

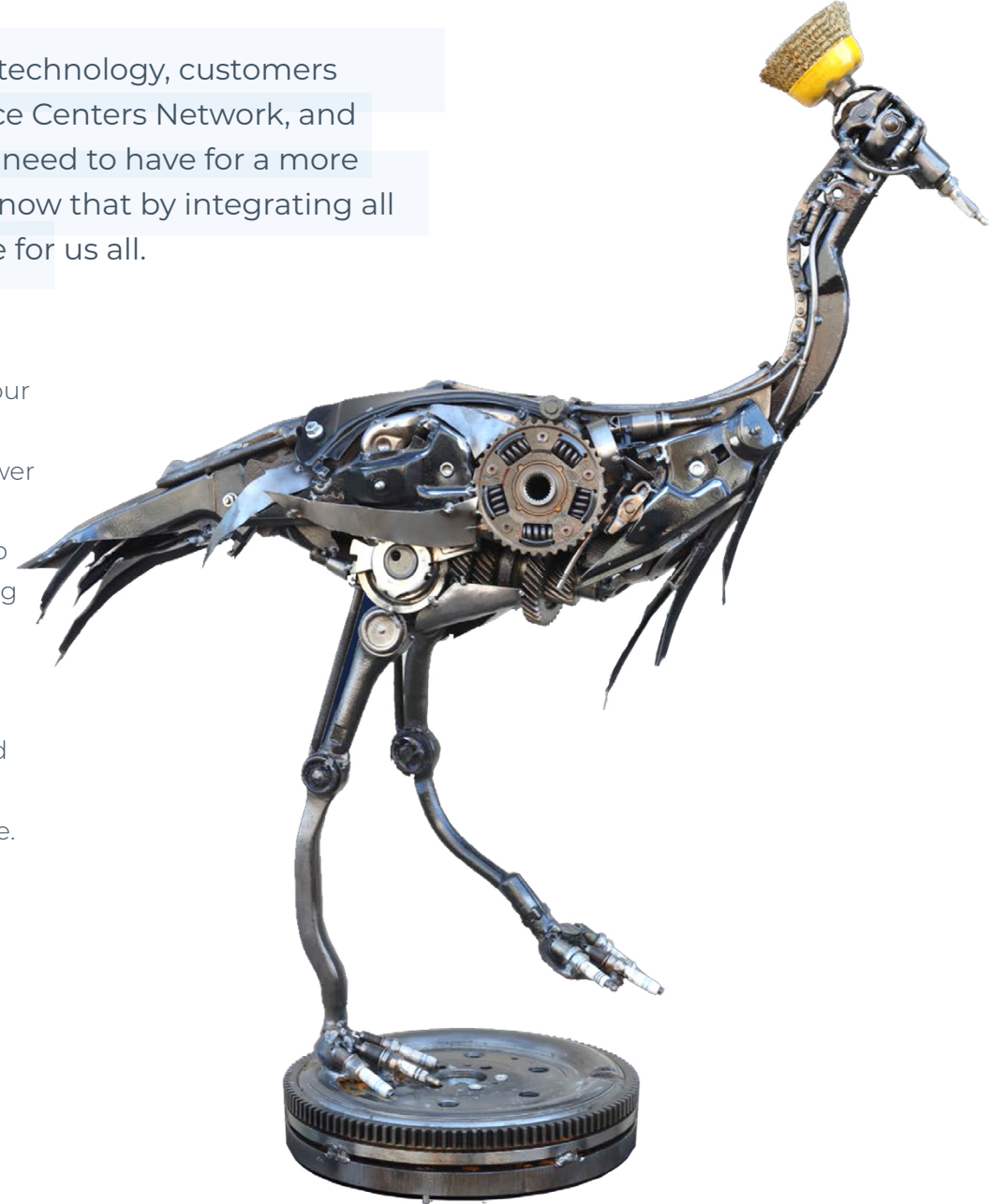
2021
CORPORATE
SUSTAINABILITY
REPORT



NEW WORLD ORDER and TRANSFORMATION

As Doğuş Otomotiv, we believe that we possess talented employees, technology, customers with high loyalty to our brands, a strong Authorized Dealer and Service Centers Network, and business partners with whom we act with the same vision, which we need to have for a more sustainable future that will offer equal opportunities to all of us. We know that by integrating all of these elements with each other, we can create a sustainable future for us all.

Following the footsteps of 2020, the year 2021 has also been a year in which we experience how important science and technology are for our future as well as for our planet. Although there has been a lot of talk about the inevitable transformation of the business world in the past years, technological developments that have the power to change the way companies operate forever, and the Covid-19 epidemic, which introduced us to the concept of remote working, also enabled the business world to show its ability to adapt to this new world order. It is clear that the journey to making our business more sustainable will be much more challenging. The impact arising from climate change, which is the most challenging of the course, and geopolitical developments took their place among the main elements of this transformation in terms of risk management. Transforming will depend on creating long-term shared value for all stakeholders. As Doğuş Otomotiv, we accept digital transformation and sustainability as two sides of the coin and manage them from the same perspective.



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ABOUT THE REPORT



“ We approach the concept of sustainability, as we have done since day one, as creating long-term value, and supporting sustainable development while simultaneously fending for strong financial growth. ”

MESSAGE FROM THE CEO AND CHAIRPERSON

Dear Stakeholders,

For 13 years now, we have been presenting our Sustainability Report, our most valuable and effective communication tool, wherein we inform our stakeholders of our sustainability performance. This year, as before, while presenting our previous year's performance for your evaluation within the scope of this report, we also share with you our vision for tomorrow, our goals, and the key elements of our journey towards becoming a sustainable company.

Doğuş Otomotiv has been able to end the year of 2021 without straying from its targets, even under challenging conditions for the business world amid rapidly changing and varying risk factors. It has achieved this by viewing the concept of sustainability, as it has done since day one, as a creator of long-term value, and by supporting sustainable development while simultaneously ensuring strong financial growth.

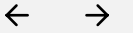
Remembered as a year in which the effects of the Covid-19 pandemic were more strongly felt, 2021 has been an empowering, instructive and experience-giving year for us, and for the entire private sector. A year that has been notable in terms of managing risks, showing foresight, and the pursuit of rapid response, effective process management, and efficiency.

The importance of stakeholder engagement, which is considered the cornerstone of sustainability, has increased dramatically as participation enables

companies sensitive to stakeholder expectations to focus their risk, forecasting capabilities based upon solutions that can be implemented quickly. To be able to ensure the continuity of our activities and growth, we have experienced in its harsh reality the fact that the health and welfare of society is the top priority, that in addition to scientific developments, social changes have a direct impact on our activities, and that it is necessary to approach sustainability in terms of risk management. For this purpose, we assess the opportunities to create meaningful and tangible value in line with our goals, and in this context, disclose them to our stakeholders.

Rearing its head all over the world in 2020 and continuing to deeply affect the economic and social conditions of Turkey, the Covid-19 global pandemic brought with it many financial and social problems. Even in the world's strongest markets, it proved hugely difficult to mitigate supply chain challenges, or to be a part of the solution to such problems. Pandemic conditions, which have transformed all societies' understanding of "normal" in terms of social and economic analysis in general, and caused them to question their expectations, became our new normal, while at the same time deeply affecting our quality of life and causing us to abandon our familiar comfort zones.

The pandemic has also highlighted the importance of mobility, as well as the fact that circular economies have a much longer lifespan and are successful at managing risk. Coupled with that, we also had the opportunity to take a closer look at the concept of globalization. This major crisis, which affected all humanity simultaneously, made us rethink the equality of opportunity.



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In the second year of the outbreak, like all societies in the world, we both fought for socio-economic survival and tried to prevent the spread of new variations of Covid-19 by using various technologies. These technologies have also enabled many companies to survive. Issues such as mobility, accessibility, financial inclusion, and the development of digital technologies have remained on our agenda together with more complicated expectations. During this turmoil, we managed to take Doğu Otomotiv a step further by developing the right strategies and our ability to respond accurately and swiftly to meet stakeholder expectations.



We invested 2.4 million dollars in renewable energy in 2021.

While working to increase our operational efficiency in 2021, we also realized our goals with effective and solution-oriented strategies for new products and services. In April, we introduced our new brand CUPRA to Turkey. In addition, we launched Doğu Marine Services to carry our corporate business approach to the maritime sector. While we strengthened our product portfolio with many new models launched during the year, we crowned our achievements with many awards. The progress we have made in digital transformation and sustainability has also been rewarded in the Corporate Governance Compliance Index, bringing us to a very high score of 9.70. We participated in the process as one of the six pilot countries in the first phase of the sustainability program,

which Volkswagen AG set out to integrate into its operations worldwide.

As we witnessed how what we do today directly affects our future, these two years have also allowed us to reconsider our services and focus on how to meet most efficiently increasing and changing stakeholder expectations.

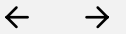
We realized that global resources are finite, and that if we do not change our behavior and awareness accordingly, all humanity will have to deal with the same problems. We have seen once again the importance of our sustainability goals, which we have implemented since 2017 by taking the United Nations Sustainable Development Goals as our guide.

In 2021, like everywhere else in the world, we have also often heard concepts such as climate change, global warming, supply chain, equal opportunities, sustainable consumption, and sustainable finance. We now spend less time defining these concepts. What we do for each of them, and to meet our goals has gained greater significance. In the post-pandemic period, the role of the private sector in order for societies to live in better conditions, to rebuild social dynamics much better than before, to achieve the Sustainable Development Goals by 2030 and the targets of the Paris Agreement on climate change has become clearer. In line with our target of using renewable energy resources, we commenced work to install solar energy panels on the roof of our Logistics building in the Şekerpınar site with an investment of 2.4 million dollars in 2021. Again, in Şekerpınar, we aim to reduce the natural gas consumption of 3,844 m³ per year with a new investment that will meet the need for hot water used in kitchens from solar energy. We received our ISO 14001 Environmental Management System Certificate in order to manage our environmental

risks correctly, turn our risks into opportunities and change the daily work routine of each of our employees. With ISO 50001 Energy Management, ISO 45001 Occupational Health and Safety, and ISO 27001 Information Security Management Systems reflected in all our processes, we began working towards receiving ISO 9001 Quality Management System Certification; we plan to hold all these certificates in 2022.

The pandemic has meant a year for Doğu Otomotiv focused intensively on the wellbeing of our employees and their families. As one of the companies successfully able to swiftly switch to remote working, we continued to do so in 2021. The exception to this was our employees required to work in the field had to work in the campus amid rising cases and, at the time, low vaccination rates. We have created the safest working conditions for our employees by regularly following the developments with newly formed bodies such as the Emergency Management Team, Occupational Health and Safety Committees and the Health Science Board established under the umbrella of Doğu Group. We organized the “Walking for Nature” program to boost our employees’ awareness of nature and good physical health, and 286 individuals participated in the program in 55 teams, resulting in the planting of 1,101 saplings through the ÇEKÜL Vakfı (Foundation for the Protection and Promotion of the Environment and Cultural Heritage).

The Drive Unit, established to bring the Human Resources management of our Authorized Dealers and Service Centers to global standards, was deemed worthy of the “Best HR Strategy from Overseas” award within the scope of the HR Excellence Awards granted in 2021 for its work. The GO-DGTL Academy program launched last



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In 2022, after the full transition to Integrated Management System, we will be completing our certification process.

year to support digital transformation and develop the digital competence of employees, saw its first graduates in 2021. Sixteen employees graduated from the Data Science program, 21 from the Customer Experience program, and 40 from the Robotic Process Automation program.

As well as accelerating our efforts within the scope of the Equality at Work Program, we published the “Workplace Principles Policy against Domestic Violence” in 2021. And as part of these efforts, by being included in the “Business against Domestic Violence” (BADV) project supported by Sabancı University, Doğu Otomotiv became the first automotive company to implement the policies.

Meanwhile, The Traffic is Life! Program continues, having become one of the most renowned and followed community involvement programs in Turkey. This year, we cooperated with the Istanbul Provincial Directorate of National Education under the slogan “It’s teachers who set an example for students,” whereby we delivered “Road Safety Seminars” to approximately 600 teachers. Again throughout the year, joined together with 289 Vocational High School students destined to enter the automotive industry in the future on online platforms, providing information on both the

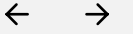
automotive industry and traffic safety. Within the scope of the program, we continued the training program begun on EBA TV in 2020 aimed at the 5-19 age group, the group most prone to accidents in Turkey, in 2021 as well. Educational videos on many subjects have been permanently added to the EBA TV Education Library, and we reached one million students per day with these educational videos.

The year of 2022 will be one in which we continue to see the effects of the momentous events of the past two years. In addition, as Doğu Otomotiv, we will focus on sustainable growth and create a positive feedback loop with our stakeholders to be able to tackle social and environmental problems, as we continue efforts to achieve our company’s value-oriented goals.

As always, I would like to thank all our stakeholders for the support they have bestowed upon us. From now on, we will advance on our journey together with them. We will also continue to implement our policies to enable Doğu Otomotiv to get one-step closer each day to leading the march of sustainability. I would also like to thank my colleagues who brought us to this point by integrating their environmental, social and ethical responsibilities into every stage of their work.

Respectfully yours,

Emir Ali Bilaloğlu
CEO and the Chairperson of the Board



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Report Profile

Doğuş Otomotiv 2021 Sustainability Report is our company's 13th Sustainability Report. Being approached as a direct dialogue platform with all our key stakeholders, the content of the Sustainability Report is prepared in line with the material issues determined by analyzing stakeholder concerns, and aims to respond to the expectations of all key stakeholders of Doğuş Otomotiv.

Being seen as the most important tool by which we transparently convey our sustainability strategies, relevant policies and practices, and our performance under our material issues to our stakeholders since 2009, our Sustainability Reports also include our performance in the chapters of United Nations Sustainable Development Goals (UNSDG), which we approach as a long-term value creation and business strategy.

In addition to the 2021 Sustainability Report, which includes Doğuş Otomotiv's integrated sustainability performances, the Corporate Governance Report has also been published within the scope of the Annual Report, that includes financial and operational information. There are also consolidated financial reports, summary financial indicators and investor presentations for our shareholders and investors which can be found in the Investor Relations section of our company's website.

Doğuş Otomotiv 2021 Integrated Sustainability Report includes the financial and non-financial performances of Doğuş Otomotiv Servis ve Tic. A.Ş. and its subsidiaries (unless otherwise stated).

The content and scope of the report were determined by the Materiality Study, which was carried out for the second time in 2018.



Doğuş Otomotiv 2021 Annual Report



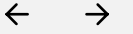
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Sustainability



Doğuş Otomotiv Ethics Code



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Reporting Principles

Doğuş Otomotiv published its first Sustainability Report in 2009, following being a signatory to the United Nations Global Compact, in accordance with the principles of the Communication on Progress. The second report, published in 2010 with the title of Corporate Social Responsibility Report, is the first report published in accordance with the reporting principles of the Global Reporting Initiative. The reports, which continued to be published as Corporate Responsibility Reports from 2011 to 2014, started to be published at the comprehensive reporting application level after GRI changed its reporting framework to the G4 Standards in 2014. Today, starting from the 2015 report, the reports published in the same scope and in compliance with the GRI Standards 2016 Version are titled as Sustainability Reports.

Along with the 2020 Report, pursuant to the amendment in the Corporate Governance Communiqué no II-17.1 published by the Capital Markets Board on October 2, 2020, it also included its declaration within the scope of the Sustainability Principles Compliance Framework, in the content of the annual report.

Scope of the Report

Doğuş Oto Pazarlama ve Tic. A.Ş. (Doğuş Oto), Doğuş Bilgi İşlem ve Teknoloji Hizmetleri A.Ş. (Doğuş Teknoloji), Yüce Auto Motorlu Araçlar Tic. A.Ş. (ŞKODA Türkiye) and vdf Servis ve Tic. A.Ş. (vdf) which are in the value chain of Doğuş Otomotiv Servis ve Ticaret A.Ş. (Doğuş Otomotiv), is included in the scope of the report. The companies excluded while calculating the data within the scope of the report are given as footnotes. Having being started since 2015 to be able to create sustainability awareness and a reporting culture, the program to include our affiliates, suppliers, authorized dealers and service centers in

our report, was initiated with a more comprehensive study as a pilot application in 2021, and its details are given in the relevant section of our report.

Corporate Profile, Brands and Financial Indicators

Corporate profiles of Doğuş Otomotiv and its subsidiaries, the 2021 performances of the brands it represents, as well as detailed financial indicators are all included in the Company's annual report and on its *website*. The financial data included in the Sustainability Report are data disclosed to the public by Doğuş Otomotiv Servis ve Tic. A.Ş. and passed through independent auditing.

Reporting Period

Although Doğuş Otomotiv 2021 Integrated Sustainability Report covers the fiscal year 2021 (1 January 2021 – 31 December 2021), some performances may also include early 2022 operations. Such cases are explained with footnotes in line with the principle of providing our stakeholders with exact information.

Leading Principles and Standards Based

Doğuş Otomotiv 2021 Sustainability Report is published in accordance with the comprehensive reporting content as per the Global Reporting Initiative (GRI) Standards Reporting Principles and is self-declared. (GRI Standards 2016 version is utilized.)

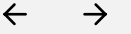
Similarly, Doğuş Otomotiv 2021 Integrated Sustainability Report was prepared by considering the materiality analysis and management approach structure of the GRI Standards as well, and in accordance with this structure, certain standard explanations are also included within the scope of the GRI Index. In line with the expectations of the standard, Doğuş Otomotiv's way of doing business, its performance in material topics in sustainability, the position it has taken and the Company's impact on non-financial areas constitute the content of the report.

The report also includes the United Nations Global Compact principles (UNGC) that we have been a signatory since 2010, and the United Nations Sustainable Development Goals (UN SDG) Index, which has become a direct part of our sustainability strategy since 2017. In addition, Doğuş Otomotiv makes use of the methodology proposed by AccountAbility AA1000SES (Stakeholder Engagement Standard) as a guide while determining its material issues, identifying its key stakeholders and setting its strategy of dialogue platforms it maintains with all stakeholders. The Company acts by considering the framework and principles of the standard in all its stakeholder engagement-oriented performances. The scope and content of the report has also been prepared in accordance with the AA1000AP (AccountAbility) Principles.

Doğuş Otomotiv's 2021 Integrated Sustainability Report also includes the Global Automotive Sustainability Practical Guidance Index of the Automotive Industry Action Group (AIAG), which is supported by our most important stakeholders, OEMs. In this recent report, sector-specific indicators published by SASB (Sustainability Accounting Standards Board) are also included in the appendices part as an index for the first time.

Materiality Principle

Doğuş Otomotiv carried out the Material Issues study, in line with the expectations of its key stakeholders, for the first time in 2009, and repeated the study in December 2017 to update it. The first content regarding new material issues is included in the 2018 Sustainability Report. Detailed and comprehensive information on the material issues is included in the relevant section of the report. Doğuş Otomotiv implemented its materiality



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study using the methodology recommended by AA1000SES (AccountAbility Stakeholder Engagement Standard). Doğu Otomotiv *key stakeholder map*, determined by the method of the said standard, can also be accessed on our website. Doğu Otomotiv's key stakeholder map, determined by the method of the same standard, can also be accessed on our website.

Integrated Approach

Doğu Otomotiv meets with its stakeholders via a number of different communication platforms throughout the year, and it adopts and implements the accountability principle in answering all queries regarding the Company's performance. Apart from these dialogue platforms, it publishes its annual report and sustainability report once a year. When both reports and corporate website contents are considered together, it adopts an integrated reporting approach. All of the aforementioned content includes the Financial, Manufactured, Human, Intellectual, Natural, Social and Relationship Capital titles found in the IR (Integrated Reporting) Guidelines, but has not yet been published as a single report.

Communication of the Report

Doğu Otomotiv also includes its Sustainability Management approach within the contents of its Annual Report. In addition, every year, after the report is published, our stakeholders are informed about its releasing through all external communication tools. The report is announced to our stakeholders through notification letters signed by Company's senior management. After the publication of the report, the information, which consists of the content of the performances selected from the report, is conveyed to our employees through bulletin boards, intranet system, screens present in the company buildings etc.

Independent Assurance Statement

Doğu Otomotiv 2021 Sustainability Report has been audited by PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. on selected data, under limited assurance. The audited data is included in the report with a (*) symbol as per the reporting guide. As indicated in the assurance statement, the accuracy of the data limited in nature has been reviewed in accordance with the ISAE 3000 (revised version) standard. The statement in mention can be found in the end section of our report.

Indexes

Doğu Otomotiv has been among the companies whose performance has been evaluated within the scope of Istanbul Stock Exchange Sustainability Index since 2015, and has been successfully included in the index every year. Companies included in the BIST Sustainability Index will be evaluated four times a year starting from 2022.

Doğu Otomotiv has been regularly publishing sustainability reports since 2009 within the scope of the Global Reporting Initiative (GRI Standards). Our Company, which publishes its reports in new reporting standards by complying with the reporting standard development activities carried out by GRI before the compliance period, has also been subjected to ratings since 2009 in the Istanbul Stock Exchange Corporate Governance Index. The score of 9.67 out of 10 it received in 2020, it clearly demonstrates that it largely complies with the Corporate Governance Principles published by the Capital Markets Board and sets an example with good practices it has implemented. The risks that may arise for the Company have been identified and rendered controllable. Its public disclosure practices and transparency are at a high level. Rights of shareholders and stakeholders are observed fairly. The structure and working conditions of the board of directors comply with corporate governance

principles. As a result; this rating indicates that the Company well-deserved to be included in the BIST Corporate Governance Index at a high level.

Within the scope of the Capital Markets Board "Communiqué (II-17.1a) on Amending the Corporate Governance Communiqué (II-17.1) published in the Official Gazette No. 31262 on October 2, 2020, the sustainability principles that companies are required to disclose in their corporate governance compliance reports are settled. Regarding these principles, which were declared to be applicable in the 2021 annual reports, Doğu Otomotiv added a limited compliance statement within its 2020 Annual Report and in 2021 its statement was published within the scope of its annual report.

Report Publishing Date

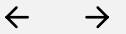
July 2022

(The previous report was published in June 2021. Doğu Otomotiv regularly publishes its sustainability performance on an annual basis.)

Feedbacks

Doğu Otomotiv Integrated Sustainability Report is available for download on the company's website in pdf format. For all kinds of feedback and evaluations regarding the report, the contact information of the authorized persons is included within the report.

Doğu Otomotiv strives every year to improve its sustainability performance, to enrich the content and to reach its stakeholders in a more transparent manner.



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2.4 Million
Total Vehicle
Park



8.6 Million
Customers



9.70
Corporate
Governance
Compliance Score



5,096,374 TL
Community
Engagement



23.83%
Female
Employee Ratio



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GENERAL INFORMATION

Doğuş Otomotiv enjoys being the company with the widest brand and service network in the Turkish automotive industry today. Representative of 11 international brands and one affiliated product group, each of which is the leader of its own industry in the fields of passenger cars, light commercial vehicles, heavy vehicles, industrial and marine engines, and cooling systems, Doğuş Otomotiv offers its individual and corporate customers a wide product portfolio consisting of Volkswagen Passenger Cars, Audi, SEAT, ŠKODA, Bentley, Lamborghini, Bugatti, Porsche, Volkswagen Commercial Vehicles and Scania brands as well as more than 80 of the model varieties of these makes.

Moreover, the Company competes in the industrial and marine engines market with the Scania Power Solutions, and in the cooling systems market with the Thermo King brands. Additionally, Doğuş Otomotiv provides service to its customers in the second-hand market with the brand of DOD.

