including the new facility, of Şenyıldız Otomotiv in 2017 amounted to approximately TL 1,100,000 (treatment system, smart building applications, energy saving luminaires, etc.).

An employee satisfaction survey is conducted every other year at Şenyıldız Otomotiv. White-collar employees respond to the survey online while blue-collar employees fill out the printed survey forms. Following the survey, management meetings are held to determine

the actions to take and the decisions are announced to all employees. Şenyıldız has established an employee suggestion system to obtain innovative suggestions that would enhance the efficiency of employees or contribute positively to the Company's performance. The suggestions submitted through the system through the year are evaluated by a committee consisting of department managers and the ones deemed viable are implemented.

Employees of Şenyıldız Otomotiv are provided various trainings to improve their skills. Depending on the positions of the workshop employees, they are encouraged to earn master craftsman or proficiency certificates. Employees studying for graduate degrees are offered paid leave in line with training programs. Long-term interns can be hired upon graduation (On-the-Job Training Program in cooperation with İŞKUR).

Şenyıldız Otomotiv's approach to community engagement is based on the goal of supporting an easier and better life for employees as well as the community in which we live. This approach is supported with practices such as employing people with disabilities as employees and interns, positive discrimination of women in recruitment and training interns with disabilities in a manner to be fully employed after graduation.

The following activities were carried out in 2017 with the aim of ensuring the development of the region, supporting the local community and contributing to society:

- TL 40,000 donated for the pavement works in front of Audi Plaza on the Topkapı Litros Road.
- "There is a Child Inside" project developed for the children of the women serving time in Bakırköy Prison was supported. For this purpose, stickers were made and given out to customers to raise awareness. TL 6,500 was donated to the project.

- TL 2,500 was donated to UNICEF to support the organization's education project on behalf of the employees, who received special certificates in their own names.
- 1,000 trees were planted in Urla, İzmir in cooperation with the Tema Foundation on behalf of the customers, creating a contribution of TL 5,000 for the foundation. Tree planting certificates were delivered to

respective customer with the aim of raising awareness.

- Annual education expenses of five elementary school students are covered by the Company.
- Special access paths have been created to facilitate the entrance and exit of customers with disabilities to and from the service area.

Tamaş

Number of Employees: 191

Operational Territory: İstanbul: Topkapı, Bakırköy

Total Area of Operations: 21,752 m²

Website: <http://tamas.vw.com.tr>

Meeting all quality standards of Doğu Otomotiv and the OEM, Tamaş has collaborated with BASF to increase the work quality in the paint and bodywork workshop. Upon completion of the Glasurit Bodyshop Audit Pro quality audit conducted by BASF's automotive paint brand Glasurit, Tamaş has been certified. With this certification, Tamaş has become the only authorized dealer to be certified for its quality for all brands in Turkey. The Savings, Social Responsibility and Ethics, Training, Marketing and Efficiency working groups were formed with the aim of improving the quality standards and efficiency at Tamaş. In selecting suppliers, Tamaş prioritizes environmentally conscious companies that take necessary occupational health and safety measures and hold legal certifications.

An efficiency working group was formed within the Company to work on increasing energy efficiency and reducing consumption. With the renovation works, Tamaş implemented the DALI automation system, which provides both savings and effective lighting control. Daylight sensitive luminaires adjust the light intensity according to ambient lighting. Water consumption was reduced by fitting faucets with motion sensors and filters in the renovated lavatories.

Tamaş Otomotiv delivers old computers to a licensed recycling company. Idle tablets are adapted for office users and continue to be used. Instead of constantly updating computers due to ever advancing technologies, a Terminal Server structure was installed, both saving energy and ensuring information security through a more easily managed central system. Tamaş also manages waste in compliance with laws and regulations and delivers waste to licensed organizations for recycling or disposal.

Tamaş carries out environmental awareness-raising activities across the entire stakeholder sphere, from employees to customers. Considering the needs of the customers, vehicles with gasoline engines are recommended with the information that they pollute the environment less. Models featuring the ACT engine technology, which operates two of the cylinders at low speeds and rpm, are first suggested for customers. Similarly, test drives of vehicles with smaller engines are encouraged.