More than 570 customer service points spread all over Turkey offer Doğuş Otomotiv's customers extensive and uninterrupted sales, after-sales and replacement parts services. The Company offers 24/7 roadside assistance service to its customers through the Value and Interest Center, which was established in 2014 as the product of efforts aimed at increasing customer satisfaction. With more than 2 thousand employees strong, Doğuş Otomotiv is one of the most significant players of the Turkish automotive industry. Doğuş Otomotiv shares, which were started to be offered to the public in 2004, are traded on the Borsa Istanbul (BIST) with the code "DOAS.IS". The Corporate Governance Compliance Rating of the Company increased to 9.67 in 2021 (2020:9.65). Doğuş Otomotiv is an affiliate of the Doğuş Group, a holding company operating in six sectors, including automotive, construction, media, food and beverage, tourism and retail, and energy, with over 300 companies and over 18 thousand employees. The Group provides service to its customers with a dynamic human resource pool utilizing superior technology and offering high brand quality.

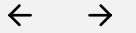
Affiliate Structure

As of December 31, 2021, there is no change in Doğuş Otomotiv's capital structure.

Detailed information about the Doğuş Otomotiv Board of Directors and its structure can be found in the annual report as well as Doğuş Otomotiv 2021 *Corporate Governance Compliance Report* and *Corporate Governance Information Form*, which are included in the same content.

Shareholder's Commercial Titles	Share in the Capital (TL)	Share in the Capital (%)
Doğuş Holding A.Ş.	165,584,715	75.27
Doğuş Otomotiv Servis ve Ticaret A.Ş. ¹	22,000,000	10.00
Doğuş Sigorta Aracılık Hizmetleri A.Ş.	292	0.00
Free Floating Shares	32,414,993	14.73
Total	220,000,000	100

¹ Our Company keeps its shares purchased from Borsa Istanbul A.Ş. in its own portfolio.



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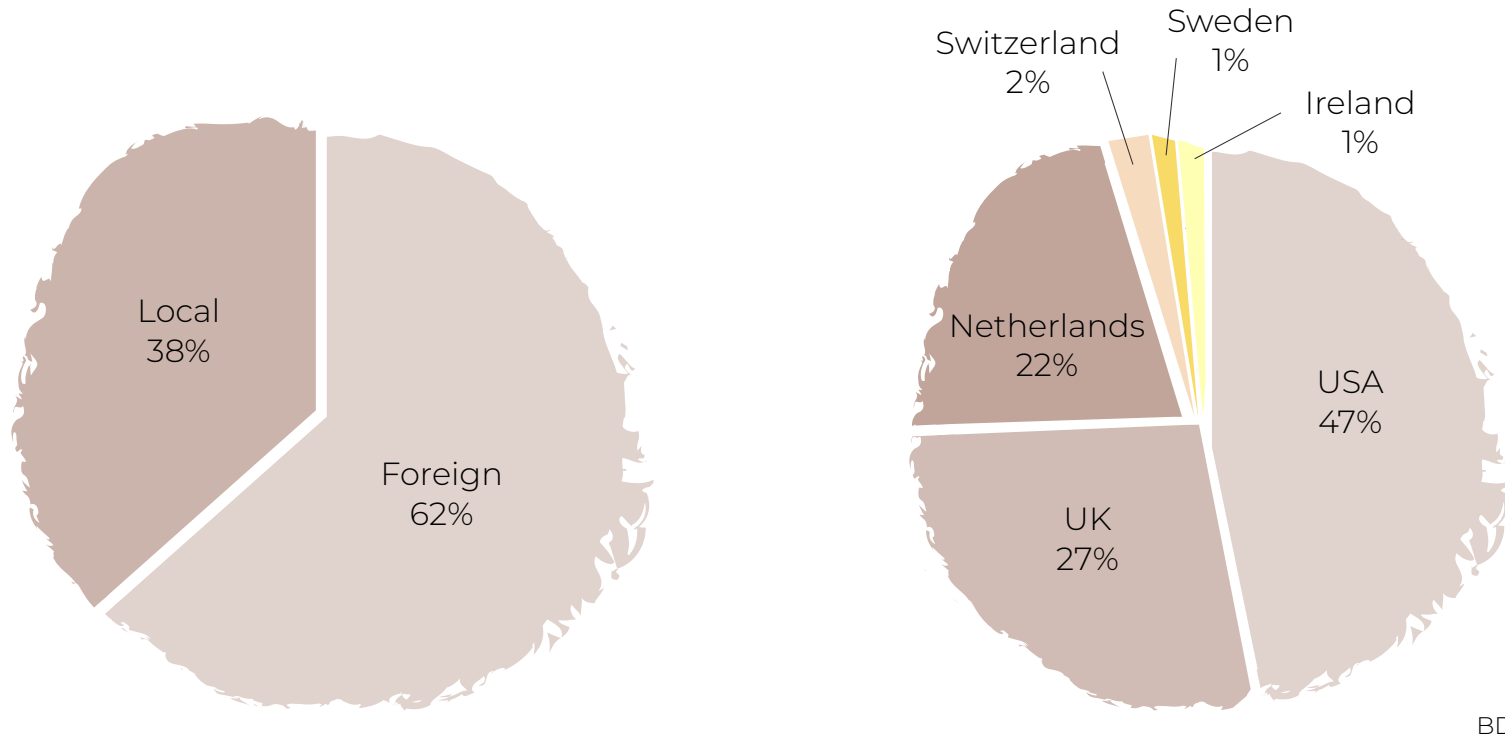
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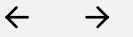
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Distribution of Free-Floating Shares



BD Corporate



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Information on Direct and Indirect Subsidiaries and Share Ratios

Company Name	Area of Operation	Paid in/Issued Capital	Company's Share in Capital	Monetary Unit	Company's Share in Capital (%)	Relation to Company
Doğuş Holding A.Ş.	Holding Company	862,837,305.00	31,575,087.00	TL	3.66	Long Term Security
D-Auto Limited Liability Company ²	Vehicle Trading and After Sales Services – Iraq	150,000,000.00	150,000,000.00	IQD	100.00	Subsidiary
Doğuş Oto Pazarlama ve Tic. A.Ş.	Vehicle Trading and After Sales Services	45,000,000.00	43,288,272.00	TL	96.20	Subsidiary
Doğuş Bilgi İşlem ve Teknoloji Hizmetleri A.Ş.	Information Technology Infrastructure and Software	226,400,000.00	49,255,692.00	TL	21.76	Affiliate
Doğuş Sigorta Aracılık Hizmetleri A.Ş.	Insurance and Brokerage Services	1,265,000.00	531,232.00	TL	41.99	Affiliate
vdf Servis ve Tic. A.Ş.	Automotive Products and Services	6,465,344.00	3,154,365.00	TL	48.79	Affiliate
Yüce Auto Motorlu Araçlar Tic. A.Ş.	ŠKODA Turkey Distributor	2,100,000.00	1,049,999.70	TL	50.00	Affiliate
TÜVTÜRK Güney Taşıt Muayene İstasyonları Yapım ve İşletim A.Ş.	Vehicle Inspection Stations	25,250,000.00	8,332,836.00	TL	33.00	Business Partnership
TÜVTÜRK Kuzey Taşıt Muayene İstasyonları Yapım ve İşletim A.Ş.	Vehicle Inspection Stations	67,100,000.00	22,143,895.00	TL	33.00	Business Partnership

² Upon reaching a concurrence with Audi Volkswagen Middle East FZE and Volkswagen AG on July 1, 2021, distributorship activities of Doğuş Oto Iraq, which carried out operations of importation, distribution, and after-sales services of Volkswagen Passenger, Audi, and Volkswagen Commercial vehicles, were discontinued with a termination agreement signed, and consequently, the liquidation process was decided to be initiated.

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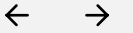
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About Doğuş Group

Striving to set the standards for a better living by taking the lead of new discoveries that shape the modern life, Doğuş Group was founded in 1951. Incorporating best-in-class lifestyle brands that would turn into a passion for its employees, customers, business partners and even its competitors alike, Doğuş Group continues its operations with the goal of becoming a global player in its fields of activity.

Operating in six sectors including automotive, construction, media, food, tourism and retail, real estate and energy, Doğuş Group, in addition to the existing sectors it provides its services, continues its growth with new investments in the fields of technology, sports and entertainment. With over 300 companies and over 19 thousand employees, the Group provides service to its customers with a dynamic human resource pool utilizing superior technology and offering high brand quality. Behind the success of Doğuş Group is a customer-oriented and productivity-centered management approach. Consequent to this approach, the Group represents Turkey all over the world through its affiliations with world-class and well-reputed brands. Doğuş Group has collaborations and partnerships with major global players, such as; Volkswagen AG and TÜVSÜD in automotive and Hyatt International Ltd. in tourism, as well as international Azumi Group which incorporates brands such as Coya, Roka, Zuma and Oblix; Paraguas Group, the owner of Amazonico, Ten Con Ten, El Paraguas brands in the food and entertainment industry; and with the SK Group from South Korea in e-trade. Furthermore, Doğuş Group is an important player in the media with the industry's leading brands such as NTV, Star, Kral, TV8 (30% Partnership) and with Puhu Tv in television, radio and digital broadcasting.

Doğuş Group's management approach also reflects the awareness of corporate citizenship that the whole society benefits from today and will benefit from in the future. In conducting its social responsibility activities, Doğuş Group strives to leave a mark in people's lives by making their daily lives better. The Group's social responsibility projects are managed with the aim of contributing to the society in its endeavors to create a constantly progressing and improving future. Aware of its responsibilities in all corporate social responsibility and sponsorship projects it has actualized, Doğuş Group acts with the mission of being a pioneer and example for the society, while contributing to the national economy and employment with its investments. Recognized as being among the pioneers of change in Turkey, Doğuş Group draws advantage from its wide service, know-how and cooperation network in achieving its goals in the best way. With the vision of becoming a global player that sets standards and progresses through discoveries, Doğuş Group continues to pursue cooperation and investment opportunities, which it believes will benefit the Turkish economy.



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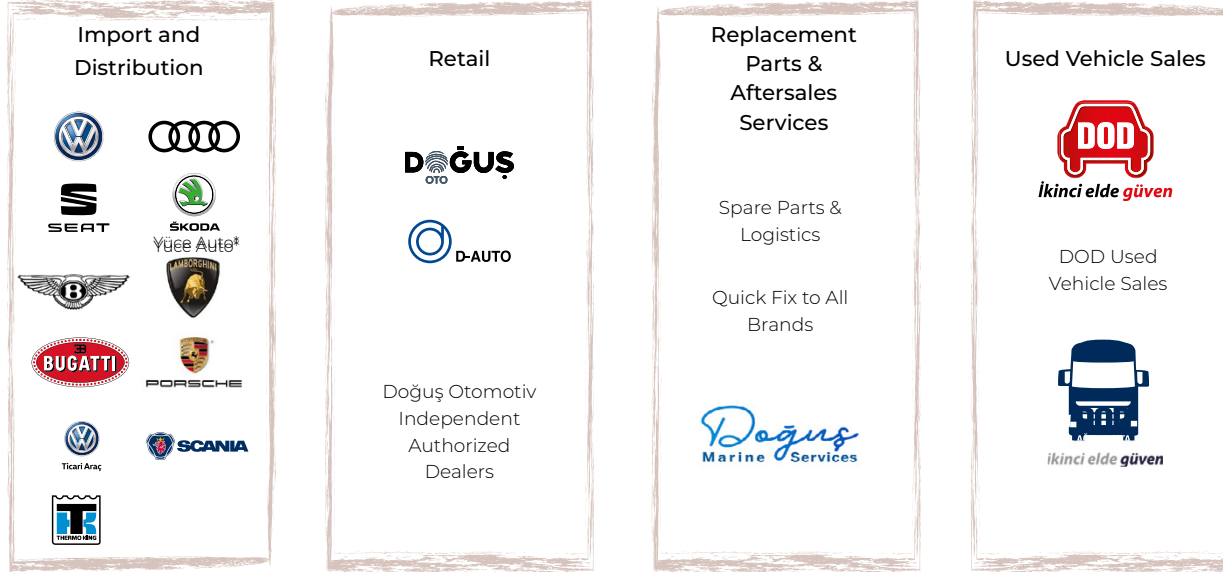
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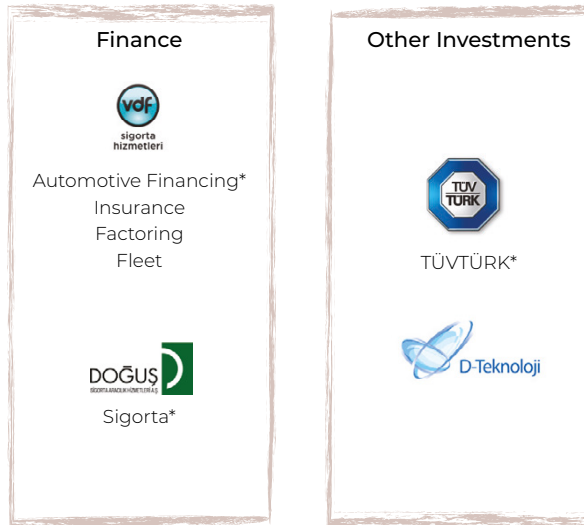
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Products and Services DOĞUŞ OTOMOTIV VALUE CHAIN 2021

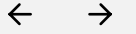
Core Activities



Auxiliary Activities



* Subsidiaries



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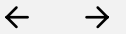
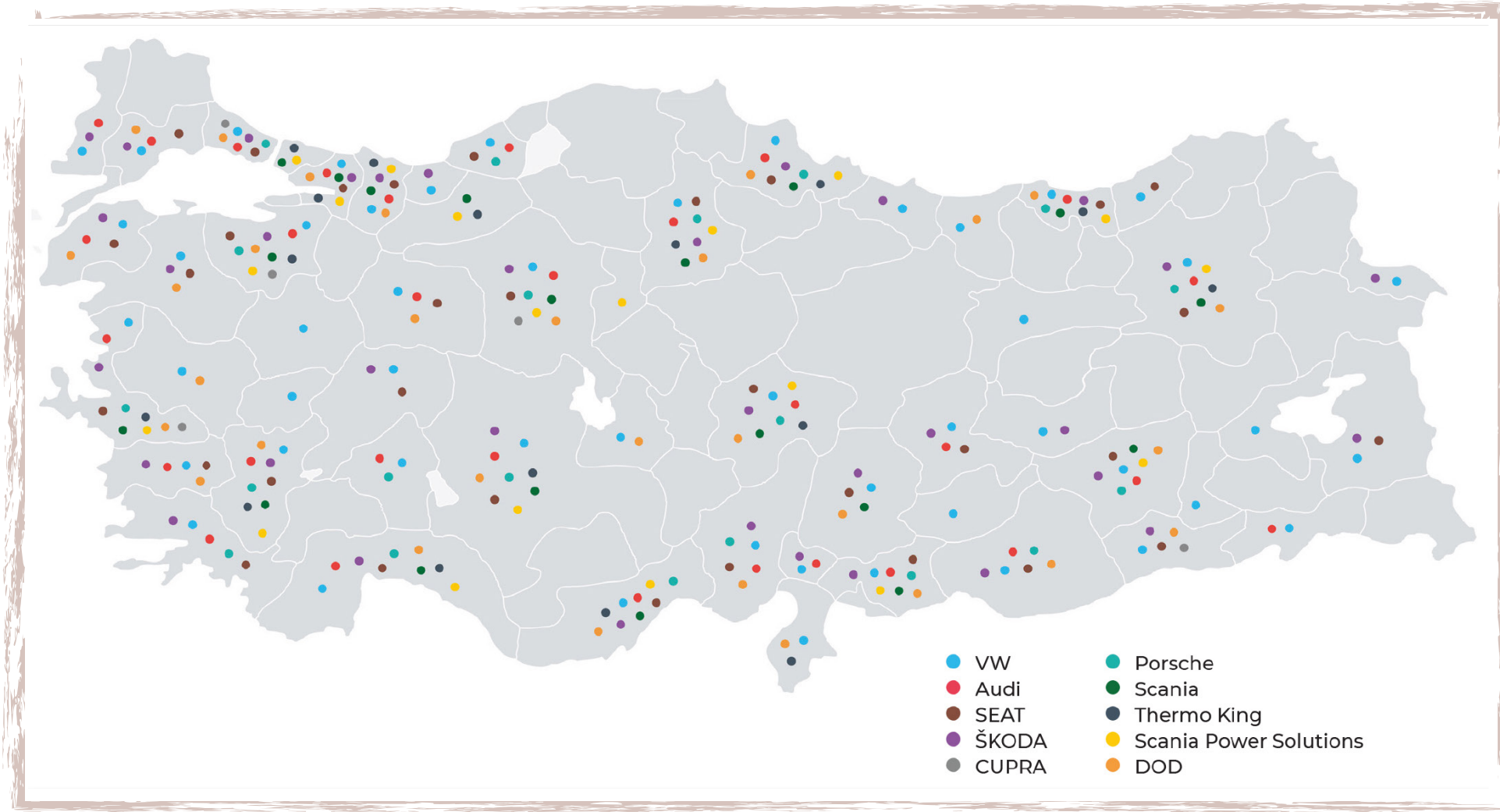
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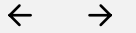
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New Products and Services

2021 New Launches

						
NEW MODELS	NEW MODELS	NEW MODELS	NEW MODELS	NEW MODELS	NEW MODELS	NEW MODELS
Golf 8 (Q1)	A3 (Q1)	Leon (Q1)	Fabia (Q4)	Huracan STO (Q3)	Taycan Base (Q1)	New Advancer Series
Passat Alltrack	Q3 / Q3 Sportback (Q2)	Tarraco (Q1)	FACELIFT		718 Boxter - 25 years (Q1)	A-360
T-Cross	Q5 Sportback (Q3)	ÇUPRA Formentor (Q2)	Kodiaq (Q3)		911 GT3 (Q2)	A-400
Caddy (Q1)	FACELIFT				Taycan Cross Turismo (Q2)	A-500
	Q5 (Q2)				911 GTS (Q3)	
	Q2 (Q2)				Cayenne Coupe GT (Q4)	
					FACELIFT	
					Macan III (Q4)	



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Main Branches of Activity

Imports and Distribution



Despite the challenges encountered in supply in 2021, Volkswagen Passenger Cars maintained its third place in the passenger car market with 53,523 retail sales and a 9.5% market share. With its fully digital and renewed design, Golf, which enjoys the title of the most preferred car in Europe, was offered for sale in March 2021, whereas Polo, with the facelift version of its sixth generation, which has managed to become one of the most successful models in the compact class, was offered for sale in September 2021. Volkswagen Live!, the video call application was deemed worthy of the Gold award in the "New Sales Point Development" category of the Istanbul Marketing Awards, which is held every year as a part of the Istanbul Marketing Summit, bringing together opinion leaders, the best practices of the marketing world as well as different experiences.

According to the results of the Turkey Reputation Index Research conducted by the Turkish Reputation Academy, Volkswagen became the brand with the highest score in the automobile category in 2021.



Imported by Doğuş Otomotiv since 1994, Audi became the third best-selling premium brand vehicle in 2021 with 14,036 sales. Also in 2021, Audi introduced the fully electric and level 4 ready for autonomous driving concept vehicle, the Grand Sphere, in which it reveals its vision for the future. With the inclusion of After Sales Services in the scope of the project in 2020, the "Audi Intelligence: CRM"

system was successfully used in Audi Authorized Services in 2021 as well. Audi brand achieved a 51% increase in After Sales Services turnover in 2021 with a 56% customer loyalty rate, which is shown as exemplary in Europe.



Operating as an independent brand within SEAT, CUPRA started its sales activities in 2021. During the year, Formentor in the CUPRA brand, the new Leon, facelifted Ibiza and Arona models in the SEAT brand, as well as the Tarraco model in the SUV segment were launched. Despite the challenges caused by the pandemic on a global scale in 2021, SEAT sold 12,457 passenger cars with an increase of 8% compared to 2020 with the impact of its renewed product range and as a result achieved a market share of 2.22%. On the other hand, with the CUPRA brand, which started to be sold in April, it achieved a sales figure of 285 vehicles.

ŠKODA



While the total passenger car market contracted by 7.9% in 2021 compared to the previous year, ŠKODA successfully managed to increase its sales by 4.4%. "ŠKODA Goodness Car", which distributes masks to healthcare workers, food to stray animals and books to children during the pandemic, was granted with the bronze award in the "Online-Offline Integration" category of Turkey's important social media award, "Social Media Awards".



In 2021, Bentley launched the Bentley Flying Spur, a unique combination of the brand's luxury and sports sedan performance vehicle, with a V8 engine. Lamborghini achieved high sales success with its SUV model Urus, and with the new Huracan STO, continued its assertiveness in performance and design. Bentley sold a total of 11 units in 2021, while Lamborghini sold a total of 16.



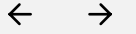
PORSCHE

Porsche increased its sales by 1.3% to a total of 627 units in 2021. The Taycan model, Porsche's first fully electric sports car, has played the biggest role in this success, reaching a sales performance of 353 units with a 17% growth.



Ticari Araç

Volkswagen Commercial Vehicles maintained its leadership in imported commercial vehicle sales in 2021. The completely renewed New Caddy model was rated with 5 stars by Euro NCAP, making it the first and only vehicle in its class to meet this safety standard. In 2021, 175,497 vehicles were sold in the light commercial vehicle market, with a growth of 7.9% compared to the previous year. Volkswagen Commercial Vehicles had a share of 8.4% in the light commercial vehicle market with 14,663 sales, and maintained its leadership in the imported commercial vehicle market with a market share of 18.8%.



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Scania had a market share of 8.5% in 2021 with the sales of 2,192 vehicles in the heavy commercial vehicle market, which has a total of 25,908 vehicles. 53 of the sales were trucks and 2,139 were tractors. With a market share of 25.3% in the imported heavy commercial vehicle market, Scania has become the most preferred imported tractor brand. Scania is also among the top three brands with the highest sales in the total tractor market.



Power Solutions

Scania Power Solutions has increased its market share in the marine engine segment in 2021, by means of domestic and international projects realized with shipyards manufacturing pilot ships, fishing boats and passenger ferries, as well as with yacht manufacturers.



Thermo King, which has been the market leader in the cooling unit industry for years, continued its success in 2021 with its solutions that meet different needs, and maintained its leadership in the cold chain transportation industry.

Retail Sales



Doğuş Oto provides services to Volkswagen Passenger Car, Audi, Seat, CUPRA, Skoda, Porsche and Volkswagen Commercial Vehicle brands, of which it represents, in its Istanbul, Ankara, Bursa, and Kocaeli locations. Doğuş Oto also continues to be a reliable service point in the sale of second-hand vehicles to its customers as a DOD Authorized Dealer. With its ongoing operations in six regions, 36 Authorized Sales and 34 Authorized Service Center points, Doğuş Oto maintains its pioneering presence in the sector with its strength and stability. Doğuş Oto operates on a total of 251.180 square meters area with its 1,486 employees. The Company sold a total of 39,526 new vehicles in 2021, and this number's share in Doğuş Otomotiv's retail total sales volume was realized to be 33%. Furthermore, a total of 251,833 vehicles were serviced in 2021.

ŠKODA



Yüce Auto, which became the Turkey distributor of ŠKODA in 1998 with a 50% partnership with Doğuş Otomotiv, completed 2021 with a 4.5% market share, and closed the year in ninth place with a retail sale of 25,228. Despite the difficult uncertainties in the supply processes, ŠKODA continued its successful performance in the D segment and received a 15.6% share in this class with a total of 8,468 deliveries with its Superb and Kodiaq models.

Spare Parts and After Sales Services



Spare Parts and Logistics

Spare Parts and Logistics actualized the importation of 94,507 vehicles and shipped 116,578 vehicles to Authorized Dealers in 2021, closing the year with a turnover of 2,050,70 million TL from the sales of spare parts and accessories. Spare parts availability rate was 99% in 2021 again.

Second-hand Vehicle Sales

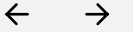


DOD Authorized Dealers sold a total of 17,001 vehicles at 60 sales points in 2021. DOD Mobile application has been downloaded to approximately 990,000 smartphones or tablets to date and has become one of the most preferred mobile applications in this field.

Maritime Industry



Established in 2021, Doğuş Marine Services aims to carry Doğuş Otomotiv's high service quality and customer satisfaction approach to the maritime industry and to meet the service needs in this area at a single point. In addition to Göcek, it has a wide service network covering Fethiye, Marmaris, Bodrum and Didim regions. Doğuş Marine Services, with its workshop and boat/vessel wintering hangar situated in an area of 1600 m², has achieved significant success by adding more than 50 boats to its portfolio in 2021.



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Automotive Related Ancillary Activities

Finance



In 2021, 32,962 new contracts with a total loan amount of TL 6,964 million were entered, and the portfolio reached 55,012 units. In this way, vdf's total active loan volume increased by 12% compared to the previous year whereby increasing from TL 7.3 billion to TL 8.2 billion.



Operating as the agency of 12 insurance companies, vdf Insurance Services provides service to individual and group customers in many branches such as branded motor insurance, traffic, extended guarantee and credit protection insurances. Being in service under the Authorized Dealers of Volkswagen brands in Turkey, vdf Insurance has 33 branches at dealers in 2021. Policy generation of vdf Insurance reached 561 million TL in 2021.



Starting its operations actively in May 2010, vdf Faktoring Hizmetleri A.Ş. provides factoring and financing services to 110 Authorized Dealers throughout Turkey. In 2021, vdf Faktoring reached a transaction volume of TL 23 billion and a total asset size of TL 484 million.

Operational Fleet Leasing



Established in March 2016, the number of active contracts of vdf Filo reached 14,166 in 2021, and the total transaction volume was realized at TL 23 billion. Over 15,700 active contracts are targeted in 2022.

Other Investments

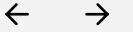


The right to establish and operate vehicle inspection stations was assigned to the TÜVTÜRK consortium, also including Doğuş Otomotiv, authorized by the Turkish Privatization Administration, for 20 years, at a cost of \$552 million. 189 fixed and 73 mobile inspection stations became fully operational at the end of the first quarter of 2009 with an investment of \$300 million. Vehicle Inspection Stations investments are expected to generate \$15 billion in revenue and \$2.5 billion in EBITDA over 20 years. At the end of the 14th year, approximately 105 million vehicle inspections were carried out, and exhaust gas emission measurements of 34 million vehicles were realized. A number of 35.8 million vehicles were re-inspected, and 35 million vehicles ensured to return safely to traffic. Periodic inspection of 11.3 million vehicles was completed in 2021 and exhaust gas emission measurements of 3.8 million vehicles were made. According to the "Economic Impact Analysis of Road Safety and Periodic Vehicle Inspection Application in Turkey" conducted by CITA (International Motor Vehicle Inspection Committee) in 2017 under the leadership of Prof. Dr. Wolfgang G. Schulz and Sebastian Scheler, as a result of traffic

accidents prevented by TÜVTÜRK vehicle inspection system, an average of \$340 million was saved annually for the Turkish economy.



Established in September 2011, Doğuş Teknoloji is a 54% Doğuş Holding and 46% Doğuş Otomotiv investment. Its main areas of expertise are software and information systems design (business process automation, reporting, security, etc.), projects of development, installation update, maintenance, fault detection and integration to these systems, sustainable security, performance monitoring and anomaly reporting, and consultancy services as well as the management of all these processes. At the IDC Turkey DX Awards 2021, the Horus project carried out by Doğuş Teknoloji's Technology Operations and Cyber Security team won the first place in the Future of Trust category, the Vida VDF (Insurance Digital Assistant) project was the second in the Future of Work category, and the Connected Workforce project in the Future of Connectedness category was the winner of the third prize.



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Sustainability Management and Strategy

Doğuş Otomotiv believes that the sustainable growth of a company depends on its aptitude in managing its environmental, social and governance processes. Therefore, since 2009, our Company has been approaching sustainability in terms of non-financial risk management as well as impact management, and has been reviewing all its processes from this perspective and establishing its systems accordingly with this understanding.

When the global references concerning sustainability management are considered, an extremely far-reaching and broad concept is faced with. Recognizing environmental, social and governance risks, establishing systems to be prepared for them, and being more transparent every day while disclosing these risks and the measures taken against them to the public require to be based on a thorough and accurate analysis of quite a detailed and intense content. Especially measurement and evaluation systems in these areas are complex and not applicable for every industry. For this reason, Doğuş Otomotiv monitors all relevant developments in the world and continues to manage its compliance processes accordingly. While our Company is developing its non-financial risk management model, it adopts the content of the relevant guidelines, which are formed by integrating environmental, social and governance risks into the ERM (Enterprise Risk Management) model, published in October 2018 in partnership with COSO (Committee of Sponsoring Organizations of the Treadway Commission) and WBCSD (World Business Council for Sustainable Development), as its benchmark.

Doğuş Otomotiv's sustainability approach includes the following perspectives and principles;

- Being able to respond transparently to the expectations and concerns of our key stakeholders regarding our Company's social, environmental and administrative impact,
- Developing our competences to establish measurement, evaluation, target setting and forecasting systems for our non-financial risks and to turn our risks into opportunities,
- Establishing dialogue-centered "ask, learn, respond" communication models with our stakeholders in all sustainability areas and strategically manage these models,
- Being a part of the processes involving cooperation, informing, supporting, auditing and monitoring with all our stakeholders for a sustainable supply chain,
- Instituting ethics and compliance systems at international standards and to develop multifunctional monitoring mechanisms.

Sustainability Strategy

Doğuş Otomotiv has set its Corporate Sustainability strategies and policies with the aim of being an exemplary corporate citizen in the world as well as in Turkey, by producing sustainable and innovative solutions at the highest level for its social and ecological stakeholders within the automotive value chain.

Our Corporate Sustainability strategy is to be an indispensable business partner for our stakeholders by focusing on continuous growth within the automotive value chain and by displaying superior performance with a full, timely and accurate service approach. We evaluate, monitor and manage our performance according to the priorities we set in line with our policies.

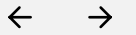
As Doğuş Otomotiv, we defined our understanding of Corporate Sustainability; by considering the requirements of global standards, our material issues directly related to our field of activity and the expectations of our stakeholders.

Corporate Sustainability is our corporate behavior pattern covering all our operations and the methods we use when determining the solutions that we have developed for the social, economic and environmental issues of our industry.

Doğuş Otomotiv Sustainability Strategy has been deduced by comprehensively evaluating social, environmental and economic impacts of our Company, stakeholder expectations and corporate strategies. Sustainability in Doğuş Otomotiv constitutes an important part of both the management of non-financial risks and supply chain management.

Sustainability Management

In line with our goal of creating long-term value, we believe in the importance of the right leadership for achieving the objectives of well and correct management of all our processes, as well as the development of business models in compliance with global standards and our Company culture. We are aware that the point we have reached in the field of corporate governance and our compliance strategy have a great role in the implementation of our sustainability strategy and policies. For this reason, we preferred to approach from a corporate management perspective while creating sustainability management mechanisms. You can find detailed information about Doğuş Otomotiv's Corporate Governance Structure and performance in the Corporate Governance Compliance Report included in the *2021 Annual Report*.



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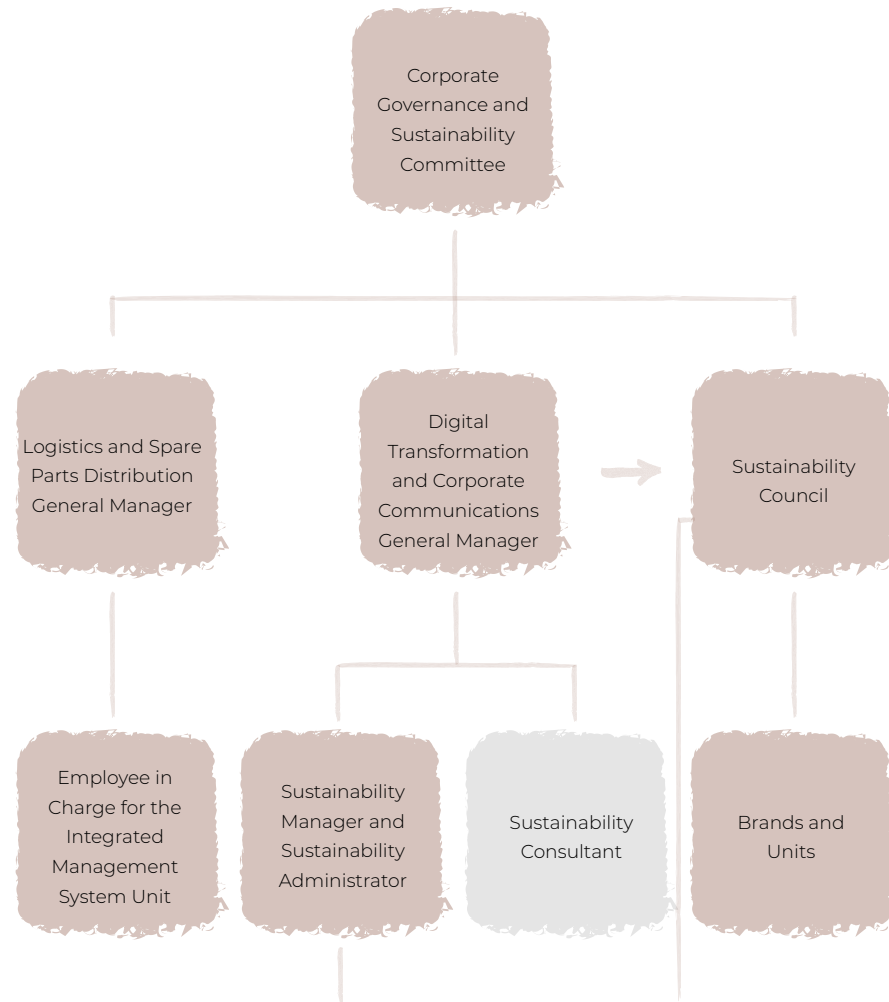
Corporate Governance and Sustainability Committee

In Doğu Otomotiv, areas related to sustainability are managed, including two Independent Members, by the Corporate Governance and Sustainability Committee, which is among the committees operating directly under the Board of Directors. Led by the General Directorate of Digital Transformation and Corporate Communications (DTCC), the infrastructure of the committee consists of the Sustainability Council, which contains managers from all units of the Company. The Investor Relations Department acts as a secretariat to the committee and is also a member of the Sustainability Council. The General Manager of DTCC is, at the same time, a member of the Executive Board. The number of committees with representatives is two. The Corporate Governance and Sustainability Committee convened 4 times in 2021; it evaluated the performances presented by the DTCC representatives, who lead the Sustainability Council, and reviewed the 2022 targets. In addition to the ordinary committee meetings, another information and evaluation meeting was held in 2021, requested by the committee members.

Board of Directors

Executive Board Connection and Sustainability Management

Execution and Reporting



Sustainability Council Leadership and DTCC Department Role

According to the stakeholder engagement approach that constitutes the cornerstone of Doğu Otomotiv's strategic perspective on sustainability-related areas, activities such as monitoring and reporting the performance of the field, as well as the coordination of developments are managed under the leadership of the Digital Transformation and Corporate Communications General Directorate (DTCC), in cooperation with Investor Relations, Financial Control and Risk Management Departments and Human Resources General Directorates. The DTCC Department carries out the task of monitoring and coordinating sustainability-related issues under the following headings:

- ✓ Leading the Sustainability Council, organizing meetings, communicating with council members, and managing internal communication programs
- ✓ Reporting of sustainability activities and managing data collection processes
- ✓ Monitoring sustainability activities carried out by other units, departments and brands and ensuring their compliance with the strategy
- ✓ Following-up and monitoring stakeholder dialogue platforms
- ✓ Undertaking the coordination task in the implementation of decisions determined by the Corporate Governance and Sustainability Committee
- ✓ Providing information about the coordination of the cross functions related to the material issues within the Company and their compliance with the targets
- ✓ Cooperation and coordination with the training unit in training organizations
- ✓ Cooperation and coordination with the Human Resources Unit in the organization of the volunteering platform

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Business Units

Within the Company, business units and departments as well as brands assume the responsibility of priorities within their primary sustainability focus areas and report the progress made in these matters to the council and the upper committee through their representatives in the council. The determination of targets in line with the sustainability focus areas of each business unit, the methods and plans they implement to achieve these targets, measurement and monitoring processes are conveyed to the Digital Transformation and Corporate Communications Department. Some material issues in sustainability-related areas may directly concern the activities of many units or departments. In such cases, subcommittees or working groups affiliated to the council are established and multifunctional structures are formed. (For example, volunteering working group, environment working group, ethics committee, etc.)

Investor Relations and Sustainability

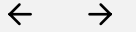
As in 2020, investor meetings were conducted in virtual environment during 2021 due to pandemic conditions and remote working system. For the first time in 2021, online conferences were held with ESG-focused funds whereby 9 corporate fund companies were met, and our sustainability performance was explained.

Doğuş Otomotiv is represented on the board of directors, in the training working group, and in the Legislation and Sustainability working groups of the Turkish Investor Relations Association (TUYID). Doğuş Otomotiv Sustainability Management was discussed as an example in the TUYID Sustainability Working Group and as a model that has been implemented for 12 years; it was conveyed to the members of the group.

Our Company has organized its own online roadshow organizations to ensure the continuity of communication with its stakeholders. The Company's performance, operations and the effects of the chip crisis were discussed with 278 investors through video and teleconference meetings on MS Teams, Zoom, Webex and Closir platforms. During the period, four multi-participatory teleconferences and webinars were held, and analysts and investors were informed about the Company's quarterly financials. The Investor Relations Department continued to proactively maintain its investor relations activities in 2021. In addition to the periodic information meetings mentioned above, at separate times throughout the year, two virtual Analyst Days were organized, and information was provided on the Company's activities. To provide similar information to domestic institutional investors as well, two virtual Investor Days were organized. To be able to reach foreign investors, informative e-mails were sent to more than 500 institutions within the scope of accurate and strategy-appropriate investor targeting. With over 200 foreign institutions located in cities such as Amsterdam, Boston, Cape Town, Chicago, Frankfurt, Hong Kong, Johannesburg, Copenhagen, London, Miami, Milan, Monaco, New York, San Francisco, Singapore, Stockholm and Tokyo communication were established via video calls and teleconferences whereby Company's activities and developments were discussed. The "Investor Relations Activities and Strategic Plan" prepared by the Department for that year is being submitted to the approval of the Corporate Governance and Sustainability Committee and the periodic "Investor Relations Activities Information Document" covering all activities during the year is being submitted to the Committee's evaluation. On the other hand, the "Investor Relations Annual Report", which is prepared quite comprehensively, is shared with the Board of Directors once a year.

Daily and weekly reports are consolidated and relayed to the Board of Directors at certain periods by the General Manager of Financial Affairs.

Doğuş Otomotiv is among the first companies in Turkey to include the Sustainability Principles Index to its annual report in line with the Communiqué on the Amendment to the Communiqué on Corporate Governance published by the CMB on October 2, 2020.



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Participation in the Sustainable Development Goals

Following the United Nations Global Compact that it signed in 2010, Doğu Otomotiv conveys its development to its stakeholders in line with its Sustainable Development Goals, as per its focus areas, through its Sustainability Report, since 2017. Doğu Otomotiv analyzed its impact on SDGs throughout the value chain and identified 14 SDGs to which it contributed the most. These priority goals are paired off with the Company's strategic sustainability priorities and performance. Relevant performances are explained in the index that can be found in the Appendix of the Sustainability Report.



- Growth to increase employment (Authorized Dealers and Services)
- Activities to increase female employment (Equality at Work)
- Cooperation with vocational high schools



- Traffic is Life! platform
- Doğu Otomotiv Volunteering Platform
- Informative seminars on health and well-being
- Covid-19 practices and working from home model



- Cooperation with vocational high schools
- TEV partnership



- Equality at Work platform
- Female executive programs
- Mentoring for female students
- Number of woman on the Board of Directors



- Energy Efficiency Policy
- Activities to reduce energy consumption
- Solar panels investment



- Expanding the Authorized Dealer and Services network
- Employment of people with disabilities
- Increasing the number of female employees
- OHS Policy and Training Programs
- Child employment policy
- Employment in Value and Care Center



- Digital transformation practices
- Climate Change Policies as part of reducing carbon emissions
- Solar panels investment



- All practice related to human rights and employee
- Activities to increase employment and educational support
- Human rights priority study



- Waste Management Policies and practices
- Activities and practices to promote waste management at suppliers, Authorized Dealers and Services



- Hazardous waste management
- Sustainability Report
- Sustainable Sourcing Policies
- Sustainable Supply Chain Management
- Corporate Governance and Sustainability Evaluation Program at Authorized Dealers and Services



- Policy and goals related to climate change
- Policy on Reducing Emissions
- Environmental Risk Management
- ISO 50001, ISO 14001 and ISO 14064



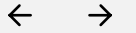
- Activities to prevent tree cutting with environmental management and waste management



- Doğu Otomotiv Code of Ethics and related practices



- UNGC signatory
- TEV partnership



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Human Rights Policy and Principles

Doğuş Otomotiv's Human Rights Policy is contained in a detailed and comprehensive manner in the Doğuş Otomotiv Ethics Code. The said policy is prepared by considering internationally accepted standards, guiding principles, directives and regulations such as the Universal Declaration of Human Rights, the International Labor Organization's Conventions countersigned by Turkey, the OECD Guiding Principles, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights.

Human Rights Policy

Doğuş Otomotiv;

- bases its Human Rights commitments on the United Nations Global Compact, and on the United Nations Universal Declaration of Human Rights, of which it has been a signatory.
- considers human rights as an integral part of its Ethical Principles, and it expects all its employees and business partners to act in accordance with these principles and Doğuş Otomotiv Human Rights policy.
- complies with national and international laws and regulations on human rights, and demands that its business partners also comply with them.
- observes the rights of the people living in the regions where it operates, takes precautions against rights violations, and manages the related risks.

Human Rights Management Approach in Investments

Doğuş Otomotiv undertakes to take decisions in line with the United Nations Universal Declaration of Human Rights in all its activities and operations

covering these activities, and to organize all its activities accordingly. At the same time, due to the first and second articles of the United Nations Global Compact, it has clearly declared its commitment on this issue.

Child Labor Management Approach

As a signatory of the United Nations Global Compact, Doğuş Otomotiv does not allow the employment of child labor at any stage of its operations under no circumstances. During the recruitment request process of our Authorized Service Centers, After-Sales Services Regional Managers are informed and supported regarding this issue. In addition, this issue is secured in contracts with our suppliers and is taken into consideration in annual audits.

Forced or Compulsory Labor Policy

As a signatory of the United Nations Global Compact, Doğuş Otomotiv does not allow forced or compulsory labor at any stage of its activities, under conditions that do not comply with laws and regulations. This condition also applies to all suppliers, affiliates, and subsidiaries of Doğuş Otomotiv. Our supplier audits have relevant content enacted accordingly.

In our Company, every employee is insured as of the day they start working. This issue is governed by both internal and external audits. Employees are informed about overtime working conditions during their initiation process and their approvals are obtained within the employment contract. Doğuş Otomotiv also expects the same sensitivity to be shown by its Authorized Dealers and Service Centers as well as its suppliers within its impact and carries out the necessary inspections.

Security Administration Policy

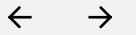
Security services are provided by third party companies in the regions where Doğuş Otomotiv operates. As with all our suppliers, Doğuş Otomotiv principles and policies were shared with our security service supplier within the scope of a protocol, and necessary information was conveyed to them.

Local People's Rights Management Approach

Respecting all the rights of the local peoples living in the regions we operate in, Doğuş Otomotiv attaches great importance to the way of doing business called "social approval".

Evaluation of Suppliers in Terms of Human Rights Management Approach

Starting in 2014, Doğuş Otomotiv has added clauses that include social, environmental, and ethical aspects, including human rights, to its supplier audits.



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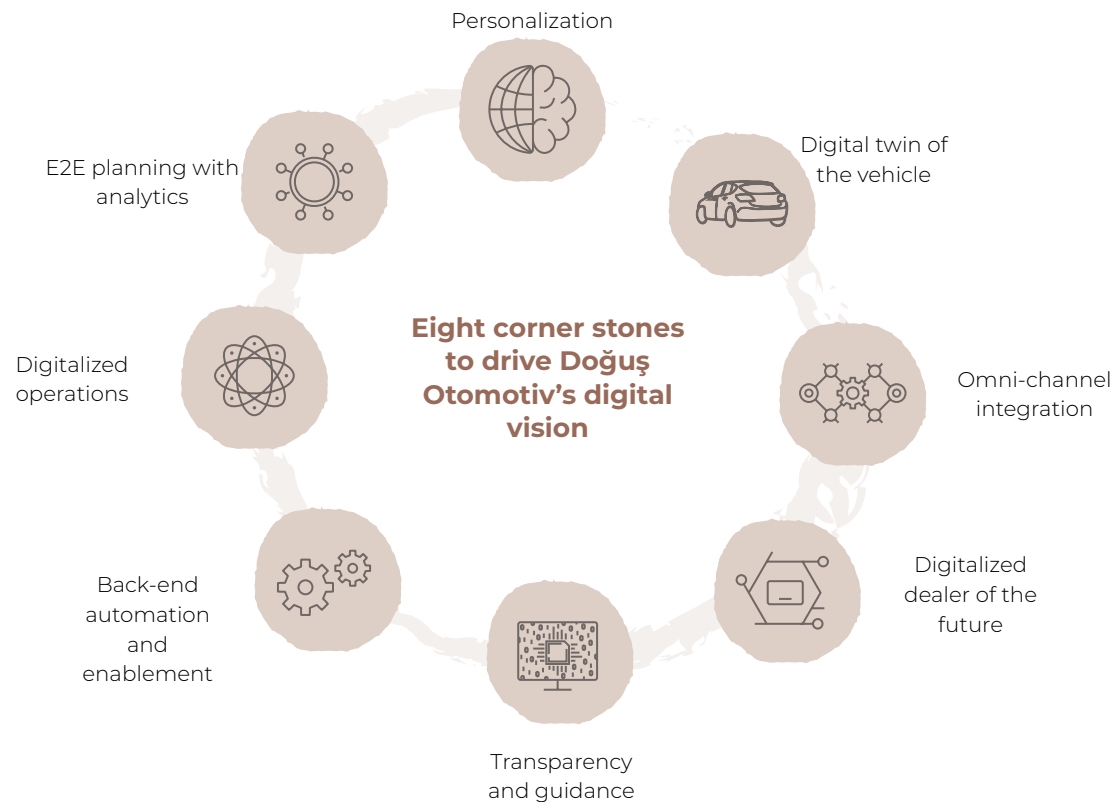
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Digital Transformation

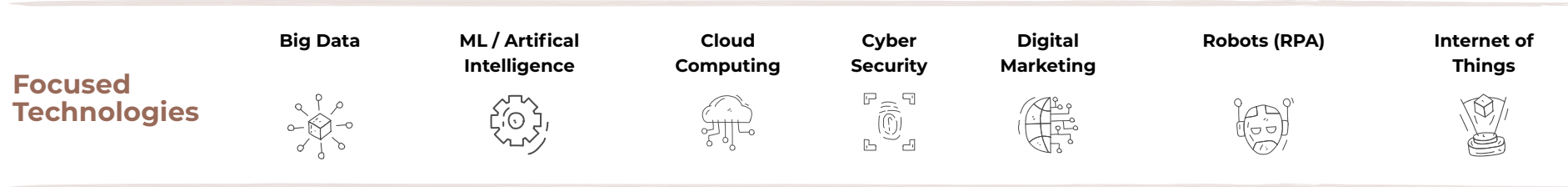
Doğuş Otomotiv's Digital Transformation strategy is to maximize the experience of our customers and users within the Company with value-oriented products and solutions by following, developments in its sector being in the first place, relevant trends in technology, and to advocate a sustainable business model by fulfilling legal obligations, in line with its OEM strategy.