At Tamaş Otomotiv, occupational health and safety committees convene every two months with employee representatives and other department heads. In 2017, employees received 210 man/hours of occupational safety training and 70 man/hours of hygiene training.

Tamaş Otomotiv launched the intranet system to facilitate the employees' communication

with the management and among themselves. With the corporate intranet system, all employees have access to personal employment records, internal applications, performance appraisal results, internal company documents and announcements. They can also send update requests to the human resources department via the intranet.

Tamaş employees who were not able to complete high school education in are

Uzay Oto

Number of Employees: 134
Operational Territory: İstanbul
Total Area of Operations: 11,000 m²
Website: <http://www.uzayoto.com.tr>

At Uzay Oto, ISO 9001 Quality Standard and Procedures are performed. All process procedures within the two core fields of operation have been defined. The QSP (Quality Service Portal) and RASE (Retail After Sales Excellence) projects are applied in the sales and aftersales departments.

In supplier selection, Uzay Oto considers criteria such as service continuity and quality, business ethics, communication skills and competitive pricing and also expects the suppliers to fulfill their tax, etc. obligations. Doğu Otomotiv supplier selection criteria and operating principles are also taken into consideration.

Timer switches and LED luminaires are used at Uzay Oto to save energy in lighting systems. The Company is in the process of upgrading faucets with motion sensors for water savings. The Company also uses pulverization-based systems that slow water flow to reduce water consumption in car washes.

The IT Department delivers unusable technological devices to organizations accredited by the Ministry of Environment and Urban Planning for recycling. Wastepaper,

supported with paid leave during the exam periods. Employees, which are studying for higher degrees in universities (college, undergraduate or Master's), are allowed to leave work at 5.00 pm to attend classes.

In 2017, Tamaş Otomotiv donated sports supplies for the Girls Volleyball Team of the Hacıahmetli Muazzez-İsmail Çam Middle School in Arsuz, Hatay.

non-hazardous wastes, electronic wastes and kitchen oils generated within the Company are delivered to the accredited organizations. Uzay Oto also provides trainings on topics such as reducing waste, protecting and cleaning the environment to raise the environmental awareness of employees.

In sales processes, facts such as how Blue Motion technologies provide lower fuel consumption and CO₂ emissions despite high engine power and performance and how the Start/Stop systems reduce CO₂ emissions are emphasized. The 'think before you print' statements are included in email signatures and price quotations presented to the customers for awareness purposes.

Uzay Auto provides employees with opportunities that improve loyalty and satisfaction, such as the private pension system, complementary private health insurance and education support. Employees and their families are also offered complementary private health insurance depending on their seniority.

Occupational health and safety training is provided for every new employee. All employees receive 8 hours of training from the time they start. Training topics include: labor legislation, employee rights and obligations, workplace cleanliness, legal consequences of work incidents and occupational diseases,

fighting and prevention and reasons of work accidents, and prevention principles and implementation techniques.

Uzay Oto regards employee development trainings as a natural right and provides the necessary support. In 2017, 11 employees of the sales department received a total of 360 hours of professional training.

Vimsa

Number of Employees: 186
Operational Territory: Urfa
Total Area of Operations: 62,000 m²
Website: <http://vimsa.vw.com.tr>

VİMSA Otomotiv Sanayi ve Ticaret A.Ş. joined the Doğu Otomotiv network in 2010 as a Volkswagen Authorized Dealer, SEAT Authorized Aftersales Service and DOD Authorized reseller. Vimsa opened its Volkswagen Authorized Dealer and Aftersales Service Center in Adıyaman in 2013. Vimsa increased its automotive investments and opened a 62,000 m² facility in Şanlıurfa as the Audi-SEAT-Volkswagen Authorized Dealer and Aftersales Service and DOD Authorized Reseller in 2017.

Vimsa Otomotiv complies with and implements all brand standards of Doğu Otomotiv through internal control mechanisms and manages wastes in accordance with applicable laws and regulations.

Vimsa gives sales representatives weekly product representations in Q&A format to increase customer satisfaction and provide

As an organization that respects human and employee rights and employs people from diverse cultures and religious beliefs, Uzay Auto carries on its activities with the principle of equal rights for equal work under all conditions. Uzay Oto also declares its support of United Nations Global Compact of which Doğu Otomotiv is a signatory.

complete information. The goal of this system is to make accurate needs analysis and encourage sales representatives to ask maximum number of questions.

Vimsa observes occupational health and safety laws and regulations and ensures that employees are provided with relevant training, following the issue regularly. In addition to the professional trainings provided through the year, employees who aspire to graduate from Industrial Vocational High School are supported and offered paid leave to take the exams.

Vimsa applies a management system in line with the equal rights for equal work principle.

Vimsa Otomotiv also grants educational scholarships for students. In 2017, the Company received scholarship applications from nearly 100 university students. After considering the applicants' merit and financial status, 66 students were awarded scholarships. In 2017, each student was supported with TL 100 per month for a 9-month period, with total scholarship support amounting to TL 59,400.

Vosmer

Number of Employees: 510
Operational Territory: İzmir: Alsancak, Gaziemir
Total Area of Operations: 56,720 m²
Website: <http://vosmer.vw.com.tr>

Vosmer regularly monitors the needs of the region where it operates and fulfills its responsibilities for the welfare of its neighbors. In 2017, the Company completed the asphaltting work of its street in Bornova, İzmir and contributed TL 542,089.68 of resources for this infrastructure investment.

Vosmer takes Doğu Otomotiv's corporate sustainability activities as reference for its own. The visits and trainings by Doğu Otomotiv representatives and consultants, respectively, give Vosmer the opportunity to learn and apply them within the Company. Aiming to reduce its environmental impact and minimize energy consumption, the Company started using LED bulbs in all its facilities. Motion sensors have been installed in common areas and all faucets have been upgraded with motion sensors as well.

At Vosmer, which manages wastes in accordance with laws and regulations, wastewater is treated and discharged by the wastewater treatment plant. The Company also declares

that it strives to reduce its negative impact on the environment by planting trees every year. Accordingly, donation is made regularly to the Aegean Forest Foundation.

Vosmer employees are provided with all the rights they need beyond those granted by laws and regulations, and employee satisfaction surveys are conducted every other year to measure their satisfaction.

Vosmer promotes the equal rights principle and applies the equal rights for equal work policy. Vosmer respects human rights at every stage of its operations, considers employee suggestions and implements the ones that benefit the processes most.

DOĞUŞ OTOMOTİV 2017 CORPORATE SUSTAINABILITY PERFORMANCE IN NUMBERS

Economy 201-1

Economic Performance

Economic Performance	2016	2017
Sales (Units Retail)	208,956	182,199
DOAŞ Market Share (%) (Retail)	21.0	18.9
Used Car Sales Units (DOD)	22,534	22,009
Net Sales (TL M)	11,925	13,220
(EBIT) Operating Profit (TL M)	426	474
Net Profit for Fiscal Period (TL M)	238	183

(TL Million)	Doğu Otomotiv 2016	Doğu Otomotiv 2017
Paid to Shareholders ³⁴	300	0
Corporate Income Tax	40.594	32.358
Community Investments	14.372	1.681
Paid to Suppliers ³⁵	921.6	839.9

³⁴ Gross amount paid from the annual profit.

³⁵ Excluding vehicle imports and Doğu Group Companies, including Doğu Otomotiv Group companies' local procurement.

Operational Indicators

	Doğu Otomotiv 2016	Doğu Oto 2016	Doğu Otomotiv 2017	Doğu Oto 2017
Sales Units	208,956	62,394	182,199	60,405
Entries to Aftersales Services	-	251,595	-	295,613
Number of Employees ³⁶	903	1,805	847	1,874

Employees 102-8

Employees 401-1

Employees ³⁷	2016	2017
Total Number of Employees	2,488	2,492
Female Employment Ratio (%)	23	22.4 ³⁸
Number of Work Incidents	97	131

³⁶ Number of employees as declared in the Annual Report. Number of employees may be slightly different than the figures stated in the HR section. Calculation methods have been explained in detail underneath each table.

³⁷ The number of employees declared in this table is based on 31 December 2017 data.

The number of employees includes full-time employees working indefinitely, and excludes employees working for a limited term and interns.