As Doğuş Otomotiv, our goal is to adopt agile management as the corporate culture and lay the groundwork for the entire organization to have the flexibility required by the digital age. The Digital Project Management Process is designed together with Doğuş Teknoloji to coordinate the digital software needs of the departments and brands within Doğuş Otomotiv centrally and consolidate them under a single portfolio. Accordingly, as of 2019, the Digital Board was established, where all digital projects of the Company are evaluated in a single pool, under which all brands and business units are represented. Held every three weeks, the Digital Board is responsible for identifying and prioritizing the digital projects that are desired to be implemented by Doğuş Otomotiv brands and departments.

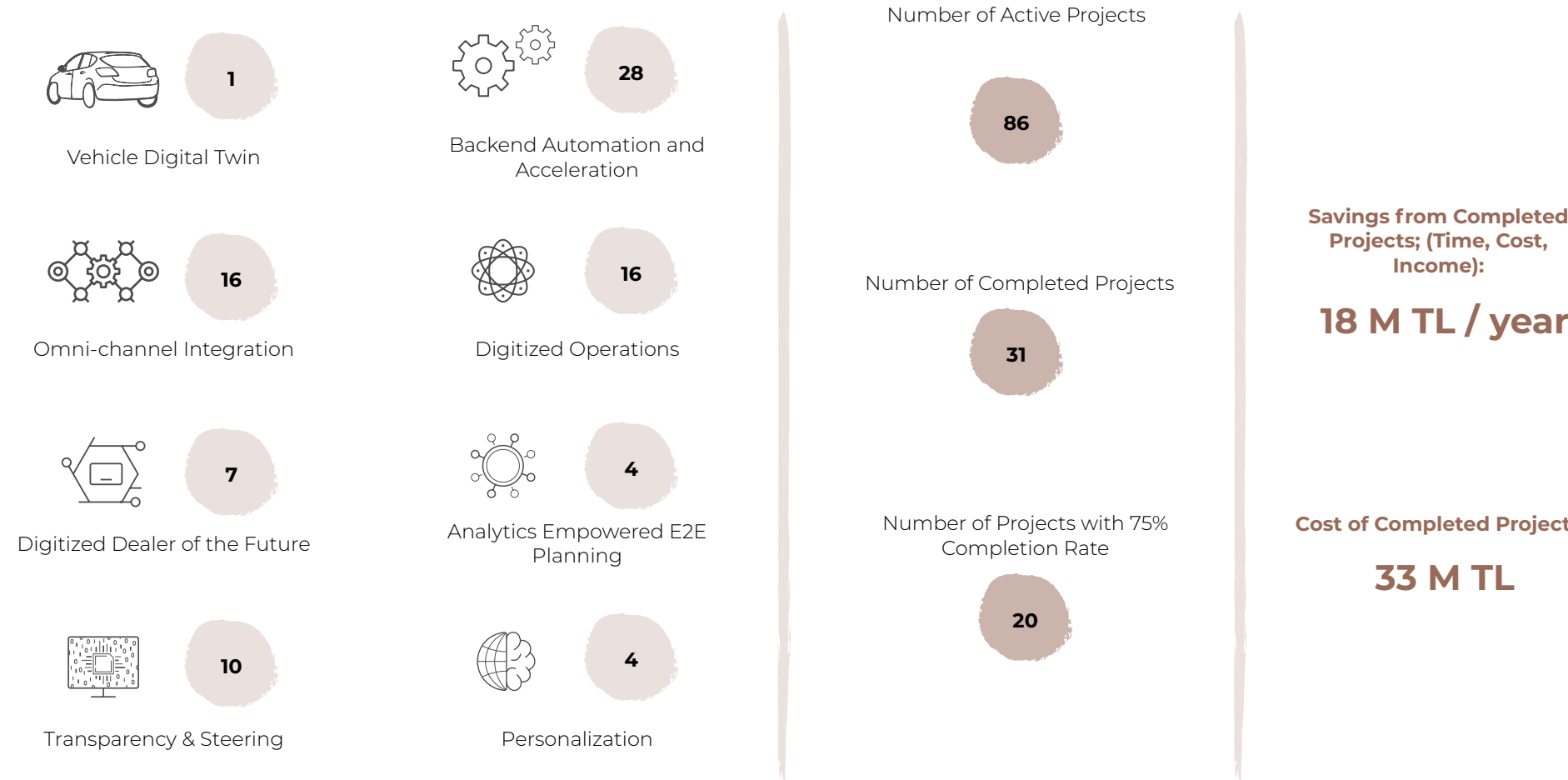
Doğuş Automotive Digital Transformation strategy was created to improve customer and user experience, transform all product and service processes with a focus on efficiency and put technological products into practice which are required to design much easier, faster, and more comprehensible processes.



Doğuş Otomotiv's Focused Technologies and Digital Project Distributions



Digital Project Distributions



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Our Business Model and Sustainability

Financial Capital

With the support of our shareholders, investors and powerful players in the financial markets, and as one of the largest automotive companies in Turkey, we make use of our financial resources to increase the efficiency of all our operations and to implement our growth-oriented strategy, while focusing on creating value for all our stakeholders.

Manufactured Capital

We offer distributorship, sales and after-sales services in the automotive industry. In addition to the operations of our subsidiaries, which support our operations and enable us to provide full and uninterrupted service to our customers, with OEM standards and our Company's key performance indicators that allow innovation, efficiency, and comparison with peers, we achieve continuous growth.

Intellectual Capital

Intellectual capital, which we see as a strategic asset for sustainable competition, is among the most important values for our Company. Every day, we develop new projects fostered by the General Directorate of Digital Transformation and Corporate Communications as well as the Business Development Unit to produce diverse, fast and efficient solutions for our stakeholders, and we encourage all our employees to contribute to this capital via the Suggestion System in this process.

Human Capital

As a company operating in the service sector, we are aware that our employees are our major and greatest capital. Ensuring our employees to be committed to our Company, that they develop themselves in every aspect, that they continue to learn throughout their careers, and that they invest

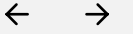
not only in the work they perform, but also in their own personal development, is among our top priorities.

Social and Relational Capital (Stakeholder and Community Engagement)

Stakeholder engagement is at the core of our Company's sustainability strategy. The views and expectations of all our key stakeholders and the dialogue platforms we have created to meet them are considered as the most valuable capital constituent that will carry us to the future. Our stakeholder engagement approach, which we manage in line with the "ask, learn, respond" cycle, is managed by being integrated into all our processes.

Natural Capital

We manage our environmental impacts arising from our activities in line with our general impact and priorities, as in other areas. Created to raise awareness on this issue in our entire value chain and to minimize the use of natural resources, to reduce our consumption and to minimize our fossil fuel consumption by investing in renewable energy sources, our Environmental Management System and its related processes also form a significant share of our natural capital.



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Management (IMS, Legal, Internal Audit)



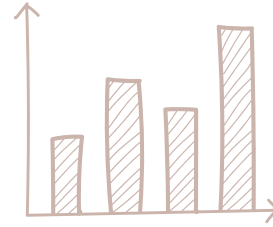
Spare Parts and Logistics Operations

Marketing, Operations, Import, Vehicle Distribution, Environment, Warehousing, Homologation



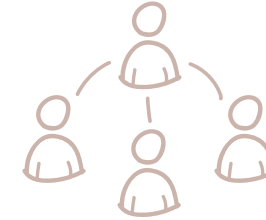
Brand Operations

Sales and Aftersales Services



Financial Affairs

Finance, Budget Planning, Risk Management, Investor Relations



Human Resources and Administrative Affairs

Occupational Health and Safety, Technical and Administrative Affairs, Authorized Dealer Human Resources Management, Energy Management, Process Management

Digital Transformation and Corporate Relations, Sustainability

Authorized Dealer and Service Center Network, New Business Development

Doğuş Otomotiv Capital-Impact Table

Capital Type	Input		Impact	
Financial Capital	Total Assets (Million TL)	9,755	Revenue (Million TL)	24,306
	CAPEX	330	EBITDA Margin	13.5%
	Net Financial Liability	-381	EBIT Margin	12.7%
Manufactured Capital	Number of Service Points	632	Cash Flows (Million TL)	3,269
	Newly opened Authorized Dealers and Service Centers (number)	59	Net Sales (Million TL)	3,521
	DİM Calls	196,979	Number of Sales (Wholesale/Excluding ŠKODA)	94,839
			Retail Sales (Number)	123,038
			Second-hand Sales (Number)	17,001
Doğuş Oto Service Entries (Number)		251,833		
Intellectual Capital	Number of Digital Projects	114	Number of Projects Actualized	64
	Annual Increase in the Number of Projects	106%	Savings to be Made (Million TL/year)	21 Million TL/year
	Number of Electrical Vehicle Charging Stations	117	Electric Vehicle Sales (Number)	353
Human Capital	Number of Employees ³	2,163	Ratio of Female Employees ⁴	23.83
	Approximate Training Cost per Employee ⁵ (TL)	674.37	Ratio of Female Executives ⁶	29.56
			Approximate Training Hours per Employee	22.34 (*)
			Occupational Accident Rate	0.01
			Lost Days Rate Due to Accidents	0
Social and Relational Capital	Total Number of Suppliers	543	Corporate Governance and Sustainability Evaluation Program Pilot Implementation at Authorized Dealers and Aftersales Service Centers	4
	Number of Meetings Held with Authorized Dealers and Service Centers	85	Number of Audited Suppliers	30
	Hours Dedicated to Volunteering	1,486.5	Sustainability Awards	2
	Social Investment Amount (Million TL)	5,097	Number of Years Participated in Borsa Istanbul Sustainability Index	7
			Access to Traffic is Life Trainings	1 million students/day
Natural Capital	Total Electric Consumption (kWh)	4,797,564.72(*)	Electricity Consumption-Based CO ₂ (Ton/employee) ⁷	3,012.38 (4.46 tCO ₂)
	Total Natural Gas Consumption (m ³)	408,989	Natural Gas Consumption-Based CO ₂ (Ton/employee)	1,517.64 ton (2.24 tCO ₂)
	Total Fuel Oil Consumption (lt) ⁸	5,468,250	Fuel Oil Consumption-Based CO ₂ (Ton/employee)	14,812.48 (21.94 tCO ₂)
	Total Water Consumption (m ³)	97,416	Scope 1	1,517.64
			Scope 2	3,012.38
Scope 3			14,090.15	

³ The number of employees has been set forth according to the total numbers of Doğuş Otomotiv and Doğuş Oto in the 2021 *annual report*.

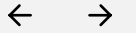
⁴ The female employee rate is based on the December 2021 employee listing (including interns).

⁵ All data in the table are set down according to the total number of employees of Doğuş Otomotiv and Doğuş Oto.

⁶ Managers and all above titles are included in the ratio of female executives.

⁷ Doğuş Otomotiv switched to Integrated Management Systems in 2021, and the number of vehicles sold, which was previously used as a reporting factor, has been changed to the average number of employees as of 2021. Carbon emission data to be disclosed as of this date will be given using this factor. Only Doğuş Otomotiv is covered in natural capital data. The average number of employees in 2021 is calculated as 675.

⁸ Total liquid fuel consumption includes diesel and fuel consumption of company vehicles, fuel consumption from generators, company vehicles, domestic and international vehicle shipments and employee services, and liquid fuel consumption from 65,037 km airline flights. Consumption from the domestic shipments of spare parts is not included as it is transported via partial shipment.



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Materiality, Priority Areas and Goals

Doğuş Otomotiv remained to be one of the largest automotive companies in Turkey, again in 2021. Developing its business plans with the vision of “creative service beyond expectations”, Doğuş Otomotiv builds its corporate strategy on the goal of “customer satisfaction-focused business conduct”. Doğuş Otomotiv is the company with the widest brand variety and largest service network in the Turkish automotive industry today.

Material Issues

Doğuş Otomotiv’s material issues were identified in December 2017 by assessing our Company’s impact and key stakeholder priorities with a long-term value creation approach. Company impact is defined as the social, environmental, economic and governance dimensions arising from Doğuş Otomotiv’s activities throughout its business lifecycle and value chain. While determining the subjects related to the impact, the targets in the GRI Standards (Global Reporting Principles Standard) and the United Nations Global Development Goals were taken into consideration. In addition, the Global Automotive Sustainability Practical Guidance of the Automotive Industry Action Group (AIAG) was also observed.

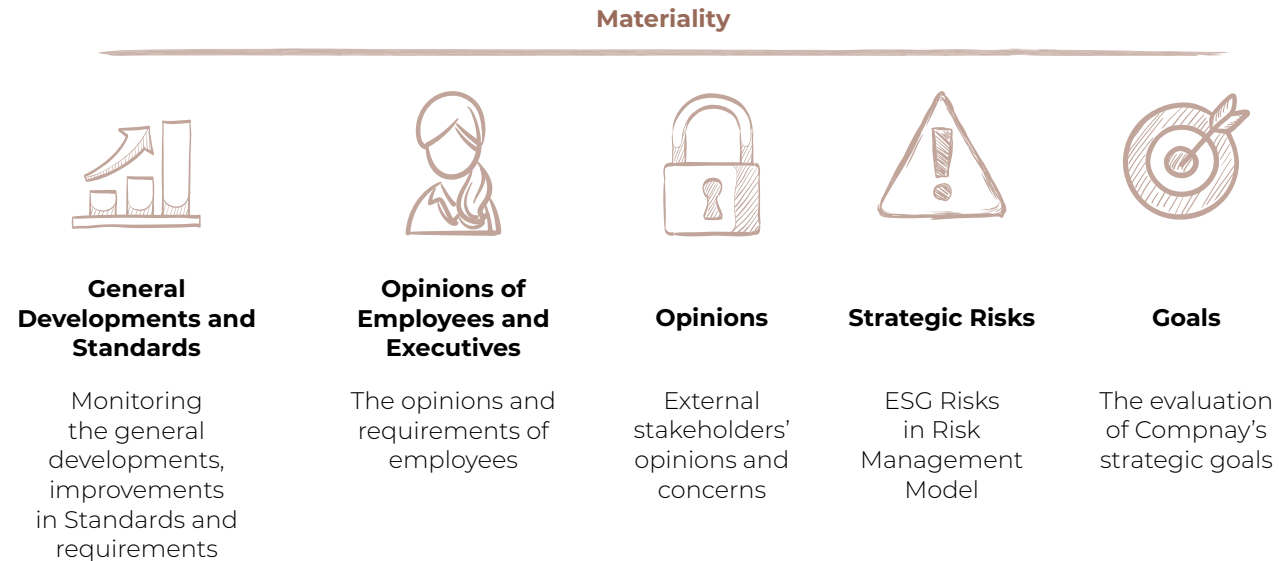
Material Issues Identification Process

1. Based on the GRI Standards (Global Reporting Principles), UNGC and UN SDG principles, identifying the subjects within the Company’s impact, in line with the opinions of key stakeholders,
2. Prioritizing the identified issues using the AA1000SES methodology and placing them in the matrix
3. Evaluating the compliance of the issues marked as material with the Company strategy

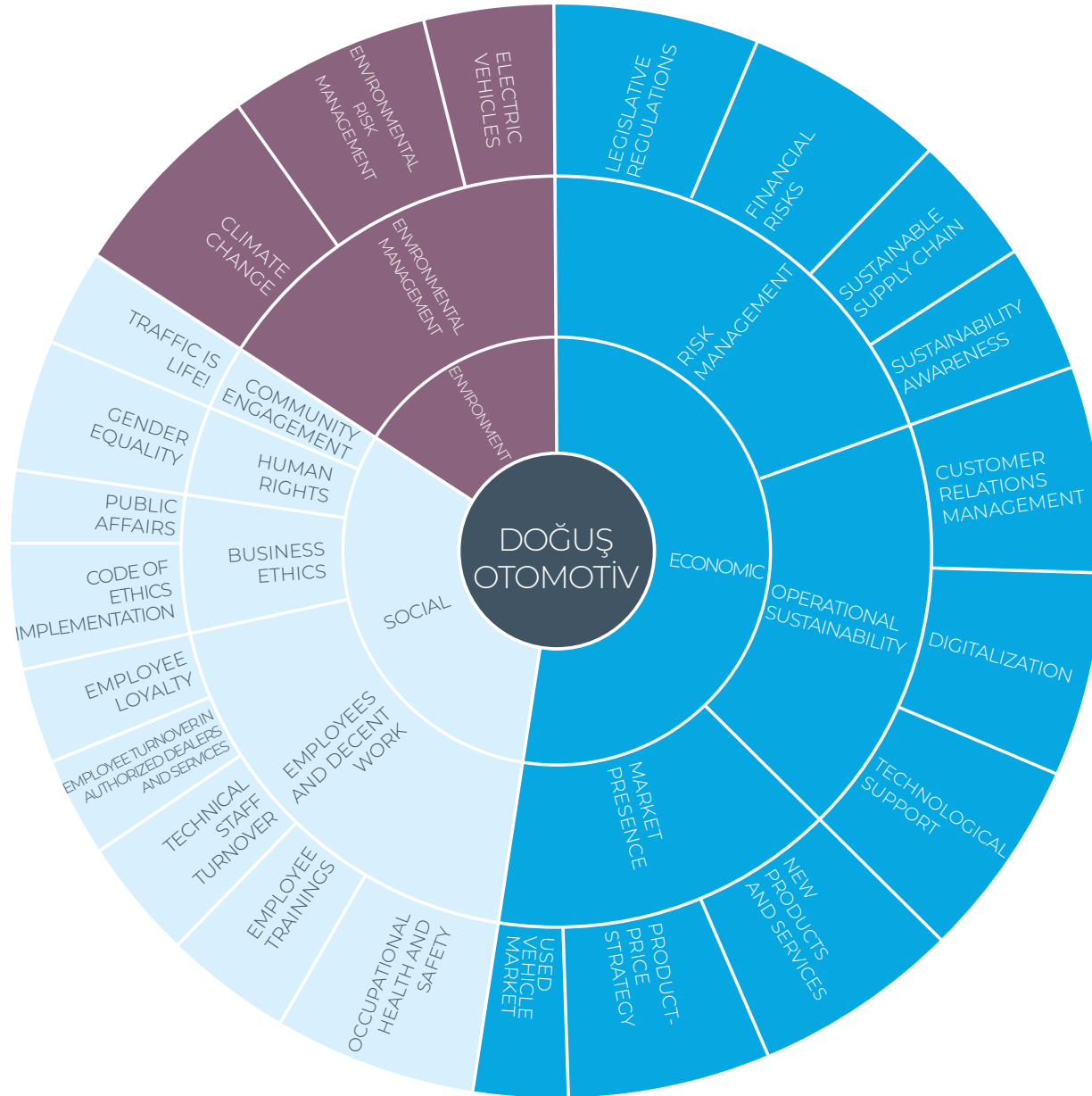
4. Appraising stakeholder expectations, concerns and feedback regarding each material issue and preparing the analysis report
5. Submitting the identified material issues and their related targets to the Board of Directors and obtaining their approval.

Materiality Approach

Doğuş Otomotiv reviews the “Materiality” approach, which is the basic principle of sustainability, over the impact of the value it creates. In this direction, the evaluations, opinions and expectations of all key stakeholders as well as the strategic priorities of the company are considered.



Doğuş Otomotiv Material Issues 2018-2025



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Risks and Opportunities in Terms of Our Material Issues

Materiality Heading	Material Issue	Internal/ External	Operational Opportunities	Governance Opportunities	Financial Opportunities	Product and Service Opportunities	Goals
Business Ethics	Corporate Relations	Internal/ External	Trust and loyalty to the company to be increased with honest and reliable employees and value chain	Top-level performance in the field of governance with top-level ethical practices, reduction of non-financial risks	Developing the ability to act against risks that may result in financial penalties for the company	-	Giving Code of Ethics trainings to newly recruited employees Code of Ethics Awareness and Information sharing in Purchasing processes
Business Ethics	Code of Ethics Practices	Internal/ External	Implementation of ethical processes in international standards and adoption of them by the employees	Corporate trust and reputation	Reducing possible liabilities that may arise from unethical practices	-	Reviewing compliance processes Compliance with new standards and OEM expectations Ethics code practices in purchasing processes
Environmental Management	Environmental Risk Management	Internal/ External	Developing strategies focused on savings and efficiency, environmental awareness among employees, compliance with OEM Expectations	Possibility to rank higher in governance indices that are the impact of environmental performance, environmental approach in risk management and opportunity to develop strategy	Opportunity to achieve significant reduction in electricity consumption costs by means of the Solar Power Plant investment of the logistics building, environmental awareness in the impact	Electric vehicle charging stations investment Battery Repair Centers Evaluating green financing opportunities	Amount of non-hazardous waste (kg/ average number of employees) 5% reduction (2023) Hazardous waste amount (Kg/average number of employees) 5% reduction (2023) Reduction of CO ₂ from electricity consumption by 45% in 2022 Renewable energy use target 45% Reducing electricity consumption (kWh/average number of employees) Target 45% Reducing natural gas consumption (m ³ /average number of employees) Target 5% Reducing Water Consumption (m ³ / average number of employees) Target 5% Providing environmental awareness trainings to all employees until 2023
Environmental Management	Electric Vehicles	External	Gaining an innovative perspective in the operational sense, and the chance to compete	Possibility to increase performance in ESG-based indexes where environmental performances are effective Compliance to OEM based legal arrangements (German Supply Chain Due Diligence Act)	New markets and opportunity to compete	Improving the product and service range with new electric vehicle models	Completion of setting up charging station at 310 more locations by 2023 Being the country with the most battery repair centers in Central and Eastern Europe Establishing battery repair centers at three more Porsche centers

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Materiality Heading	Material Issue	Internal/ External	Operational Opportunities	Governance Opportunities	Financial Opportunities	Product and Service Opportunities	Goals
Human Rights	Gender Equality	Internal/ External	Creating equal opportunities for employees within the company by increasing the ratio of female employees, increase in the number of female executives	High performance in governance indices Compliance to OEM based legal arrangements (German Supply Chain Due Diligence Act)	-	A priority service product for female customers at DIM	Completing the Human Rights Priority Study and increasing human rights performance to higher levels in 2023 with result-oriented strategies In 2022, Increasing the women employee ratio to 35% in Doğu Otomotiv Increasing the women employee ratio to 19% in Doğu Oto Increasing the women executives ratio to 32% in Doğu Otomotiv Increasing the number of women executives 15% in Doğu Oto
Employees and the Workplace	Employee Loyalty	Internal	Decrease in employee turnover, increase in customer satisfaction	High performance in governance and sustainability indices Risk Management	Reduction in employee training and staff development-related costs	-	Increasing Doğu Otomotiv employee loyalty rate to 80% in 2022 (2020 - 78.5%)
Employees and the Workplace	Employee Trainings	Internal	Better and higher-quality service with a highly competent employee profile, increase in employee loyalty	High performance in governance and sustainability indices Risk Management	-	-	Training-related targets will be set after reviewing the results of the pandemic in 2021. Online trainings will continue within the Go-DGTL Academy to create digital equality in our company and value chain.
Risk Management	Sustainability Awareness	Internal/ External	Ingraining of savings and efficiency-oriented business style	High performance in governance and sustainability indices	Cost savings with efficiency and savings-oriented projects	Electric vehicles, electric charging stations	Completion of environmental awareness trainings, that also include environmental risks, by 2022 (2020: 60,63%)
Risk Management	Sustainable Supply Chain Management	Internal	Ingraining of savings and efficiency-oriented business style, ensuring business continuity by increasing awareness of sustainability in the supply chain	High performance in governance and sustainability indices Compliance to OEM based legal arrangements (German Supply Chain Due Diligence Act)	Controlling Business Continuity-related costs	-	Continuing business continuity studies that also included risk scenarios
Community Engagement	Traffic is Life!	Internal/ External	Collaborations	High performance in governance and sustainability indices, brand reputation	Increase in brand value Social License to Operate	-	Continuing and expanding co-operations carried out by Traffic is Life!. Expanding and maintaining online trainings and social media awareness activities.