³⁸ Doğu Otomotiv: 34.4% (261 people) / Doğu Oto: 17% (297 people)

Employees	2016		2017	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Full-time Employees	784	1,704	759	1,731
Part-time Employees	-	-	-	2
Permanent Employees for Indefinite Period	784	1,704	759	1,733
Seasonal and Temporary Employees	*14	*11	*11	*35
Total Executives (Manager and Up)	69	25	64	25
Total Number of Promotions	53	12	83	12
Promoted Female Employees	19	2	24	1
Total Employees Recruited	138	383	*72	*297
Total Women Recruited	51	71	23	66
Ratio of Recruited Women to Total Number of Recruitments (%)	37	19	32	22
<p>* The employee numbers in this table are based on 1 January - 31 December 2017 data. * Number of managers and executives include Board Members and Chief Executive Officer. * Number of recruitments includes employees hired for a limited term and call center employees, and excludes interns. * Number of employees includes permanent employees working for an indefinite period, and excludes those working for a limited period. As of 31 December 2017, there are 11 employees working for a limited time at Doğuş Otomotiv, and 35 at Doğuş Oto, respectively.</p>				
Resignations ³⁹	82	232	99	324
Ratio of Resignations to Total Workforce (%)	9	12	13	18
Male Employees Resigned	54	181	62	255
Ratio of Male Employee Resignations to Total Workforce (%)	6	9	8	14
Female Employees Resigned	28	51	37	69
Ratio of Female Employee Resignations to Total Workforce (%)	3	3	5	4
Employee Resignations Under the Age of 30	37	103	42	127
Ratio of Employee Resignations under 30 to Total Workforce (%)	4	5	5	7
Employee Resignations Between the Ages of 30 and 50	39	125	49	182
Ratio of Employee Resignations between 30 and 50 to Total Workforce (%)	4	6	6	10
Employee Resignations Over the Age of 50	6	4	8	17
Ratio of Employee Resignations over 50 to Total Workforce (%)	1	0.2	1	1

³⁹ Data pertaining to resignations is based on 1 January - 31 December 2017 figures, and excludes employees working for a limited term and interns.

Female - Male Employee Distribution by Region

Regions ⁴⁰	Female		Male		Female		Male	
	Doğuş Otomotiv 2016	Doğuş Otomotiv 2017	Doğuş Otomotiv 2016	Doğuş Otomotiv 2017	Doğuş Oto 2016	Doğuş Oto 2017	Doğuş Oto 2016	Doğuş Oto 2017
Marmara	271	261	513	498	223	230	1,048	1,072
Aegean	0	0	0	0	0	0	0	0
Mediterranean	0	0	0	0	0	0	0	0
Eastern Anatolia	0	0	0	0	0	0	0	0
Southeastern Anatolia	0	0	0	0	0	0	0	0
Central Anatolia	0	0	0	0	73	67	366	364

⁴⁰ The figures in this table are based on 31 December 2017 data.

Employee Age Breakdown by Position 2017

2017 ⁴¹	Female		Male		Under 30		30-50		Over 50	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Board of Directors & Executive Board	2	0	8	1	-	-	1	-	9	1
Senior Level Executives	2	2	8	6	-	-	6	5	4	3
Mid-level Executives	9	3	34	15	-	-	36	16	7	2
Executives	49	0	138	0	2	-	172	-	13	-
Officers - Asst. Officers Specialists - Asst. Specialists	117	141	151	420	97	170	168	384	3	7
Call Center										
Employees	54	0	27	0	70	-	11	-	-	-
Staff	8	145	24	172	8	146	14	164	10	7
Blue Collar	6	1	106	805	19	341	82	454	11	11
Others	14	5	2	18	1	3	11	14	4	6

Benefits and Salaries Paid to Employees 401-2

Scope (TL Million) ⁴²	Doğuş Otomotiv		Doğuş Oto	
	2016	2017	2016	2017
Gross Salary Payments	87.04	107.12	77.86	104.80
Meals	1.9	2.1	6.29	6.4
Transportation Service	3.8	4.4	6.4	7.1
Bonuses	68.95	70.14	35.46	42.80
Health and Life Insurance	1.8	2.50	3.00	3.75

Employee Benefits

Fringe Benefits ⁴³	Full-time
Cell phone (limited to certain brands)	Included
Private health insurance (company and coverage limits apply)	Included
Life insurance	Included
Company car (with model and fuel consumption limits)	Included
Shuttle service	Included
Fuel/Transportation support ⁴⁴	Included
Contribution to private pension	Not included
Use of daycare	Included
*Private health Insurance - Birth Coverage (additional premium)	Included
*Extra 1 week leave for employees who complete 15 years in the company	Included

* Female employees who give birth are paid an extra TL 2,000 in addition to the health insurance.

* Employees that complete 15 years in Doğuş Otomotiv are allowed extra one week of annual leave whereas those in Doğuş Oto are presented with a check in the amount of TL 1,000.

⁴¹ The figures in this table are based on 31 December 2017 data, and exclude employees working for a limited term and interns.

* Board members and Chief Executive Officer are included in the Board group. (For Doğuş Oto, Chairman is included.)

* Brand General Managers and Directors are included in the Senior Management Group. (For Doğuş Oto, General Manager and Directors)

* Managers have been taken into consideration within the Mid-level Executives.

* Department heads and executives have been included in the executives group.

* Including Officers - Asst. Officers, Specialists - Asst. Specialists was deemed necessary since they are the employees who make up the majority of the company. Doğuş Otomotiv does not have an Assistant Officer title, which has been included in the table for Doğuş Oto.

* Customer Representatives and Team Leaders are included in the Call Center group.

* Correspondence clerks, archive and billing clerks, operators and administrative staff are included in the Staff.

* Executive assistants, consultants, company physician and nurse are included in the others group.

* Spare parts warehouse staff and technicians working at the Gebze aftersales service center are included in the blue-collar employees. (Technicians, Foremen, and Warehouse Staff for Doğuş Oto.)

⁴² Gross salaries, Bonuses, Health and Life Insurance figures are based on 1 January - 31 December 2017 data.

* 2017 total meal and shuttle figures have been provided by Administrative Affairs.

*The 2017 Gross Salary figures are inclusive of Social Security premiums.

⁴³ Fringe benefits offered for Doğuş Otomotiv Employees are only applicable for full-time employees.

⁴⁴ Not offered for all employees.

Education Levels by Gender ⁴⁵

Education Level	Female		Male		Female		Male	
	Doğuş Otomotiv 2016	Doğuş Otomotiv 2017	Doğuş Otomotiv 2016	Doğuş Otomotiv 2017	Doğuş Oto 2016	Doğuş Oto 2017	Doğuş Oto 2016	Doğuş Oto 2017
	Ph.D.	0	0	0	0	0	0	0
Graduate	35	39	99	96	12	16	18	25
Undergraduate	182	174	234	226	181	190	379	405
Junior College	22	20	26	25	62	52	210	207
High School	29	26	128	124	41	38	504	532
Elementary - Middle School	3	2	26	27	0	1	297	267

Trainings ⁴⁶

2017 Total Man/Hours	Doğuş Otomotiv	Doğuş Oto
Board of Directors	40	-
Senior Management	126	42
Mid-level	1,730	393
Executives	7,201	-
Officers - Asst. Officers - Specialists - Asst. Specialists	9,386	8,127
Call Center	1,832	-
Staff	514	1,285
Blue-collar	1,509	3,883
Others	370	19
GRAND TOTAL	22,706	13,749

⁴⁵ The figures in this table are based on 31 December 2017 data.

⁴⁶ The data collection system for trainings does not record participants by gender and since the trainings provided for employees are based on equality criteria, training by gender categories were not disclosed for the reporting period.