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Risks and General View

A GENERAL OVERVIEW OF SUSTAINABILITY RISKS - 2021⁹

In recent years, many studies have been published proving that the strategic management of environmental, social and governance (ESG) issues by organizations positively affects the performance of the company in general and increases flexibility in their risk management as well as decision-making processes. We see that a growing number of organizations consider ESG as a vital component of their overall business strategy and in parallel with that the interest of investors in these issues is increasing day by day. Endured since the beginning of 2019, the Covid-19 outbreak has clearly revealed the relationship between ESG and business performance in times of crisis. With the statements they made after the emergence of Covid-19 and after it deeply shook the social structures and economies of countries, funds which are interested in the ESG performances of companies, emphasized that the returns of ESG funds are constantly increasing. The transition to a low carbon economy is expected to accelerate as the European Union countries have accelerated enacting regulations related to ESG for the last two years.

Environmental, Social, and Governance (ESG) issues have now arrived at a position to steer investment strategies all around the world. By the end of 2021, one-third of global assets in terms of dollars are invested in a fund or strategy that includes ESG-related issues. After the developments encountered in the last few years, we saw that many ESG-oriented regulations were implemented in 2021 as well. Together with the taxonomy regularization

announced by the European Union, a classification system that defines sustainable economic activities has also emerged. The most interesting of these regulations was the EU Sustainable Finance Disclosure Regulation (SFDR), which requires the actors managing sustainability funds in financial markets to disclose their sustainability-related risks and impacts. With this regulation, it seems inevitable for investors to be more transparent about sustainability criteria. Furthermore, for the same reasons, they will be more encouraging towards companies in collecting and reporting their ESG data.

In the light of all these developments, it seems possible to say that private equity companies have reached a turning point in terms of sustainability. Although the number of companies making progress seems to be high in the current situation, much more ambitious targets such as risk management, carbon footprint, carbon emission reduction targets, and renewable energy use will be needed in 2022. In addition, developing and changing standards in reporting indicate that the reporting on climate change, launched by TCFD (Task Force on Climate Related Financial Disclosures) and making some regulations almost mandatory, will also increase.

Expectations on the topic of Sustainability in 2022 will not be limited to climate change and carbon emission targets only. As we finish the second year in which the devastating effects of Covid-19 are still lingering, companies will need to shift their focus more on employee well-being and corporate goals by developing remote and flexible working methods, and they will require to take permanent steps in this regard. It is also among the predictions that this transformation will continue even when the pandemic ends and will become a standard

practice for many companies. As can be seen from the reports published after the close of World Economic Forum, addressing the needs of employees to associate their work with a greater purpose and promoting an inclusive work environment will be among the issues of increasing importance in the upcoming years.

Key stakeholders have begun to apply more pressure on companies to better manage high-risk supply chain issues such as biodiversity, deforestation and human rights and to set up a risk forecasting system regarding them. On the other hand, while the scope of sustainable resources and supply chain management programs will expand to include more ESG topics, issues such as fair purchasing will soon be among the material issues of the private sector as well.

Governing laws and regulations announced one after another in many countries of the world, consumer pressures, scarcity of resources, supply chain risks, and climate change-related threats are obligating companies to develop circular business models that create corporate value and enable them to be sustainable.

Accelerating digital developments because of the pandemic require technology to be utilized more widely in all aspects of business, including sustainability. Again, companies will expand their use of advanced technologies to create more sustainable and fair business environments in the future. Data management and digital transformation have become an important material issue for companies to continue their activities. Companies that quickly moved many of

⁹ Source: *The Sustainability Institute, 2022 Sustainability Trends Report*

their processes to digital environments due to the pandemic have implemented the digitalization of customer interactions, together with establishing remote working systems, much earlier than the dates they targeted to do so. However, while these digital transformation opportunities were beneficial for many people, they quickly brought the digital divide to the agenda due to those who did not have access to technology. For this reason, companies while adapting to technological developments in the future, at the same time will be expected to take effective steps against digital inequality.

In 2021, while the business world was struggling to maintain its activities during the outbreak, the development of Covid-19 vaccines and the assurance that some, if not enough, of the world's population to overcome the period more easily, were perhaps among the most significant incidents of the year. All economies in the world accept that post-Covid normalization will require a major change, completely different than the notions discussed in previous years. Especially the significant increase in the entrepreneurship ecosystem seen in 2020 and 2021 seems to carry over even beyond 2022.

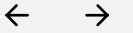
One of the noteworthy developments regarding sustainability in 2021 was the German Supply Chain Due Diligence Law, which was enacted in Germany in June. With this law, which will be put into effect to lend assistance for the implementation of the Guiding Principles on Business and Human Rights published by the United Nations in 2016, companies with more than 3,000 employees as of 2023 and more than 1,000 employees as of 2024 will be obligated to analyze, monitor and report their human rights compliance risks in their entire supply chain. The announcement that a penalty of 2% of their turnover will be imposed on companies with

an annual turnover of more than 400 million Euros in case of any violation also reveals the necessity of rapid implementation of these principles within the supply chain.

According to the 2021 Global Risk Report published by the World Economic Forum (WEF), while the Covid-19 pandemic went down in the records as the deadliest epidemic disease in history, the risk of infectious diseases, which was not in the top 10 for the last 15 years, took the first two places together with the global warming. Doğu Otomotiv considers the said study on multi-stakeholder expectations both in terms of impact and potential risk as a guide for developing its sustainability strategies and meeting its stakeholder expectations. In addition to the Global Reporting Initiative (GRI) reporting principles, also the Automotive Sector Sustainability Principles (Drive Sustainability - Global Automotive Sustainability Guiding Principles) set by Volkswagen AG, which are valid for its business partners all over the world, are among the stakeholder expectations considered when determining Doğu Otomotiv material issues.

Impact Management

Impact management is the practice of continuously measuring, evaluating and improving impacts on sustainability-related issues. To put impact management into effect across all their material issues, companies need consistent guidelines on how to measure, report, compare and improve the solutions they implement regarding their relevant impacts.



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Doğuş Otomotiv continues its performances under the following headings in line with its impact management:

Risks and Opportunities	Inputs and Activities	Outputs	Results	Impact	UN SDG
Increase in carbon emissions caused by electricity consumption	Achieving the goal of zeroing emissions from electricity consumption by investing in solar energy panels to be placed on the roof of the logistics building	Increasing awareness on reducing emission Reducing costs resulted from electricity consumption	Achieving carbon emission reduction targets Also reducing the costs of Authorized Dealers and Service Centers and ensuring their awareness on the climate change is increased	Significantly increasing the share of renewable energy in global energy resources by 2030 Ensuring the sustainable management and effective use of natural resources by 2030	     
Reducing fossil fuel consumption and combating climate change	Continuing the investment in Importation and Sales of Electric Vehicle as well as setting up Charging Stations	Investment for setting up 100 Porsche Destination charging stations Setting up Turkey's fastest charging station with a total power of 1.05 MW Establishment of the Battery Repair Center to serve Central and Eastern Europe	Encouraging the increase in the use of electric vehicles and by setting up charging stations that would also serve the vehicles of other brands, meeting the needs of electric vehicle owners	Significantly increasing the share of renewable energy in global energy resources by 2030 Ensuring the sustainable management and effective use of natural resources by 2030	     
Ensuring the increase of female employment, increasing the number of female executives, and supporting women to be a part of the economic development	Gender Equality	The coaching and mentorship program for women consists of eight modules and four follow-up programs. By the end of 2021, 150 female employees have participated in the program. Cooperation was established with the Turkish Education Foundation to develop the female workforce of the future and to prepare them for the business life. The program, in which young female TEV scholarship holders take part, includes training, interview experience, company and career introductions as well as mentoring. Internship opportunities are offered to all students participated in the program, and all students are being evaluated for suitable positions to be placed after their graduation.	Ratio of female employees 23.83% Ratio of female executives 29.56% Free kindergarten and shuttle service opportunity for the children of our female employees at the nursery age The right to unpaid leave after birth to women employees upon their request, the right to leave on the first day of school "The Handbook of Motherhood" for expecting and recent mothers For mothers who recently gave birth, full salary payment during their maternity leave periods and refund of SSI incapacity payment to the employee	The poor and vulnerable being the first and foremost, securing equal rights for all men and women by 2030 in matters such as financial services encompassing issues such as access to economic resources, access to basic services, ownership and establishment of control over land and other types of property, inheritance, natural resources, appropriate new technologies, and micro-finance. Ensuring women's full and effective participation in the decision-making processes of political, economic and social life and granting equal opportunities for women to be leaders in decision-making mechanisms at all levels The youth and persons with disabilities included, ensuring all women and men to have access to full and productive employment and decent work, as well as embracing the principle of equal pay for equal work fully by 2030	   
To create training and awareness opportunities aiming to reduce traffic accidents	Traffic is Life!	The social participation platform, which has been carrying out its pursuits since 2004 to create a positive culture on traffic safety in the society and focuses on responsible, safe and economical driving in traffic, has been continuing its activities.	Adapting to society's rapidly changing habits and living conditions due to the pandemic that started in 2020, Traffic is Life! platform has identified its focus as the change in mobility conception as well as education. In addition, the platform, which aims to convey its messages to large segments of society through the right channels, has adopted the strategy of enhancing its visibility and effectiveness in social media and digital platforms by considering the new media consumption habits. Traffic is Life! with education being carried out via online platforms for most of 2021, in cooperation with the Istanbul Provincial Directorate of National Education, under the slogan "It's teachers who set an example for students," delivered "Road Safety Seminars" to approximately 600 teachers. Throughout the year, joined together on online platforms with 289 Vocational High School students destined to enter the automotive industry in the future, information on both the automotive industry and traffic safety was provided. Started in 2020 on EBA TV, the training program for the 5-19 age group, the group most prone to accidents in Turkey, continued in 2021 as well. Educational videos on what is traffic, safe walking on the sidewalk, safe crossing, the importance of seat belts, and many more subjects have been permanently added to the EBA TV Education Library whereby reaching 1 million students per day.	Having the global number of deaths and injuries from road traffic accidents halved by 2030 Proliferation of Global Partnerships for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources to support the achievement of the Sustainable Development Goals in all countries, particularly developing countries.	 

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Risks and Opportunities	Inputs and Activities	Outputs	Results	Impact	UN SDG
Encouraging sustainability reporting by increasing awareness and consciousness of sustainability across the entire value chain	Sustainable Supply Chain Management	Not only in environmental issues but also in social and economic development topics, the processes that we manage in the Supply Chain with a risk management, audit and development approach lead us to move towards more systematic and concrete targets, as well as allowing us to continue to be a part of the change and solution by creating more awareness.	<p>Collecting CO₂ emission data resulting from energy consumption from our 84 Authorized Dealers and Service Centers</p> <p>Drive Program</p> <p>Incorporating Sustainability-related topics to Supplier Selection and Audit Criteria</p> <p>Launching the Corporate Governance and Sustainability Evaluation Program at our Authorized Dealers and After-sales Service Centers and starting the implementation of the program with four Authorized Dealers and After-sales Service Centers as pilot.</p>	<p>Large and transnational companies being in the first place, encouraging companies to adopt sustainable practices and integrate information on sustainability into their reporting cycles</p> <p>Ensuring everyone in everywhere to acquire knowledge and awareness on sustainable development and to lead a life in harmony with the nature, by 2030.</p>	
Corporate governance of the digital transformation procedures by conducting training and awareness activities both inside and outside the company, including Authorized Dealers and Service Centers, to ensure compliance with digitalizing processes	Digital Inequality	The digital transformation process, which includes making all business processes more efficient, also aims all employees to adapt to the innovations brought by digital transformation, and is supported by personal development programs. The fundamental digital awareness and digital transformation trainings, which were initiated for all Doğu Otomotiv employees in 2020, continued online due to the pandemic.	<p>As of the end of the fiscal year 2021, a total of 114 digital projects had been in the works. Of these, 64 have been completed, and work continues with 50 projects. An increase of 106% was observed in the number of completed projects compared to 2020. Our estimated annual benefit from the completed projects is TL 21 million in total for the years 2019 and 2020. Among these projects, in addition to processes such as sales, after-sales services and marketing, the Value and Interest Center (DIM), where we directly touch the customer, and different projects that we implement using digital technologies in areas such as replacement parts and logistic can be cited.</p> <p>In 2021, within the scope of the Digital Competency Development Program and GO-DGTL Academy programs, horizontal and vertical programs continued throughout the Company to raise awareness on digitalization and digital technologies.</p>	<p>Supporting domestic technological development, research and innovation in developing countries through the creation of a favorable policy environment for enhancing the value in industry diversity and industrial products.</p> <p>Developing countries being in the first place, promoting innovation by 2030 in all countries; and boosting scientific research and expanding the technological capabilities of industrial sectors by means of significantly increasing the number of research and development workers per 1 million people, public research, private research, and government spending.</p>	 

Being Part of the Circular Economy

A superior sustainability perspective is needed at every management level of companies for the business world to see every challenge they encounter as a business opportunity and to establish systems that will turn these opportunities into a product or service. It is also a fact that entrepreneurship plays a vital role in guiding the economic development. According to the announced data, with the transition to the circular economy by 2030, there will be a global growth of \$4.5 trillion. As stated by the European circular economy report, it is foreseen that adopting circular economy principles will not only bring environmental and social benefits to Europe, but also generate an economic benefit of \$18 trillion by 2030. This huge leap in global economic growth as a result of the adoption of a circular economic model also appears to be sustainable in the long run.

Many challenging issues present in the ecological environment and social areas can put the sustainability of companies at risk. However, as with the perspective of the circular economy, the solutions developed by companies to solve these issues would also bring about many opportunities. Doğu Otomotiv completed its studies on identifying risks and opportunities in line with its material issues in 2020, whereas with the establishment of Integrated Management Systems, updates were made.

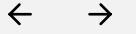
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Covid-19 Practices

Doğuş Otomotiv, during the Covid-19 pandemic that started as of March 2020, has taken all the necessary measures from the beginning of the outbreak to ensure that its operations are not interrupted, and for the health and safety of its employees as well as customers, worked on different scenarios, and defined different processes that will quickly adapt to changing situations. In this direction, the following actions were implemented in 2021 to manage business continuity risks at an optimum level:

- During the pandemic period, remote work model was adopted for five days a week, excluding field workers.
- In addition, a safe working environment has been established within the Company, by taking all precautions at the highest level regarding the workplace layout, hygiene, food, cafeteria sitting arrangements and service shuttle vehicles and by arranging shift hours in order to prevent congestion in certain areas of responsibility.
- The Emergency Action Management Team, Occupational Health and Safety Committees established within the company, and the Health Science Committee formed specifically for Doğuş Group met regularly with the special agenda regarding Covid-19 measures, and the measures to be taken as well as the action plans to be implemented were discussed.
- Contents of the circulars published by the Ministry of Health, the Ministry of Labor, the Ministry of Environment and Urbanization and the Ministry of Interior were examined by the relevant teams and the practices were implemented accordingly. The plans created for the management style and follow-up methods of the processes were followed with the "Covid-19 Case Detection and Process Follow-up Directive".
- Monthly regular meetings were held with workplace physicians, and decisions were taken with common opinion and consensus on the number and condition of patients, vaccination follow-ups, and practices regarding hygiene measures. By means of the common implementation decisions, the directive and the pandemic management team, infected, contacted persons and persons in close contact in the workplaces were followed up very quickly and effectively.
- With the issuance of the new circular on September 2, 2021, by the Ministry of Labor and Social Security on vaccination practices in workplaces within the scope of Covid-19 measures, providing second dose vaccination cards were requested from the employees and followed up by the health unit, starting from September 2021, aiming to protect the health of employees. Employees who came to the company to work but did not receive their second dose of vaccines were requested to have a PCR test taken every week. In addition, a weekly PCR test screening was performed throughout the Company to detect possible Covid-19 carriers and to minimize contagion
- Ergonomics support has been provided for employees who can work remotely as per their duties require due to the pandemic.
- Anxiety, Endurance and Survival in Life webinars, as well as online training and webinars on Sleep Quality for Being Healthy, Phytotherapy, and Breathing Exercises were held with psychologists.



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Stakeholder Engagement

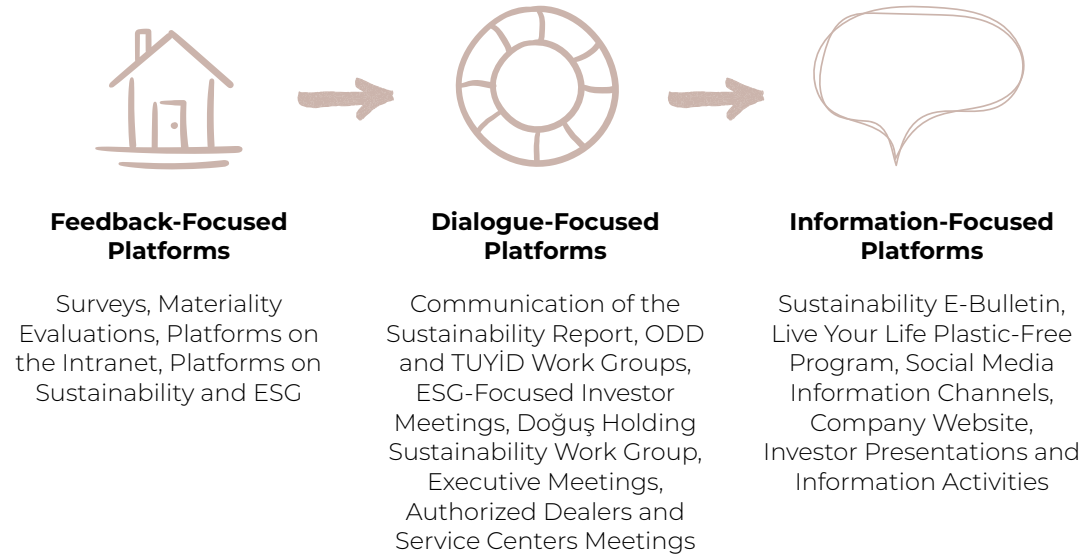
Stakeholder Engagement strategy, which is the most significant component of Doğuş Otomotiv sustainability management, is carried out together with our key stakeholders within the scope of the “ask, learn, respond” cycle. Our strategic approach is to get feedback from our stakeholders by coming together with them on various platforms throughout the year, and by evaluating these feedbacks, to be able to be accountable for their results.

Doğuş Otomotiv Key Stakeholders are identified as individuals, institutions and organizations that are directly affected by our Company’s activities as well as those that directly affect our activities:

- Employees
- OEM (Original Equipment Manufacturer)
- Investors
- Affiliates and Subsidiaries
- Authorized Dealers and Service Centers
- Suppliers
- Customers
- Society

Stakeholder dialogue platforms created in line with Doğuş Otomotiv’s material issues are included in the Appendices section of our report.

Doğuş Otomotiv continues to engage in dialogue with its stakeholders on the following platforms, in line with its stakeholder engagement strategy:



Indices and Ratings

Doğuş Otomotiv answers all questions and expectations of investors regarding ESG. Doğuş Otomotiv, which has been present in the Borsa Istanbul Sustainability Index since 2015, has also been included in the BIST Sustainability Participation index as of April 2022.

Doğuş Otomotiv shares, which were started to be offered to the public in 2004, are traded on the Borsa Istanbul (BIST) with the code "DOAS.IS".

According to the Capital Markets Board's Bulletin dated 09.01.2020 and numbered 2020/4, our Company takes part in the BIST 2nd Group Companies list.¹⁰ After being scrutinized against the 401 criteria defined in the methodology prepared by Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş. (Kobirate International Credit Rating and Corporate Governance Services Inc.), that our Company has been observed to have had complied largely with the Communiqué. The Corporate Governance Rating score, which was 96.70 (9.67 on Statement of Compliance with Corporate Governance Principles out of 10) as of 17.12.2020, increased to 97 (9.70 out of 10) as of 17.12.2021, by virtue of our Company's continuous improvement efforts in this area.

You can access the Corporate Governance Rating Report [here](#).

Credit Rating

In the decision numbered 9133 taken by the Banking Regulation and Supervision Agency

¹⁰ According to the Capital Markets Board's bulletin dated 13.01.2022 and numbered 2022/2, our Company, as of 2022, was upgraded from BIST 2nd Group Companies list to BIST 1st Group Companies list.

(BRSA) on 10.9.2020, it is stated that "Including the credit for which the total risk is requested in the banking sector, according to the most up-to-date information in the Risk Center of the Banks Association of Turkey, excluding banks and financial institutions, for companies to use a loan of 500 million TL or more, they must obtain a rating from a rating agency authorized by the Board until 30.06.2021, and it has been decided to change the said rating to remain valid as of the loan application date in accordance with the provisions in subparagraph (g) of paragraph 4 of article 12 of and in accordance with the provisions of subparagraph (f) of paragraph 8 of article 15 of the Regulation on the Principles Regarding the Authorization and Activities of Rating Agencies."

Credit Rating Agency

JCR Eurasia Rating (<http://jcrer.com.tr/>)

Ratings

Long Term National Rating: A+(Trk)

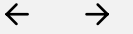
Short Term National Rating: A-1(Trk)

Outlook: Stable

Long Term International Foreign Currency and Local Currency Ratings: BB+

Outlooks: Negative

You can download the JCR Summary Report [here](#).



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Memberships and Co-operations

While implementing its sustainability strategy, Doğu Otomotiv places particular emphasis on cooperating with non-governmental organizations, professional associations, public institutions and other institutions and organizations in line with the stakeholder engagement practices that it attaches importance to systematically, and conducting improvement-oriented studies by evaluating their feedback throughout the process.

Material Issue	Collaborating Institutions and Organizations
Risk Management	Automotive Distributers' Association, Turkish Investor Relations Society, Enterprise Risk Management Association of Turkey, AFAD (Ministry of Interior, Disaster and Emergency Management Presidency) Kocaeli Metropolitan Municipality Fire Brigade Department - Prevention and Training Branch Directorate. KOTEDER (Association of Shareholders Managers Listed on the Stock Exchange), TÜYİD (Turkish Investor Relations Society)
Operational Sustainability	Automotive Distributers' Association, Bahçeşehir University, TEHAD (Turkish Electric and Hybrid Vehicles Association), TAPDER (Portable Battery Producers and Importers Association), BTK (Information and Communication Technologies Authority)
Market Presence	Automotive Distributers' Association, TR Ministry of Trade, TAİD (Heavy Commercial Vehicles Association)
Employees and the Workplace	TEV (Turkish Education Association), Women in the Board of Directors Association, PERYÖN Turkey Human Management Association, Ministry of Family and Social Policies, Chamber of Mechanical Engineers of TMMOB (Union of Chambers of Turkish Engineers and Architects), AFAD (Ministry of Interior Disaster and Emergency Management Presidency), Kocaeli Metropolitan Municipality Fire Brigade Department - Prevention and Training Branch Directorate, Enterprise Risk Management Association of Turkey, Sabancı University, Koç University, Bahçeşehir University, Işık University, Özyeğin University
Business Ethics	-
Human Rights	-
Community Engagement	TR Ministry of National Education, General Directorate of Security, TRT, RTÜK, Doğu Media Group, Istanbul Technical University, WHO, Council of Higher Education, Ayhan Şahenk Foundation, Darüşşafaka Society, Association for Supporting Contemporary Life, Fenerbahçe Sports Club Association.
Climate Change	Petder, Çevko
Environmental Risk Management	Petder, Çevko
Electric Vehicles	TEHAD (Turkish Electric and Hybrid Vehicles Association), TAPDER (Portable Battery Producers and Importers Association)

Public Policies and Public Relations

Doğu Otomotiv, one of the largest companies in Turkey, closely monitors the developments in its industry, and establishes dialogues with relevant institutions and organizations on issues that may directly or indirectly affect its business partners, investors and customers through different non-governmental organizations and industrial unions. These relations are managed through institutions

such as; Automotive Distributers' Association, DEİK (Foreign Economic Relations Board), TAİD (Heavy Commercial Vehicles Association), AHK (German Chamber of Commerce and Industry), KOTEDER (Association of Shareholders Managers Listed on the Stock Exchange), and TÜYİD (New Turkish Investor Relations Society). You can find the full list of unions and associations that our company is a member of and actively participates in on our website.

Political Support and Donations

Doğu Otomotiv does not endorse any political party, political party leader or election committee. Our Company's donation policies are transparently shared with the public as well as relevant individuals, institutions through our website and annual reports.

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PERFORMANCE

Doğuş Otomotiv approaches sustainability performance from an integrated perspective, and aims to inform all its stakeholders fully, clearly and regularly in line with its material issues. The 2021 Integrated Sustainability Report, published in this direction, includes all our performances in the fields of economic, social, environmental and governance in a comprehensive and detailed manner.

FINANCIAL PERFORMANCE

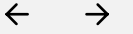
As always, our financial performance is communicated to our key stakeholders on our website, in a transparent manner, in compliance with the law, for our shareholders, investors and “management goals”, at specified intervals. In addition, our financial performance is also one of the keystones of our sustainability performance in terms of the direct and indirect economic value we create.

Making a strong start to 2021, Doğuş Otomotiv’s automobile and light commercial vehicle sales in 2021 reached 120,846 units with an increase of 1.2% compared to the previous year, despite various supply problems. While our total sales, including heavy commercial vehicles, were 123,038, we increased our market share by one point to 16.4%. The fact that we increased our sales and market share despite the decrease in the share of imported cars in total sales in the Turkish market in 2021 makes our success as Doğuş Otomotiv even more meaningful.

While our brands closed the fiscal year 2021 with extremely successful results, we, as the Company, put our stamp to important innovations during the year. In April, we introduced our new brand CUPRA to Turkey. In addition, we launched Doğuş Marine Services to carry our corporate business approach to the maritime industry.

In 2021, we also opened Doğuş Otomotiv Plus in Galataport as a technological customer experience center where our potential customers can experience the brands within the Group one-to-one and attend various events. In Doğuş Otomotiv Plus, which demonstrates the level Doğuş Otomotiv has reached in digital transformation, in 2021, Audi Q8, Porsche Taycan Cross Turismo, Volkswagen Passat Alltrack, Volkswagen Caddy and CUPRA Born vehicles were introduced with five different exhibitions and events.

While Doğuş Otomotiv brands closed the year with successful results, sales of automobiles and light commercial vehicles increased by 1.2 percent compared to the previous year and reached 120,846 units in 2021. Total sales, including heavy commercial vehicles, were 123,038. On the other hand, the Company’s market share increased to 16.4%.



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DOĞUŞ OTOMOTİV 2021 PERFORMANCE IN NUMBERS ¹¹

	2019	2020	2021
Total Vehicle Sales (Units)	80,647	120,476	123,038
Number of Employees	2,035	2,057	2,163 ¹²
Female Employee Percentage (%) ¹³	21.5 (*)	21.3 (*)	23.83 (*)
Number of Interns	176	190	68
Average training hours per employee	16.30	19.68	22.34 (*)
Training cost per employee (TL)	570	1,066	674.37
CO ₂ emission (Tons/average number of employees) ¹⁴	-	-	27.58
Number of Suppliers	601	567	543
Total Local Purchases (Million TL) ¹⁵	908.0	869.1	1,067.9

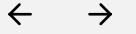
¹¹ DoğuŖ Otomotiv's approach to the Automotive Industry in Turkey and its market projections for 2021 can be found in the relevant sections of the Annual Report.

¹² The total number of employees is calculated according to the total number of DoğuŖ Otomotiv and DoğuŖ Oto employees published in the 2021 annual report.

¹³ Calculated on all employees including interns as of 31 December 2021.

¹⁴ Previously announcing the CO₂ factor per vehicle sold between the years 2009 and 2020, DoğuŖ Otomotiv started to disclose this factor in accordance with ISO 14064 in 2021, started to take the average number of employees as a factor. As of 2021, CO₂ emissions will be disclosed over this factor.

¹⁵ In addition to the purchasing unit, this figure includes the purchase amounts of the brands as well. Purchases from Group companies and OEM purchases are excluded.



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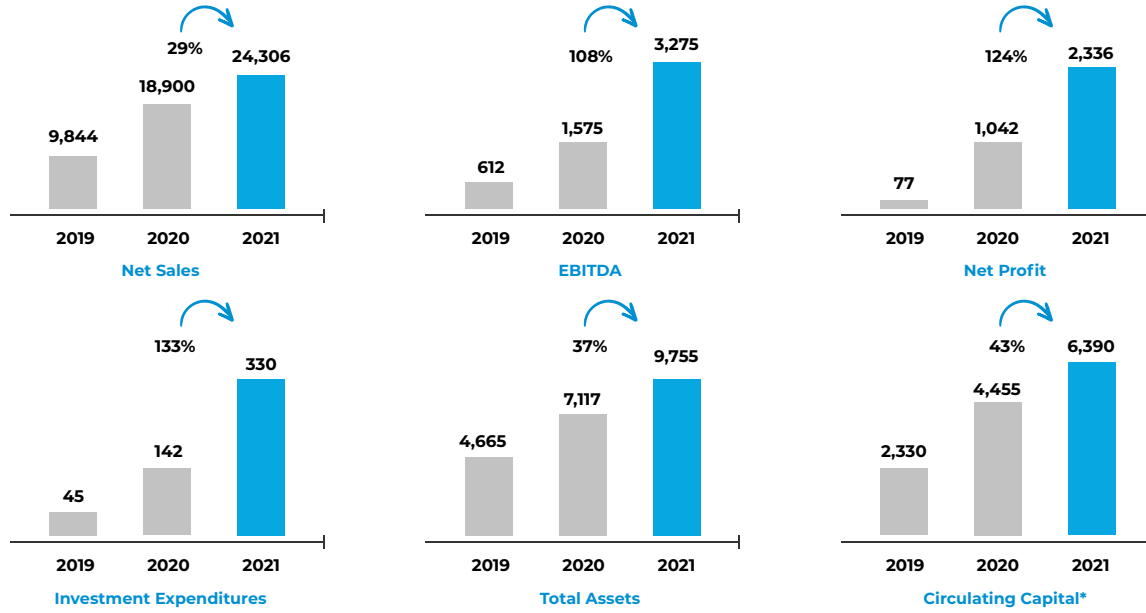
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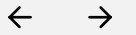
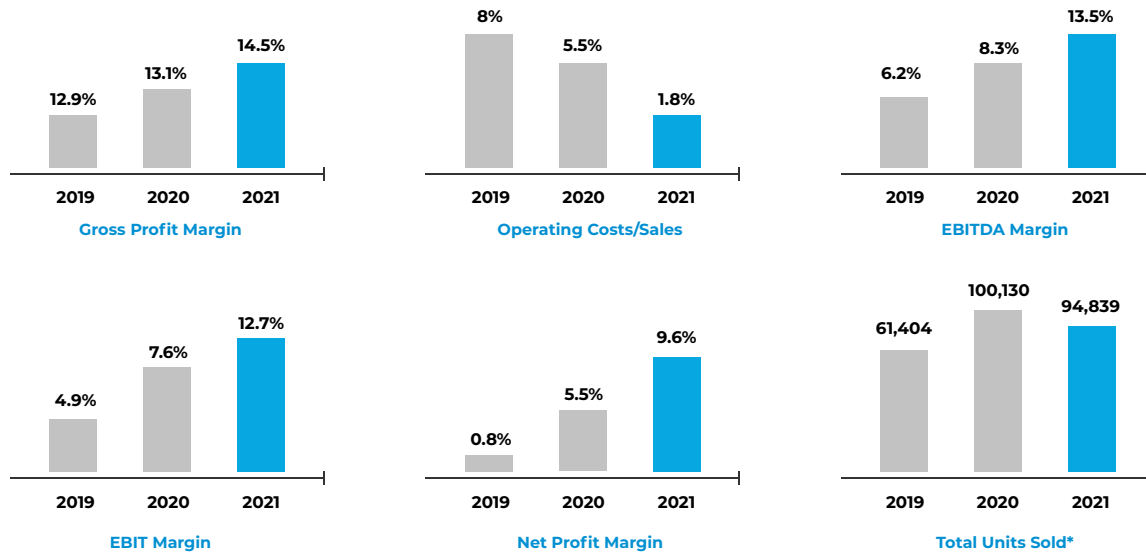
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FINANCIAL PERFORMANCE (MILLION TL)



MARGINS %



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FINANCIAL DATA

Financial Indicators	2019	2020	2021
Net sales (million TL)	9,844	18,900	24,306
Gross Profit (million TL)	1,270	2,475	3,521
Gross Profit Margin (%)	12.9	13.1	14.5
Operating Expenses (million TL)	784	1,031	429
Operating Expenses /Sales (%)	8.0	5.5	1.8
EBIT (million TL)	486	1,444	3,093
EBIT Margin (%)	4.9	7.6	12.7
Net Profit (million TL)	77	1,042	2,336
Net Profit Margin (%)	0.8	5.5	9.6
ROA (%)	1.6	14.6	23.9
ROE (%)	6.1	45.4	53.6
Net Financial Debt / Equities ¹⁶	1.43	0.75	-0.09
Investment Total/CapEx ¹⁷ (million TL)	45	142	330
Dividends Paid to Shareholders ¹⁸ (million TL)	135	600	1,250
Corporate Tax Expense (million TL)	0 ¹⁹	180.4	600
Social Investments (million TL)	2,465	8,125	5,097
Amount Paid to Suppliers	908	869.1	1,067.9

16 Short-term borrowings, short-term portions of long-term borrowings, long-term borrowings and cash equivalents are considered.

17 Property, plant and equipment transactions are considered.

18 Dividend payment are transacted according to cash out dates.

19 There is no Corporate Tax Payment in 2019, as no financial profit was made.

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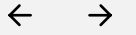
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SALES NUMBERS RETAIL

	2019	2020	2021
Passenger	70,506	107,283	106,183
Volkswagen	38,820	52,740	53,523
Audi	10,024	18,168	14,036
SEAT	5,914	11,551	12,457
CUPRA	-	-	285
ŠKODA	15,369	24,175	25,228
Porsche	361	619	627
Bentley	9	11	11
Lamborghini	9	19	16
Light Commercial	9,676	12,036	14,663
Volkswagen	9,676	12,036	14,663
Heavy Commercial	465	1,157	2,192
Scania	465	1,157	2,192
TOTAL	80,647	120,476	123,038
Doğuş Otomotiv Market Share ²⁰ (Retail) (%)	16.7	15.4	16.4
Number of Second-hand Sales (DOD)	18,067	14,625	17,001

20 ŠKODA included.



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OPERATIONAL INDICATORS

	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
	2019		2020		2021	
Number of Sales	80,647	27,649	120,476	40,613	123,038	39,526
Number of Service Center Entries	-	288,955	-	234,615	-	251,833
Number of Employees	609	1,426	618	1,449	716	1,447

You can access the independently audited *consolidated financial data* of Doğuş Otomotiv for 2021 on its website.

Economic Value Created and Distributed

Doğuş Otomotiv continues to create value to support all its stakeholders and the economic development of the country in which it operates.

632.5 MILLION TL

DOĞUŞ OTOMOTIV’S CONTRIBUTION TO THE LOCAL ECONOMY WITH TAXES PAID IN 2021

Economic Value Created (Million TL)	Total Revenue	24,306.2
	Operating Expenses	428.7
	Employee compensations and benefits provided	577.2
Economic Value Distributed (Million TL)	Dividends Paid to Shareholders	1,250
	Income Tax Paid	632.5
	Total Donations and Grants	5.0
Undistributed Profit (Million TL)		839.3

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RESPONSIBLE PRODUCT AND SERVICE PERFORMANCE



Doğuş Otomotiv continued its efforts for the integration of its sustainability strategy throughout the year within the scope of responsible product and service performance, which is among its impact areas. Especially in the topic of sustainable supply chain management, many strategic steps have been taken and projects have been implemented.

Risk Management

Having been created with the aim of defining uncertainties in a timely manner, evaluating them with the right methods, and taking measures in accordance with the targets approach as a way of doing business throughout our Company, the Corporate Risk Management is developed as a corporate culture, extending from our management bodies all the way to our employees at the lowest level. As a prerequisite of the importance attached to risk management in our Company, the Financial Control Department, which previously operated under the General Directorate of Financial Affairs, was restructured as the Financial Control and Risk Management Department as of May 2015. We continue our goal of creating a single responsibility center and a common language by considering the complementary risk and control concepts together

under the same roof. In parallel with this goal, full support is provided to the Committee's supervision duty by providing direct, comprehensive and integrated reporting to the Early Detection of Risk Committee, which is the command center for the effective management of risks.

Our risk composition, which is considered on a process and scenario basis within the scope of probability and possible impact, has been expanded to include non-financial risks, including our health, security, law, technology, environment, business continuity and sustainability sensitivities in recent years. Risk measurement and evaluation parameters, the use of common terminology, business continuity approach, and related reporting and stakeholder information activities are also strengthened accordingly.

The revisions we have made in accordance with our changing organization and the environment, in which we operate, are aimed at keeping under control and managing understanding, following the risk analyses conducted consistent with the objectives of our internal control system. Management organs being in the first place, relevant committees together with the senior management plan the necessary measures to ensure assurance in compliance with the objectives of our Company, direct them to authorized channels and follow them up.

Risk Management Policy

Our Company's risk management policy has been established within a framework shaped by internal control and audit activities, in which roles and responsibilities are determined from the Board of Directors to the lowest

GOALS

Goals identified within Integrated Management Systems

DISSEMINATION

Awareness in the Value Chain

POLICIES

Continually updated policies and corresponding procedures

IMPROVEMENT

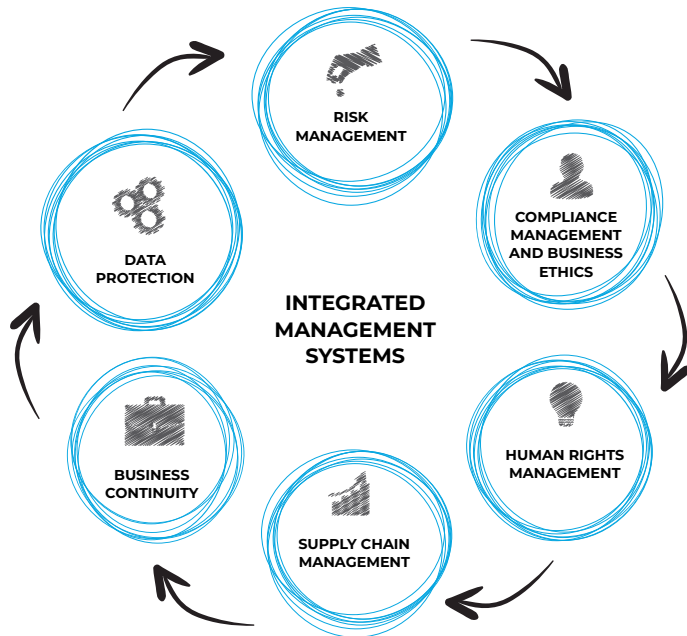
Regular reviewing approach

GOVERNANCE

Responsible and integrated governance approach

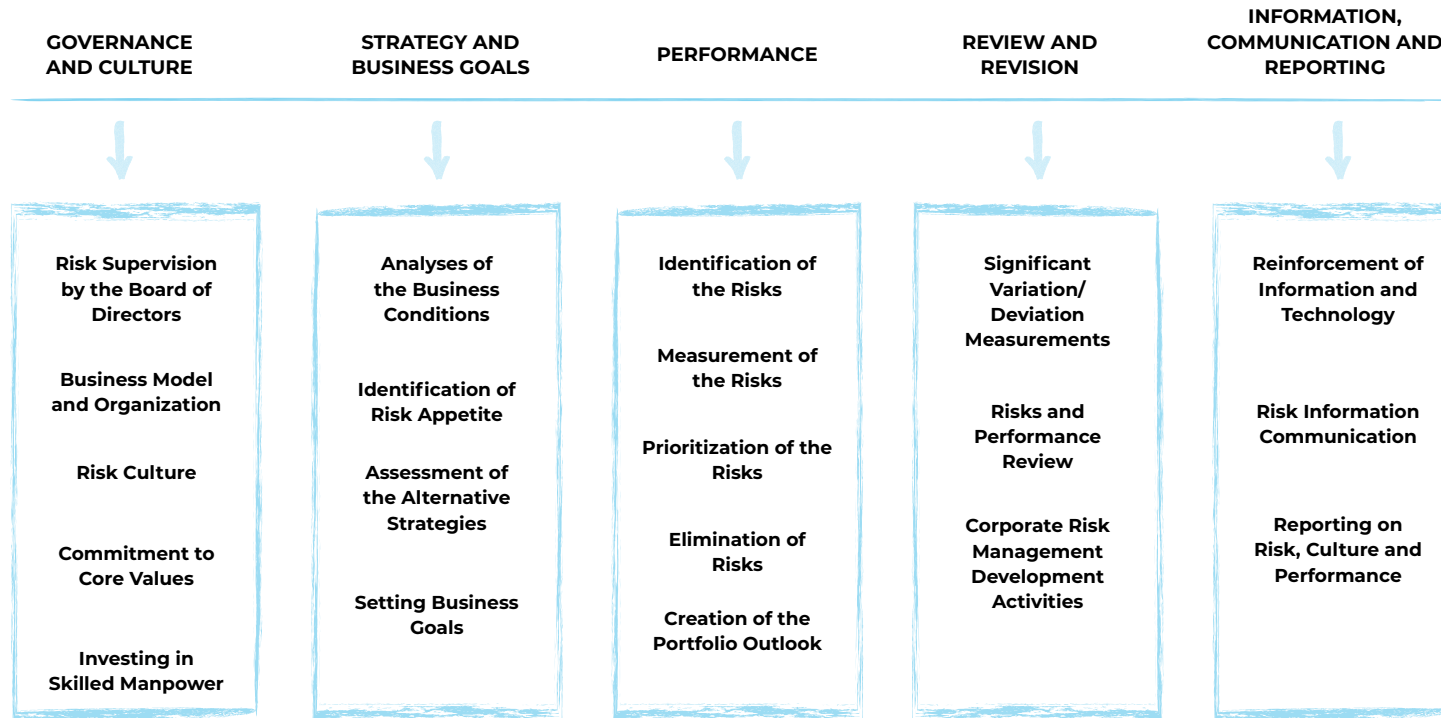
MONITORING AND AUDITING

Control mechanisms and auditing in all processes



level, and risk processes are managed by making necessary plans. The most fundamental issue that we value within the current structure is the risks, as part of the common Company culture, to be expressed in the same language by all our stakeholders. It is essential that the models and methods designed for this purpose, which are aimed to be implemented in our Company, are also handled in line with generally accepted references. In this context, our risk management model has been created with a structure in line with the COSO Enterprise Risk Management Framework.

Timely detection of the factors that may pose a threat to our organization, assets and stakeholders, taking measures against them and increasing the effectiveness of the surveillance task are the main factors that determine the direction of our work, as it has always been. Our Company's risk management framework is summarized with the following structure.



Risk Factors and Implementations

Our risk perspective shaped by our Company's business sector, size and working structure is constantly matured on a platform where international developments and examples of good practice are filtered with competencies. The risks that are part of this process being not only limited to financial, operational and natural events over time, but also requiring to be manageable in a much broader perspective and with a sustainability insight

is the main issue that determines our corporate risk management steps. With the studies we have created in a holistic template by also including the relations of risks with each other, the course of the processes within the scope of risk management towards a strategic and proactive company model is managed.

Doğuş Group Risk Management System was launched in 2021. This system, created with the

contributions of Doğuş Teknoloji and the infrastructure of Doğuş Group, contributes to Doğuş Otomotiv's ability to monitor its risks in a more dynamic environment and to manage risks more agilely and analytically. Within the scope of the project, all departments of our Company defined the risks they manage, and the actions taken regarding these risks to the system. Updates to the Risk Management System are planned in the coming period.

Again in 2021, consultancy service was received from Ernst & Young Turkey on “Risk Maturity Level”. As a result of the outputs of this study, short, medium and long-term strategic risk management plans were created. Each plan includes improvement areas and action plans for these improvement areas. The Risk Management Working Group was established within the scope of the short-term strategic risk management plan. The Group was formed by identifying a risk ambassador from each department in our Company. The updates of procedures and regulations regarding the Enterprise Risk Management function have been completed. Risk management responsibilities that are planned to be added to the job descriptions of our employees have been determined. The content of the Enterprise Risk Management trainings is determined and organized for the year 2022. In addition, studies were carried out to adopt a dynamic risk management approach.

Policies and Processes Related to Risk Management

- Corporate Risk Management Policy
- Risk Appetite Statement
- Early Detection of Risk Management
- Business Continuity Plan

Management of Non-Financial Risks

Doğuş Otomotiv believes that the sustainable growth of a company depends on its aptitude in managing its environmental, social and governance processes. Therefore, since 2009, our Company has been approaching sustainability in terms of non-financial risk management as well as impact management, and has been reviewing all its processes from this perspective whereby establishing its systems accordingly with this understanding. When the global references

concerning sustainability management are considered, an extremely far-reaching and broad concept is faced with. Recognizing environmental, social and governance risks, establishing systems to be prepared for them, and being more transparent every day while declaring these risks and the measures taken against them to the public require to be based on a thorough and accurate analysis of quite a detailed and intense content. Especially measurement and evaluation systems in these areas are complex and not applicable for every industry. For this reason, Doğuş Otomotiv monitors all relevant developments in the world and continues to manage its compliance processes accordingly. While our Company is developing its non-financial risk management model, it adopts the content of the relevant guidelines, which are formed by integrating environmental, social and governance risks into the ERM (Enterprise Risk Management) model, published in October 2018 in partnership with COSO (Committee of Sponsoring Organizations of the Treadway Commission) and WBCSD (World Business Council for Sustainable Development), as its benchmark. Doğuş Otomotiv’s sustainability approach includes the following perspectives and principles;

- Being able to respond transparently to the expectations and concerns of our key stakeholders regarding our Company’s social, environmental and administrative impact,
- Developing our competences to establish measurement, evaluation, target setting and forecasting systems for our non-financial risks and to turn our risks into opportunities,
- Creating dialogue-centered “ask, learn, respond” communication models with our stakeholders in all sustainability areas and strategically manage these models,

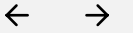
- Being a part of the processes involving cooperation, informing, supporting, auditing and monitoring with all our stakeholders for a sustainable supply chain.
- Establishing ethics and compliance systems at international standards and to develop multifunctional monitoring mechanisms.

Compliance Management and Business Ethics

In addition to full compliance with existing laws and regulations, Doğuş Otomotiv’s compliance approach also includes compliance with internal policies and procedures, social norms, *Doğuş Otomotiv Ethics Code* and international standards. To be able to do our job in the most accurate way and to establish the trust of our stakeholders, all our operational activities are carried out in accordance with Doğuş Otomotiv Ethics Code.