2017 Total Man/Hours per person	Doğuş Otomotiv	Doğuş Oto
Board of Directors	4.0	0.0
Senior Management	12.6	5.2
Mid-level	40.2	21.8
Executives	38.5	0.0
Officers - Asst. Officers - Specialists - Asst. Specialists	35.0	14.5
Call Center	22.6	0.0
Staff	16.1	4.1
Blue-collar	13.5	4.8
Others	23.1	0.0
GRAND TOTAL	29.9	7.9

Discrimination and Equal Opportunities

Year	Number Of Female Employees ⁴⁷					
	Total Number of Female Employees	Ratio to Total Employees (%)	Doğuş Otomotiv Total Number of Female Employees	Doğuş Otomotiv Ratio to Total Employees (%)	Doğuş Oto Total Number of Female Employees	Doğuş Oto Ratio to Total Employees (%)
By Position ⁴⁸						
Board of Directors	2	18	2	20	0	0
Senior Executives	4	22	2	20	2	25
Mid-level Executives	12	20	9	21	3	17
Executives	49	26	49	26	0	-
Officers-Ass. Officers-Specialists-Asst. Specialists	258	31	117	44	141	25
Call Center Employees	54	67	54	67	0	-
Staff	153	44	8	25	145	46
Blue-collar	7	1	6	5	1	0
Others	19	49	14	88	5	22

⁴⁷ *The figures in this table are based on 31 December 2017 data.

* In this table, the number of female employees at Doğuş Otomotiv and Doğuş Oto has been compared in a ratio to the total number of employees; i.e. if Doğuş Otomotiv employs 184 executives, and 51 are women, then the ratio is calculated as: $51/184 = 27.72\%$

* The Grand Total section to the left of the table shows the ratio of total number of female employees of the two companies combined to the total number of employees of the two companies.

⁴⁸ Percentage represents the ratio of female employees working in this position and location to total number of Company employees working in the same position.

Salary Ratio of Female and Male Employees ⁴⁹ 405-2

	2016		2017	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Ratio of Female Employees' Salaries to Male Employees' Salaries (%)	99	99	99	99

Injury Rates ⁵⁰ 403-2

	Data Measurement Method ⁵¹	Doğuş Otomotiv		Doğuş Oto	
		2016	2017	2016	2017
Illness-related Lost Day Rate - Full-time Employees	(AR)	1.11%	1.11%	2.40%	2.37%
Recorded Incident Rate	(IR)	0	0.1%	0.2%	0.3%
Injury-related Lost Day Rate	(LDR)	0	0.4%	0.1%	0.8%
Work-related Fatalities - Full-time Employees	-	0	0	0	0
Occupational Disease - related Lost Day Rate	(ODR)	0	0	0	0

⁴⁹ Since data collection system does not include salary ratios by employee categories, breakdown by employee categories for the reporting period is not provided. The figures in this table are based on 1 January - 31 December 2017 data.

⁵⁰ The figures in this table are based on 1 January - 31 December 2017 data.

* Sickness-related lost time is 2,587 days in Doğuş Otomotiv and 10,181 days in Doğuş Oto.

* In the calculation method, sickness-related lost time / (Total number of workdays * total number of workdays in that specific year) formula has been used.

* Number of incidents was 17 in Doğuş Otomotiv and 114 in Doğuş Oto.

⁵¹ GRI data calculation methods have been used.

Products and Services

Customer Satisfaction Survey Results (CSS)

		2016	2017 ⁵²
Sales	Volkswagen Passenger Cars	115.96	4.96
	Volkswagen Commercial Vehicles	114.88	4.96
	Audi	110.83	4.93
	SEAT	109.32	4.88
	Porsche	108.16	4.89
	DOD	99.34	103.1
Aftersales	Volkswagen Passenger Cars	100.43	4.75
	Volkswagen Commercial Vehicles	102.25	3.91
	Audi	102.25	4.80
	SEAT	101.62	4.73
	Porsche	111.14	4.81
	DOD Procurement ⁵³	104.39	106.4

Dealer Satisfaction Survey (DSS) Results

		2016	2017
Volkswagen Passenger Cars	Sales	4.79	4.65
	Service	4.68	4.77
Volkswagen Commercial Vehicles	Sales	4.77	4.79
	Service	4.68	4.77
Audi	Sales	4.74	4.9
	Service	4.87	4.89
Scania	Sales	4.40	4.6
	Service	4.56	4.75
SEAT	Sales	4.65	4.57
	Service	4.78	4.87
Porsche	Sales	4.93	4.94
	Service	4.90	4.94
DOD	Sales	4.20	4.08

⁵² CSS scores calculated over 5 from 2017 onward.

⁵³ CSS is calculated as Sales and Procurement at DOD.