To ensure corporate policies are fully understood within the Company and to support the duties of the Compliance Function, Doğuş Otomotiv conducted internal communication activities and prepared a Compliance Bulletin with the purpose of increasing the awareness on the policies within the Company in 2021. With the Compliance Bulletin, refreshing the knowledge on compliance and ethical issues, and conveying the current news and developments in the field of compliance in the world and in our country is intended. Posters and boards containing information about the policies were prepared and placed on areas that are frequently viewed by the employees during the day, and the details of the contents of the policies are shared.

In accordance with the Company’s high ethical understanding and international standards,



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Doğuş Otomotiv Compliance Function undertakes to carry out its commercial activities in compliance with local laws and regulations. The Compliance Function, which reports to the Early Detection of Risk Committee, a subcommittee of the Board of Directors, held three committee meetings in 2021 with its working group. The Function works in coordination with the Legal and Risk Management Unit and the Sustainability Council. Compliance Function activities are designed for internal policy, legal regulation, regulatory requirements, compliance with international standards and processes, as well as identification and reporting of risks in related processes. The Function has started to publish its Compliance Policy on its website as of 2020. Compliance Function Procedure studies were started in 2020; following preparation of the procedure is completed and finalized with the opinions and suggestions of the relevant units, it is planned to be submitted to the approval of the Board of Directors in 2022.

Compliance Function and Law on the Protection of Personal Data Practices

Doğuş Otomotiv has formed a working group within the scope of the "Law on the Protection of Personal Data" (KVKK). Compliance process is managed by the joint efforts of Legal, Risk Management and Information Security Units, adhering to legal obligations and deadlines.

Doğuş Otomotiv increased its KVKK Compliance Rate by 14 points in 2021, reaching its target of 74%, from the upper limit. Efforts are continuing to ensure that the KVKK Compliance Rate is 80% in 2022. In 2021, the Company carried out internal coordination studies to increase KVKK awareness and a Personal Data Protection Bulletin was prepared. With the Personal Data Protection Bulletin, by including the decisions of the Personal Data Protection Board and global developments, informing the employees about current developments is intended. Doğuş

Otomotiv Information Security Management System organizes, and updates security processes and defines roles and responsibilities in security processes to protect Company information assets and ensure compliance with applicable legislative regulations. Doğuş Otomotiv Information Security Policy and 4 new procedures were published, and 11 separate policy-related procedures were updated in 2021. The company started to work to obtain the ISO 27001 Information Security Management System Certificate in 2022.

Compliance with Laws and Regulations and Responsible Competition

Doğuş Otomotiv considers it as a primary material issue to continue its activities by complying with laws and regulations throughout its entire value chain. It assumes communicating with its stakeholders in a transparent manner while carrying out its activities and regularly informing them about developments as a part of this understanding.

Our company monitors all financial, operational, environmental and sectoral laws and regulations in Turkey, the country in which it operates, through the relevant units and gives the necessary instructions. At the same time, it takes an active part in industry-specific unions and associations to express opinions on changes in laws and regulations specific to our industry, to encourage responsible competition, to protect the rights of its customers and authorized dealers and service networks, and to manage risks correctly.

Doğuş Otomotiv Ethics Code

Doğuş Otomotiv published its ethics code in international standards in 2012, after studies lasted for two years. Doğuş Otomotiv Ethics Code includes 54 case studies specific to the industry in which our Company operates and related to the topics covered by the Ethics Code. The Ethics Code has been revised in 2020 due to changing conditions and requirements and is published on our company's website. Information on the Ethics Code was also included within the scope of 622.5 employee/hour e-orientation training provided to a total of 249 employees at Doğuş Oto and Doğuş Otomotiv companies in 2021.

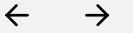
Doğuş Otomotiv Ethics Code and the principles and policies we have published under this code warrant that our Company will maintain its relations with its customers, business partners, and competitors by developing honest and ethical behavior patterns. Doğuş Otomotiv considers ethical business conduct at the highest standards as the cornerstone of its growth-oriented future strategy.

With the Doğuş Otomotiv Ethics Code, our Company firmly rejects unethical business conduct. Ethics Code prepared by Doğuş Otomotiv, intends to provide all our employees with valuable and enlightening information

CODE OF ETHICS

Making the right decisions while doing our jobs...

Honest approach, transparent business relationships...



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on what to do in case of any ethics-related problem they may encounter. Doğuş Otomotiv Ethics Code serves as a guide for our Company's employees as well as business partners to fully understand and comprehend how we conduct our business.

Doğuş Otomotiv's business ethics understanding contains the highest ethical standards in our corporate policies, business conduct, and behavior. In other words, it is the manifestation of moral standards in every area of our business. It fully reflects an ethical business approach beyond moral traditions and values to our Company units, technological assets, financial and operational activities, in short, all our business processes.

The most valuable asset that Doğuş Otomotiv possesses is the trust of its customers, suppliers, employees, and shareholders put in our Company, and our corporate reputation that we have built since the day we started our commercial activities. Maintaining the trust of our stakeholders and protecting our reputation are our reasons for existence that we will never compromise.

Doğuş Otomotiv Ethics Code also includes our corporate sustainability perspective across the entire Doğuş Otomotiv value chain and our commitments within the scope of the United Nations Global Compact principles. Our Ethics Code has been approved by Doğuş Otomotiv's Board. Doğuş Otomotiv Ethics Code was prepared not only to regulate the behavior of our employees but also the relations of our employees with our customers, competitors, and suppliers.

Doğuş Otomotiv expects its suppliers, customers, shareholders, subsidiaries and all other stakeholders to fully understand our Company's

business conduct and to direct their expectations accordingly.

Between the years 2015 and 2021, 913 people received 1946 employee/hour ethics code training at Doğuş Otomotiv, and 2913.5 employee/hour training was provided to 1622 people at Doğuş Oto.

Doğuş Otomotiv Compliance Policy is available on the website and in the content of the *Ethics Code*.

Human Rights Management

Doğuş Otomotiv has been carrying out awareness and informative activities in the entire value chain since 2014 in line with its Human Rights Policy. A Human Rights Administrator was appointed in 2020, a working group was formed to determine the priorities of the Company in the context of Human Rights, and training was given to this working group on Human Rights. The materiality study is planned to be completed in 2022. Upon Human Rights Due Diligence Law enacted in 2021 in the regions where our key stakeholders, OEMs, operate, and due to the changing and updated standards, the materiality study was postponed to 2022 to be able to accommodate these laws and codes. However, our activities continue in line with our material issues under the title of Gender Equality and Prevention of Discrimination. In this context, in 2021, we published our "Workplace Policy against Domestic Violence", aiming to provide a sound and safe working environment away from all kinds of violence and threats. Doğuş Otomotiv became the first automotive company to implement policies by taking part in the "Business against Domestic Violence" (BADV) project, supported by Sabancı University.

Doğuş Otomotiv Code of Ethics has been developed to cover all basic principles under the United Nations

Universal Convention on Human Rights, and has been publicly disclosed. In addition, our relevant stakeholders are constantly informed about this content through regular trainings given throughout the year.

In 2021, 11 complaints concerning Ethics Code were received by our Company through the Ethics Hot Line or other channels. Nine of them proceeded to the investigation stage whereas five notifications were justified, and administrative action was taken.



Digital Transformation

The importance of our investments in digital transformation as a part of our company strategy since 2017 has come to the fore even more with the pandemic conditions. By means of our digital transformation and CRM projects spread throughout the company, we have been able

to ensure the integrity of communication with those of our employees who work remotely and those who work in the office or in the field as their positions required to do so as well as to offer most of the services we provide to our customers without interruption. We situate digital transformation on three main pillars: an agile management approach, increasing the digital competencies of our human resources, and a high-quality business philosophy based on data. We have made significant progress in all three areas in recent years. The digital projects we carried out together with Doğuş Teknoloji moved us forward with an increasing momentum in 2021. As of the end of the year, while software developments of 54 projects still went on, a total of 60 digital projects were concluded. We have significantly increased our efficiency by using digital technologies such as robotic process automation, internet of things, ERP, machine learning and artificial intelligence in areas such as the Value and Interest Center (DİM) where we establish directly contact with our customers, as well as spare parts and logistics, in addition to processes such as sales, after-sales services and marketing.

Our Digital Transformation Strategy

The foundations of digital transformation activities at Doğuş Otomotiv were initiated with the establishment of the Digital Transformation department in 2017, with the motto of identifying current trends and customer expectations within the framework of operational excellence, redefining the value chain and restructuring the future, and gained momentum with the dissemination efforts made in the following years.

Digitalization in the Automotive Industry

The automotive industry is in a rapid digitalization process towards the more widespread use of digital technologies in vehicles, as well as the development of vehicles that provide ease of use and safety to the driver, have autonomous driving features

and can communicate with their surroundings. Starting from the product, the automotive industry is rapidly digitizing, covering all the processes in the automotive industry, expectations from the industry, and consumer demands, as well as comprising all technologies used and internal workflows. This situation is an indication that “digital products” or “digital services” will gain weight in the future business models of organizations operating in the automotive industry. Especially in the automotive industry, where fast communication, proactive service provision based on data, and high-tech solutions such as artificial intelligence are rapidly appearing on the agenda, digitalization has become one of the material issues of organizations.

Agile Management as a Corporate Culture

Agile project management is the flexibility, capacity and ability to respond to change and make improvements to be successful even in an uncertain environment. Agile management style enables giant companies in the world to produce products and services much faster and without friction. Agile is the fastest and safest project development approach among accepted methods in the world. Started in the realm of software development, this business has now entered our lives as the new norm of doing business and management. As Doğuş Otomotiv, our goal is to adopt agile management as a corporate culture and lay the groundwork for the entire organization to have the flexibility required by the digital age. The Digital Project Management Process, together with Doğuş Teknoloji, is designed to centrally coordinate and consolidate the digital software needs of departments and brands within Doğuş Otomotiv under a single portfolio.

Accordingly, as of 2019, a Digital Board has been established where all digital projects of the Company are evaluated in a single pool in which all brands and business units are represented. Organized every three weeks, the Digital Board is responsible for identifying and prioritizing the

digital projects that Doğuş Otomotiv brands and departments desire to implement.

Digital Project Portfolio

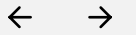
IT software development investments and digital project activities progressed with increasing momentum in 2021 as well. While the development of a total of 15 digital projects was completed in 2019, a total of 31 digital projects were launched in 2020. As of the end of 2021, a total of 64 digital projects have been completed, and software development work for 50 projects is still ongoing.

Among these projects, in addition to sales, after-sales services and marketing processes of the brands, there are different projects that we have implemented using digital technologies such as RPA, IoT, ERP, Web/Mobil, Machine Learning and Artificial Intelligence in areas such as Value and Interest Center (DİM) where we establish direct contact with the customers as well as replacement parts and logistics.

Doğuş Otomotiv has three patents for its ERP system Turkuaz. In addition, our 25 mobile applications belonging to Doğuş Otomotiv, as well as brands and other units, have been downloaded more than one hundred thousand times by users.

Machine Learning / Artificial Intelligence and Data Analytics Activities

At the core of the digital transformation is “Data”, and related to that there are new technologies such as “Artificial Intelligence”, “Cloud”, “Machine Learning”. Data analytics is the process of examining, clarifying, transforming, and modeling raw data to detect appropriate information, inform results, and support decision making. On the other hand, artificial intelligence is the whole of



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advanced technologies that enable machines to perceive, understand, act and learn. The world is undergoing a great change under the leadership of artificial intelligence. As most of the technological developments today center around artificial intelligence, this trend is expected to continue for the next 30-40 years.

In the next 10-15 years, artificial intelligence will be able to learn to be customized in certain areas, especially in the automotive industry. As a company that considers digital transformation as an integral part of its strategy, Doğuř Otomotiv places digitalization and new technologies at the center of its business. In this direction, Machine Learning/ Artificial Intelligence and related Data Analytics Studies were started in 2019.

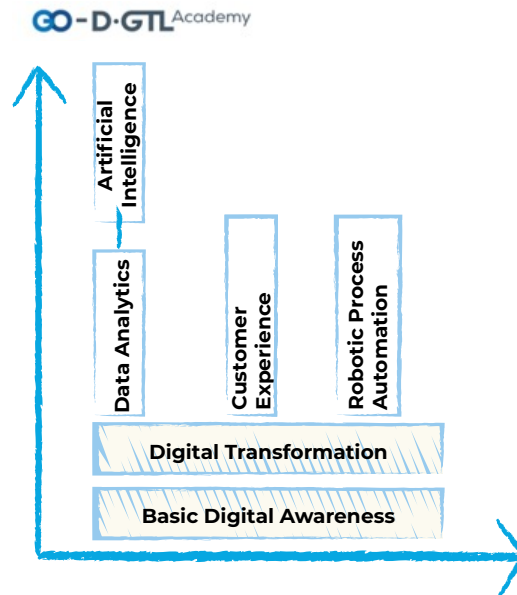
Artificial Intelligence, Machine Learning and Data Analytics studies, which started to be projected in 2020, gained momentum in 2021 with the support of the competency development program. While projects related to Machine Learning and Artificial Intelligence were developed in areas such as warehouse, spare parts and after-sales services, trainings for the roles of “Data Translator” and “Data Scientist” within the company were given with the support of the country’s leading educational institutions and universities. The main purpose of these activities is to increase the digital competencies within the company and invest in human resources for future studies on related subjects such as Data Science and Machine Learning.

Digital Literacy

The Digital Competency Development Program was launched in 2020 as a joint effort of Doğuř Otomotiv Human Resources and Digital Transformation and Corporate Communications departments, and for this purpose, GO-DGTL Academy was established. Within the scope of this program, horizontal and vertical programs were determined to increase

awareness on digitalization and digital technologies throughout the Company. While horizontal programs cover Basic Digital Awareness and Digital Transformation Trainings, Vertical Programs focus on Data Science School, Robotic Process Automation (RPA), Customer Experience and Trends and Artificial Intelligence. In 2021, competence development activities continued to be implemented within the context of the Digital Competency Program under GO-DGTL Academy. Related studies will continue in 2022 with awareness-raising webinars and trainings.

In 2021, Doğuř Otomotiv employees received a total of 27,000 hours of digital competence development training. The rate of participation in these trainings within the company reached 55% as of the end of 2021. 75% of the participants has been female employees. In addition, the Digital Terms Dictionary videos sent to the employees of our Authorized Dealers and Service Centers were watched by a total of 1500 employees, reaching approximately 25% of our Authorized Dealers and Service Center workforce.



Data

Today, both people and companies create and disseminate data in many different fields 24/7. Controlling and processing so much data that flows endlessly and accumulates in huge piles requires a separate expertise. To be able to determine the processing strategies of this data, “Data Strategy and Data Roadmap” activities have been initiated. The intent of these activities was the accumulation of the data, management of them to be processed, stored and disposed of accurately, its quality to be increased, systems (architecture) suitable for needs to be established and maximum benefit from data analytics studies to be ensured.

Planned to manage data in an effective and professional manner in general, these long-term activities are conducted in a way that maximizes the use of data and technology as well. At the end of the three-month program carried out with the experts of the field;

- Within the scope of the “Customer Journey” processes at Doğuř Otomotiv, the maturity of the existing data has been determined for many different data types and our subject headings.
- In this context, a “Data Roadmap” has been prepared that will shed light on our path in the future by conducting situation analyzes that will comply with our data strategy.

According to this roadmap, a total of 16 projects have been drawn up, and the studies for the realization of these projects have been initiated within a two-to-three-year time spectrum. In this way, the data will be managed in a better

quality and effective manner, covering all processes from creation to processing.

Sustainable Supply Chain Management

As Doğu Otomotiv, minimizing our risks in sustainability-related areas across our entire value chain and ensuring compliance with Doğu Otomotiv's sustainability strategies and policies are among our primary material issues. In recent years, with the supply chain-centered problems being brought up increasingly to the agenda in all sectors, we are aware that the expectations of our stakeholders are gaining momentum in this direction as well. As part of our efforts to configure an integrated management system accordingly, we also make the necessary arrangements and evaluations in our supply chain.

Our Purchasing Policy

Doğu Otomotiv and Doğu Oto, for the supply of products and services they receive while carrying out their activities in accordance with strategic sustainable codes and principles, evaluate, supervise and regulate that the suppliers and business partners it works with have management processes in place with reduced risks in social, environmental, ethical and economic areas.

The goal of this policy is to set forth the expectations of Doğu Otomotiv and Doğu Oto from their product and service provider business partners in the purchase of goods and services, and to outline the basic principles and fundamentals in line with these expectations, as well as to regulate the supply chain and purchasing activities in accordance with sustainable purchasing management policies, during the purchase of goods and services.

The foundation of Sustainable Purchasing Policy has been built on establishing, executing and developing long-term business relationships based on mutual trust and cooperation with existing and potential business partners with processes that

are in line with the general policies and strategies of Doğu Holding, Doğu Otomotiv and Doğu Oto, comply with Doğu Otomotiv and Doğu Oto's Ethics Code and Purchasing Procedure, and concede with the United Nations Global Compact.

Accordingly, Doğu Otomotiv and Doğu Oto demand the following from their suppliers and business partners;

- To have business processes that comply with sustainability principles,
- To regularly monitor their impact on the ecological environment when conducting their business and to carry out activities intending to reduce this impact,
- To follow social, environmental and ethical issues carefully in their investment processes and to be accountable in these areas,
- To regulate their internal working conditions and ethical processes in line with the sustainability principles.

Any action that will prevent the fair and impartial execution of the process during the purchase of goods and services is prohibited. If it is determined that the said actions are carried out by the candidate company/companies, said company/companies are excluded from the purchasing process. For goods and services, whether there are new company/companies that produce/market the goods or services in question are investigated at regular intervals.

In purchasing processes, in addition to price and payment terms, the company's processes in social, environmental and ethical issues are also considered. The following criteria are taken into consideration when choosing among the candidate companies:

- The company's intelligence information, technical and financial capacity, commercial reputation and its standing in the marketplace, experience, references, relations with Doğu Otomotiv and Doğu Oto,

- Being an organization that can provide competitive conditions and attaches importance to research and development to specialize in its own field.

The following conditions of the goods or services to be purchased from the company are also considered;

- Whether they coincide with the main field of activity of the company and whether they are directly supplied by the firm,

- Their quality and compliance with standards, technology level and guarantees (TSE, ISO, etc.),

- Their capacity in meeting the need,

- Whether they are produced in accordance with national and international standards in terms of Environment and Occupational Safety and whether they have a service or production process that respects human health and ecological environment,

- Shortness of their delivery time and maintenance periods, whether technical support and spare parts are provided, whether the offered price and sales price are kept fixed for a certain period, etc.

All correspondence with companies and offers received during the purchasing process are made in accordance with Doğu Otomotiv and Doğu Oto's corporate correspondence rules; in addition, all goods and services purchases made by units authorized to make purchases are recorded electronically.

Every employee in charge of Doğuş Otomotiv and Doğuş Oto's purchasing processes is obliged to carry out the purchasing processes in line with the following principles.

They are responsible for conducting Doğuş Otomotiv and Doğuş Oto activities in accordance with sustainability principles, reducing the social, environmental, ethical and economic risks of the goods and services they are about to purchase, and raising the awareness of their suppliers and business partners by reducing their risks in these areas. Employees who manage the process should investigate whether there are different areas to be evaluated according to the type of product and service, such as the following:

- Their necessity to be purchased,
- The waste generated in the wake of the purchase to be at a minimum level (and/or it contributes to the reduction of wastes),
- To reduce the risks related to climate change, have a positive impact on them and/or have no impact at all,
- Their impact to be positive on productivity (financial or non-financial productivity),
- To have a positive impact on the use of natural resources,
- To comply with all laws and regulations related to occupational health and safety, their impact on the health and safety of Doğuş Otomotiv and Doğuş Oto employees to be assessed.

All processes are obligated to be complying with Doğuş Otomotiv and Doğuş Oto Ethics Code, the supplier or business partner must have full knowledge of the Ethics Code and undertake to fully comply with them.

Establishing long-term business relations (or conducting business) with companies that produce and render their services in accordance with national and international standards in the fields of Environment and Occupational Health and Safety and have a modern management approach is preferred.

Suppliers

With the sustainable supply chain management model commenced in 2015, Doğuş Otomotiv has also assumed the leadership in all developments in its segment. It also contributes to the development of its suppliers both through its Ethics Code and its compliance model featuring ethical principles that set an example for all suppliers.

We conduct assessment of our suppliers for selection, operations and inspection processes by such criteria as employees, health and safety, environment, business ethics, and management system specific to product and service. In this respect, we expect from our suppliers that the entirety of their business conduct complies with the principles and values of Doğuş Otomotiv in the context of our Code of Ethics, the principles of the United Nations Global Principles Agreement and UN Universal Declaration on Human Rights. Doğuş Otomotiv's Ethical Principles and Human Rights Policy is available on our website.

Doğuş Otomotiv will continue its efforts to create a responsible supply chain in 2022 as well. According to the risk categorization project carried out in 2021, a new procedure study has started for our suppliers from whom purchases of 5 million TL, or more were made. Starting from the first stage of the purchasing process, this study, which also includes audits throughout the process, will be completed in 2022 and the participation of the relevant parties will be ensured. Within the context of the procedure, provisions stipulating full compliance with Doğuş Otomotiv Ethics Code will be included in the contracts and their compliance will be demanded from our suppliers.

Doğuş Otomotiv will continue its awareness-raising and training activities in the field of sustainability, which it carries out not only internally, but also for all its stakeholders in the supply chain. The program, which resumed between the years 2014 and 2020 and which was carried out within the scope of improving our suppliers' reporting habits on sustainability, was terminated as of 2021, and after the completion of the procedures within the risk management activities, sustainability studies will be carried out in the supply chain, and action plans will be created for information programs.