Environment

Energy


Energy Consumption ⁵⁴

	2016		2017	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Natural Gas (m ³)	445,079	1,779,901	497,283	1,139,726
Fuel (lt)	486,160	610,759	523,734	777,365
Electricity (kWh)	5,427,821	12,448,342	5,610,089	15,345,205

Emissions

CO₂ Emissions ⁵⁵

CO ₂ (Ton)	2016	2017
Natural Gas Consumption	4,784	3,520
Company Vehicles	2,764	3,282
Personnel Shuttles	532	542

Type ⁵⁶ 	2016		2017	
	Consumption	CO ₂ per person (Tons)	Consumption	CO ₂ per person (Tons)
Natural gas - m ³	445,079	1.23	497,283	1.41
Electricity - kWh ⁵⁷	5,427,821	6.70	5,610,089	7.10
Liquid Fuels - Lt	486,160	1.59	523,734	1.75
Total	-	9.52	-	10.27

* CO₂ emissions caused by electricity purchased for Doğuş Otomotiv in 2017 totaled 5,386 tons and 14,731 tons for Doğuş Oto.

** CO₂ emission value caused by electricity consumption in 2017 was provided by the supplier.

⁵⁴ Calculation Method:

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

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

Electricity GJ : (1kwh*0.0036)

⁵⁵ DOAS and Doğuş Oto consolidated figures.

⁵⁶ Doğuş Otomotiv figures only.

⁵⁷ CO₂ emission value for 2017 is provided by the supplier.

Environment Friendly Vehicles ⁵⁸

	Sales Units (Retail)		Average Emission per Vehicle CO ₂ Compound (g/km)	
	2016	2017	2016	2017
Volkswagen Binek	101,763	89,688	110	112
Volkswagen Ticari	32,772	27,793	168	169
Audi	22,005	21,585	115	117
Porsche	827	670	173	172
Bentley	9	16	276 ⁵⁹	249*
Lamborghini	7	7	291*	331*
SEAT	20,637	16,064	109	111
Total Sales/ All Brands Average	178,020	155,823	121	122

Water Consumption

	2016	2017
Per Vehicle Sold (m ³)	0.48	0.51

Sustainable Logistics Management ⁶⁰

Emissions Resulting from Logistics Operations

A. Logistics Cage Exports

Year	Volkswagen Annual Number of Trailer Trucks	CO ₂ Emissions (tons)
2016	648	1,273
2017	642	1,262


With an improvement of 45 trailers, 83 tons was saved in CO₂ emissions.

B. Domestic Vehicle Distribution Operations

Year	Fuel Consumption	CO ₂ Emissions (tons)	Vehicles Sold	CO ₂ Emissions per Vehicle Sold (kg)
2016	9,800,000 lt	24,072	211,172	114
2017	8,250,000 lt	20,265	182,996	110

⁵⁸ CO₂ values are not available for Scania.

⁵⁹ Does not change since wholesale sales amount = retail.

⁶⁰ For Doğuş Otomotiv Environmental Impact of Logistics Operations Management Approach,  please see Doğuş Otomotiv corporate website: <http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/environment/logistics>

C. International Spare Parts Transportation Operations

CO ₂ Emissions (tons)		
Yıl	2016	2017
Ekol	551	43
Hüner	1,086	474
Mars	1,763	2,033
Toplam	3,400	2,550

The Intermodal System used in transportation operations saved 1,672 tons in CO₂ savings. The CO₂ emissions resulting from all logistics operations except domestic spare parts transportation amounted to 24,077 tons.

GRI Content Index



GRI Disclosure Review

Dogus Otomotiv Group has addressed all of the requested information

Jun 2018
 Service

The organization has addressed all of the requested information from the reviewed disclosures in GRI 102: General Disclosures 2016 (102-15, 102-40, 102-41, 102-42, 102-43, 102-44, 102-46, 102-47, 102-54, 102-55).

The service was performed on the Turkish version of the report.

To access UNGC Principles and GRI Content Index:

<http://www.dogusotomotiv.com.tr/en/sustainability/corporate-sustainability/sustainability-home>



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Burak Uyanık	Financial Control – Risk Management
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Cem Kaya	Dealer Development
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