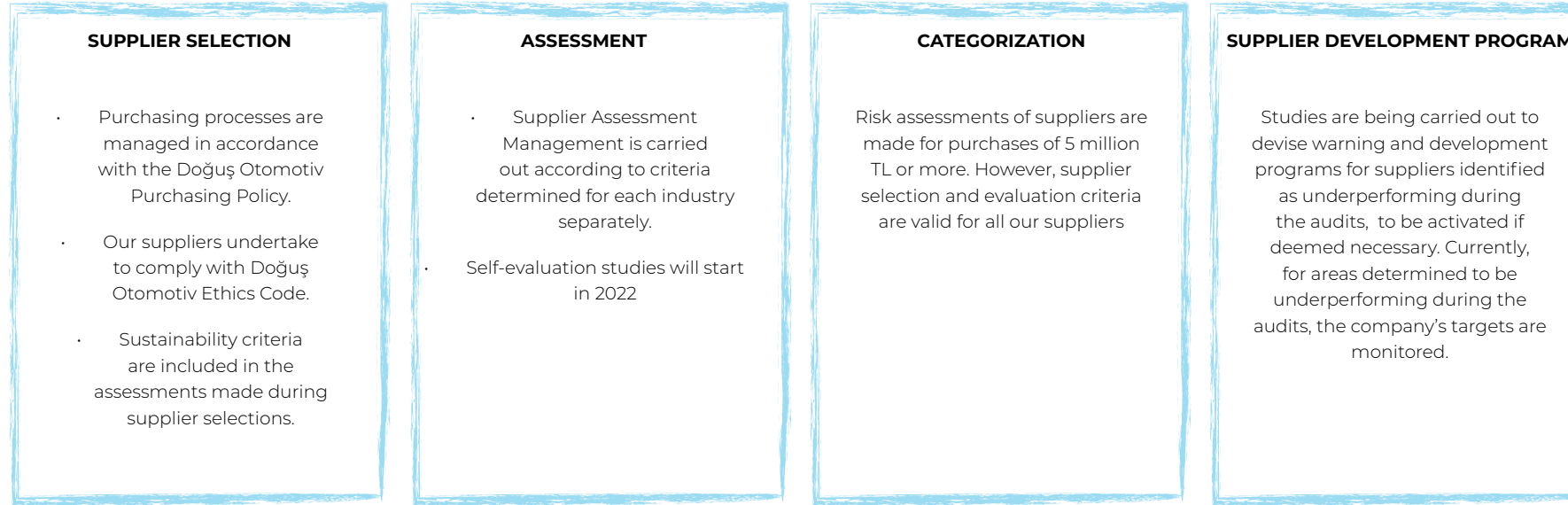
Local Purchasing Total
1,067.9 TL

Local Purchasing Percentage
100%

30
Number of Supplier Audits

10%
Audit percentage of suppliers from whom purchases of 5 million TL or more

SUPPLY CHAIN MANAGEMENT



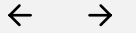
Doğuř Otomotiv strives to make all its activities sustainable throughout its operational life cycle. Our supply chain, which is largely based on logistics services, has been restructured accordingly and by improvements regularly made every year, it aims to work in the most efficient way with the least risk in its field. We are aware that if we want to make the world a more livable place with what we do, we must first focus on how we do it. Doğuř Otomotiv's supply chain is managed with reliable, sustainable and ethical processes in principle. The sustainability of supply chain, which we run together with hundreds of suppliers and business partners, depends not only on the success of Doğuř Otomotiv, but also on the success of all companies in the chain, and on them to provide equally high standards of production and service. For this reason, we expect all our suppliers, other than OEMs, to manage their operations in compliance with

sustainability principles similarly. This approach, which is also among the primary expectations of our investors, business partners, customers, shareholders and other stakeholders, is a part of Doğuř Otomotiv's 2025 strategy as well.

As its field of activity is direct imports, distributorship, authorized dealership and service center, and logistics services, sustainable supply chain management is among Doğuř Otomotiv's material issues. Not only in environmental issues, but also in social and economic development topics, the processes that we manage in the Supply Chain with a risk management, audit and development approach, required to be dealt with a much more critical perspective due to the Covid-19 pandemic, which was experienced all over the world in 2020 and in economic structures

affected the supply chain the most. In 2020-2021, when there is a significant amount of uncertainty, Replacement Parts and Logistics Unit, which managed to keep replacement parts availability at 99% by increasing safety stock levels, has been successfully handled 20.4 million parts.

In addition to the effective pricing and price positioning policies followed, the usage rate of shared replacement parts approaching 50% creates an important synergy within Replacement Parts and Logistics. Implemented with a pioneering vision in vehicle logistics, the "shipping directly from the port" management was continued to be carried out successfully by the Replacement Parts and Logistics Unit in 2021 as well,



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whereby delivering vehicles to Authorized Dealers directly from the port, thus minimizing delivery times.

By means of the priority given to digitalization, optimization was achieved in the replacement part acquisition process with artificial intelligence, whereas flexibility and rapid adaptation were ensured with effective stock management and workload forecasting models. In addition, robotic process optimizations were also included in the business processes, whereby minimizing the manual workload. Replacement Parts and Logistics achieved 806 tons of saving from its logistics-originated CO₂ emissions, with the intermodal route system it manages.

By importing 94,507 vehicles and shipping 116,578 vehicles to Authorized Dealers in 2021, Replacement Parts and Logistics completed the year with a turnover of 2,050.8 million TL attained from the sales of replacement parts and accessories.

Since 2014, Replacement Parts and Logistics has moved to a centralized structure which included Authorized Service Centers, and made successful attempts regarding waste management and collection.

Additionally, in 2021;

- With a total of 3.3 million lines of orders, approximately 10.5 million replacement parts were shipped.
- On average, more than 3,500 parcels per day were delivered to 149 Authorized Service Centers located in 51 different provinces of Turkey, with 42 daily freight services departing from Şekerpinar. (Working days restricted due to pandemic, are excluded)

- A monthly average of 1,560 semi-trailer trucks load of vehicle distribution operations were carried out

Replacement Parts and Logistics Unit and Industry 4.0

Doğuş Otomotiv Replacement Parts and Logistics Unit, with the aim of creating effective and sustainable e-supply chain management (industry 4.0), attaches priority to digitalization investments, and devices projects geared towards the continuous improvement of replacement parts operating systems. Doğuş Otomotiv Replacement Parts and Logistics Unit has recently put digital supply chain management and Industry 4.0 on its focus. These concepts generally appear in the logistics industry in the topics of fully integrated systems, not only lean but also agile supply chain, advanced forecasting systems and augmented reality in the supply chain.

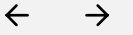
In recent years, especially customer expectations have been increasing, and product and service designs have been differentiated in every sector in a way that will alter these expectations. In addition, the most important change that stands out is the necessity of meeting these expectations quickly in order to maintain competitive advantage. Therefore, the anticipation of providing products and services that meet the expectations of customers and delivering them quickly affects all sectors.

Doğuş Otomotiv supplies replacement parts for 11 international brands it represents, and 12 product groups connected to them from 9 countries and 25 different locations. Moreover, 250 thousand different parts are managed through the Logistics Unit. In addition to systems that are fully integrated with Authorized Dealers and Service Centers, in 2015, a system that is fully integrated with manufacturers was put into practice as well. With this system, not only the right data can be accessed quickly at every point, and an infrastructure that is easy to learn and has a developed control environment is offered for the employees.

One of the areas that has been given importance in the distribution center in recent years is automation investments. While making these investments, productivity increase is considered important as well as the spatial gain. Doğuş Otomotiv has invested more than 2 million Euros in this area in the last few years. By erecting smart vertical storage systems, projects that can be easily managed by employees and prevented them from making mistakes have been put into practice.

At the Replacement Parts and Logistics Unit, since 2007, the main principle we have focused on concerning Lean Management has been providing agility along with being lean. While the gains to be achieved with lean management principles in the axes of quality, speed and cost have become an important expectation in supply chain management, at the same time processes require to be agile, open, flexible and interactive. Doğuş Otomotiv continues its efforts in this direction, and especially transforms processes in a proactive way. Accordingly, suggestions from the employees are also evaluated, and effective process development studies are carried out.

Maximizing its replacement part service level through advanced forecasting mechanisms, Doğuş Otomotiv Logistics Unit ranks first with over 99% availability value for the brands it serves, when compared to distribution centers in Europe. The unit creates a cost advantage by effectively managing the stock depth as well as the level of service it provides. Augmented reality applications, on the other hand, make it possible to monitor a new facility in 3D while it is still in the planning stage, while bringing along many innovations that will guide employees in internal processes such as vehicle



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loading optimization/getting the right product out of the warehouse.

Today, with the developments in technology, digital supply chain management has become extremely important. Replacement Parts and Logistics Unit responded promptly to these developments with a serious technological infrastructure transformation in 2005. All processes starting from the customer reaching all the way to the manufacturer are designed on this software, thus it has become a quite serious statistical data center.

Covid-19 Risk Management at Replacement Parts and Logistics Unit

The Covid-19 epidemic, which has affected all sectors with a life-stopping impact in nearly 200 countries since March 2020, has likewise deeply affected many institutions and organizations in Turkey, from production to import and export, from logistics to service industries. As Doğu Otomotiv, in addition to our rapid adaptation to the measures taken by the Republic of Turkey, as well as requirements of laws, regulations and legislations, we continued our efforts to manage the process without allowing any disruption in our services and by properly handling occupational health and safety risks.

In line with the plans made concerning Risk Management and Business Continuity, we managed our activities by taking the necessary precautions under the following headings:

- Occupational Health and Safety
- Import Process
- Shipping and Distribution
- Stock Management
- Forecast and Planning

During the outbreak, the number of replacement parts inventories was increased, and situations such as parts that could not be supplied by OEMs due to the pandemic or customer needs not being met due to delays in customs were prevented.

With the intent of securing business continuity, to ensure fewer people to be together at the same time in a given place in accordance with the social distancing rules in the common usage areas of the employees, the starting and ending times of the working hours were staggered, break and mealtimes were rearranged, and by increasing the shuttle service frequencies, the number of people riding the shuttles was reduced. In case of contact with any infected person, the process of filtration was quickly managed. Field personnel were regularly informed through Replacement Parts Warehouse Management, OHS Specialist and Workplace Physician, necessary announcements were made to employees through transparent and fast communication channels, and awareness was kept at a high level. Supplier company employees are also included in the measures and actions taken, and they are informed about all processes similarly.

Operational Sustainability

Long-term studies on sustainability have revealed that adopting quite a broad perspective is an integral prerequisite for the companies. In all of these studies, sustainability management is based on three basic areas: economic, social and environmental. A company is sustainable only if it performs well in terms of economic stability, social welfare and environmental equality and if it is making a progress in line with its objectives.

Engaged in the sales and providing service requirements of the world's largest automotive brands at 550 points across Turkey, Doğu Otomotiv carries out the most important operational leg of the supply chains of these brands in Turkey.

Doğu Otomotiv's operational sustainability is extremely important in terms of ensuring the sales and after-sales services of these brands are sustainable in the geography of a country. Doğu Otomotiv's operational sustainability is organized according to its own priorities in these three main areas.



Doğu Otomotiv strives to achieve difference-creating operational excellence by integrating sustainability into every aspect of its activities. As in every sector, the limits of continuous development, which is considered as a driving force for change and the optimization of processes, are increasingly being scrutinized in the sector in which Doğu Otomotiv operates as well. Although lean processes, 5S methodology and similar practices provide many benefits to companies, the sustainability of organizations requires comprehensive and company-specific strategies. The first condition for sustainability activities to turn into profit is to integrate them into daily operations and

to ensure them to be supported by all employees who understood them fully. In the modern world, it is inevitable for companies also to be a part of this change. Customer experience has become the focus of our business, and enhancing employee experience has been a critical factor in meeting customer expectations.

Acting with the responsibility of both undertaking the distributorship, sales and after-sales service provider of the world's giant brands, and fulfilling OEM expectations, as well as being one of the industry's role models in the field of sustainability, Doğu Otomotiv reviews and organizes all its processes accordingly.

All processes and related data we manage with the intention of minimizing our negative environmental impact in all our operational processes are included in our report under the chapter of Climate and Environment.

Logistic Standards Complied With

Replacement Parts and Logistics Unit at Doğu Otomotiv, for both its replacement parts storage and handling processes, follows the LoPA (Logistics Process Audit) Standards, which are based on VDA QMC (German Automobile Industry Association - Quality Management Center) 6.3 Standards and which are created by Volkswagen AG to ensure that replacement parts logistics processes are managed in accordance with standards in all replacement parts distribution centers and to identify improvement areas. Compliance with these standards is monitored periodically by internal auditors as well as the auditors of Volkswagen AG. In addition to administering compliance with standards, the audits aim to identify good practice examples and share them with all distribution centers in the network. As of 2019, Doğu Otomotiv was also incorporated to the Volkswagen AG Quality

Network and was included in the LoPA audit. Apart from this, compliance of our parts storage processes with ISO Standards is monitored as well.

Digitalization in Replacement Parts and Logistics Unit

Digital projects that reached 31 in number after 17 more projects were added as of September 2021 to the 14 large-scale digital projects planned at the beginning of 2020, continued in 2021 as well. 8 of these projects have been completed. Some of our projects that serve strategies such as operational efficiency, turnover/profitability, and customer satisfaction are projects where different technologies such as IoT (Internet of Things), RPA (Robotic Process Automation), ML (Machine Learning) are being utilized.

Optimization studies in replacement part distribution processes are regarded not only as targets specific to a certain year, but also as issues that have continuity whereby requiring to be monitored. According to the analyses or assessments made, routes and transport types (dedicated and cargo) are optimized when deemed necessary. These studies are also supported by digital processes. With the TEYDEB Project, our replacement part acquisition and packaging processes are redesigned, and with the Shipment Tracking Project, in which IoT technology is used, a digital infrastructure is created to monitor dealer dispatch and delivery processes concordant with today's technologies. All these projects are started in 2020 and are ongoing according to their business plans.

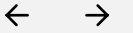
Information Security

In recent years, together with the increasing importance of information technologies, the increasing data and data processing volumes cause the adequacy of traditional auditing methods to be questioned. In this context, continual/computer-

assisted audit activities have gained importance as an electronic audit process that ensures assurance to be given by the auditors. As such, an audit methodology that can produce results on all data instead of results obtained from a sample, has been developed by providing periodic reports over the system. Continual audit activities, which contribute to the relevance, efficiency, effectiveness and timeliness of audits, continued in 2021 as well.

Risks regarding our Company's Information Systems processes have been reviewed, and the effectiveness of controls has been evaluated. The audit activities were carried out under four main headings: Information Technologies Governance, Information Security and Access Management, Infrastructure Operations and Change Management. In addition, follow-up studies were carried out within the scope of compliance with the Information Systems Management Communiqué published by the CMB in 2018; accordingly, the appropriateness and effectiveness of the actions taken were evaluated.

As per ISO-27001 Information Security Standards, continuous improvement activities include the surveillance of security program, corporate governance and cyber security risk management and the evaluation of emerging threat trends, but all controls are not limited to these. The effectiveness of the functioning of the internal audit environment, investigating whether laws and regulations are complied with against possible security breaches, and proactive monitoring activities are also included in the program. For risk-based approaches, our high-risk information assets were evaluated by following the methodology shown in the Risk Management Working Framework and



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Working Principles, on top of the Doğuş Otomotiv Information Asset Inventory prepared within the scope of ISO-27001 Information Security Certificate.

Doğuş Otomotiv Information Security Management System secures the protection of Company's information assets, and organizes and updates the security processes and defines the roles and responsibilities in security processes to ensure compliance with the applicable legislative regulations. Doğuş Otomotiv updated its Information Security Policy and 11 separate procedures related to this policy in 2021, as well as publishing four new procedures. The Company started its studies to obtain the 27001 Information Security Management System Certificate in 2022.

The Security Scope Form, prepared by the Information Security Working Group and Legal teams, is constantly updated for the purpose of Information Security control at our suppliers, and this form is provided as an annex in supplier contracts.

Information Security Activities at Doğuş Otomotiv are carried out by the Information Security Working Group under the title of Information Security Management Systems. Corporate Communications and Digital Transformation General Manager leads the working group as Information Security Management Officer. In 2021, there were no operations stopped arising from the breach of information security.

Business Continuity

For Doğuş Otomotiv to deliver all its services without interruption to its customers and for employees to continue working in a safe and healthy work environment, management of risks that will hinder the continuity of our business is among the material issues of our Company. Whether it was due to various environmental factors, as well as due to the Covid-19 circumstances and changes in economic conditions, as we have experienced in the last two years, all risks in logistics services should be evaluated and

monitored and necessary precautions should be taken. For this reason, our risk composition, which is considered on a process and scenario basis within the scope of probability and possible impact, has been expanded to include our health, safety, environment, business continuity and sustainability sensitivities in recent years. Risk measurement and evaluation parameters, use of common terminology, business continuity approach, and related reporting and stakeholder information activities have also been reinforced accordingly.

ISO 14001:2015 Environmental Management System certification efforts, which started in 2020, have been completed, and Doğuş Otomotiv has been awarded the required international certificate in this field. During the ISO 14001:2015 Environmental Management System configuration activities, environmental risks concerning business continuity were reviewed and updated. During the configuration of ISO 45001 Occupational Health and Safety Management System and ISO 27001 Information Security Management System in 2021, risks related to business continuity were reviewed. With the configuration of the Integrated Management System, the appointments of the responsible persons were made, and the necessary assignments were concluded.

Integrated Management Systems



Activities for the configuration of Dođuş Otomotiv Integrated Management Systems started in 2021. ISO 14001 Environmental Management Certificate was received in 2020. Whereas certification efforts of ISO 50001 Energy Management System, ISO 27001 Information Security Management, ISO 45001 Occupational Health and Safety Management System as well as ISO 9001 Quality Management System, covering all processes of Dođuş Otomotiv, is scheduled to be completed in May 2022. Integrated Management Systems activities were resumed on 16 main processes and 58 sub-processes connected to these main processes, including the following activities:

- Integrated Management Systems awareness and information trainings were given to all employees.
- Five of our employees have been certified as internal auditors within the scope of Integrated Management Systems.
- All processes started to be managed with KPIs.
- The risks and opportunities of all processes have been revised within the scope of Integrated Management Systems.
- A digital document management project will be initiated within the scope of the digitalization of document and process management following the certification process.

During the configuration activities, the Integrated Management Systems Management Representative kept Dođuş Otomotiv Senior Management regularly informed. The scope of Integrated Management Systems is stated below:

It covers the activities at the following addresses for the ISO 27001:2017 Information Security Management System.

Dođuş Otomotiv Servis ve Ticaret A.Ş. (General Directorate):
Şekerpinar Mah. Anadolu Cad. No:22, PK:41420
Çayırova/KOCAELİ

Dođuş Otomotiv Servis ve Ticaret A.Ş. (Logistics Center):
Şekerpinar Mah. Anadolu Cad. No:45, PK:41420
Çayırova/KOCAELİ

Our bonded warehouse:
C41000363 (affiliated with the Dilovası Customs)

Akfırat Mah. Göçbeyli Bulv., No:1 Istanbulpark Tuzla-
Istanbul

Our bonded warehouse:
C41000083 (affiliated with the Dilovası Customs)

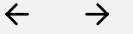
Ankara yolu üzeri Kadı yeri mevki servis alanı
Tavşanlı-Gebze / Kocaeli

ISO 9001:2015 Quality Management System,
ISO 45001:2018 Occupational Health and Safety
Management System, ISO 50001:2018 Energy
Management System

Registered Center:
Maslak Mahallesi, Ahi Evran Caddesi, Dođuş Center
Maslak, No:4, İç Kapı No:3, Sarıyer/İSTANBUL

Dođuş Otomotiv Servis ve Ticaret A.Ş. (General
Directorate):
Şekerpinar Mah. Anadolu Cad. No:22, PK:41420
Çayırova/KOCAELİ

Dođuş Otomotiv Servis ve Ticaret A.Ş. (Logistics
Center):
Şekerpinar Mah. Anadolu Cad. No:45, PK:41420
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EMPLOYEES and the WORKPLACE PERFORMANCE

Human Resources Management

We are well aware that being a sustainable company means being an organization that is innovative, respects and encourages diversity, is managed with strategies that do not separate work, social life and professional experience, and supports its employees to show their full potential. For this reason, as Doğuş Otomotiv, we strive to be a solution-oriented company that is among the companies of the future, pioneering in discovering new talents, and become a first-choice company by all its stakeholders with innovative and fast processes we implement.

In this constantly and rapidly changing world, as Doğuş Otomotiv, we are not only growing but revising our goals, together with our employees and business environment. As in all sectors, in the service sector in which Doğuş Otomotiv functions, digitalization quickly became one of the standards of the industry in the field of human resources, as in every process. Being among the strategic goals of our Company, we continue to improve ourselves in human resources and to be a role model in the sector.

In addition to the technological standards, we follow in the world and in our country, we are delighted to compete with innovation and cooperation-oriented targets that encourage creative thinking for our employees. Our management approach in Human Resources advances with company values and opens up new venues of success for us.

The year 2021 has been a year in which the digitalization investments that we have started in the field of human resources in the previous years were started to be integrated into the processes and digital tools which were produced by an agile

working methodology were being used actively in many areas. In today's world, where remote working has become more common in our lives, technological solutions have been designed according to the ever-changing employee experiences and expectations, and these have been put into practice.

In addition to systems and applications such as BilişimHR Human Resources Management System (HRMS), Dinamik Self-Service HR Platform, D-İnsan 4.0 Performance Management System, renewed GO Development Academy Learning Management System (LMS), and BilişimBI Analysis and Reporting system currently being used and supported by continuous needs-oriented developments, with the Recruitment Platform in Compliance with the Law on the Use of Personal Data, launched in 2021, digital transformation continued in all end-to-end processes of the human resources business line, and contributions were made to sustainability strategies and policies with individual-independent systems.

With the human resources dashboards created on a brand/department basis for Doğuş Otomotiv and Doğuş Oto teams, which are shared periodically and allow in-depth analysis, the evaluation and reporting processes related to human resources management such as demographics, employee turnover, budget, performance information, as well as award and training analyzes are made accessible to all management levels in the Company, whereby being followed instantaneously.

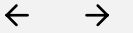
Our Key Stakeholders: Employees

Acting with the awareness that its employees are the most valued company assets, Doğuş Otomotiv,

since its establishment, has been working to stay at the forefront of customer service in the sales and after-sales services segment of the automotive industry by continuously improving its service approach that values people. More than 8,000 individuals who are Doğuş Otomotiv employees and the employees of its business partners in its value chain are regarded as the most important and key stakeholders of our Company. At the same time, our employees are also the key to our strategy of sustainable social value creation and continuous growth. Doğuş Otomotiv considers all the distinctness and diversity of its employees as a value. Supporting the development of each of our employees by encouraging them in line with their abilities is placed among our most critical performance areas. To be able to improve its overall performance, our Company aims to sustainably maximize the talents and capacities of all its employees within its organizational structure.

While Doğuş Otomotiv considers its employees as its most important key stakeholder, it regards each employee as a separate individual and acts with this perspective in managing its human resources. At the same time, it sees employee loyalty as the key to unlocking the full potential of employees to be able to ensure the motivation, independence of the Company and achieve its growth target.

We act with the awareness that the relationship between our employees and our Company is a conscious choice made by both parties, therefore, that both parties are equally



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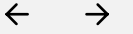
responsible for being accountable in meeting each other's expectations.

A New Human Resources Model Focused on Innovation and Digitalization

Today, we are on the verge of a new era and period with our employees who aim to improve themselves while creating value for our customers, and who learn from each other and can speak the same language despite their differences. It is a fact that an innovation and digitalization-oriented era will need employees who can contribute to their work with the same innovative ideas and adapt to the vision of a permanent development. We, as Doğu Otomotiv, have been able to manage to rank among the best in our industry over the years with an employee profile who are able to change accordingly as our customers' expectations change, who can adapt themselves fast, and who possess a high level of social awareness.

In the context of community engagement, we are aware that not only our Company but also our employees create a social, environmental and economic impact. To manage this impact in the most accurate way, to obtain the maximum benefit from it, and to create a work environment based on a win-win formula for both our employees and our Company are among our most significant goals for a sustainable workplace in terms of "Employee Engagement".

Doğu Otomotiv believes that its employees are the greatest power that will ensure the continuity of its business and continue to provide robust, ethical and quality service in the future as it does today. We are mindful that reinforcing the efficient business processes of our employees with an understanding of responsibility is an indispensable contribution both socially and for the corporate value.



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Employees ^{21 22}	2019		2020		2021	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Full-time Employees	608	1,424	618	1,439	647 (*)	1,312 (*)
Part-time Employees	1	2	1	2	0 (*)	1 (*)
Permanent Employees for an Indefinite Period	609	1,426	619	1,441	652 (*)	1,313 (*)
Seasonal and Temporary Employees	24	5	27	12	15	13
Total Executives (Director and above) ²³	58	26	57	27	60	22
Total Number of Promotions	100	26	56	12	97	22
Promoted Female Employees	35	7	24	4	25	6
Total Employees Recruited ²⁴	74	85	63	122	95	201
Total Women Recruited	21	17	24	32	47	56
Ratio of Recruited Women to Total Number of Recruitments (%)	28	20	38	26	49.5	27.9
Resignations ²⁵	95	131	50	109	53	145
Ratio of Resignations to Total Workforce (%)	14	8	8	7.6	8	11
Male Employees Resigned	59	117	26	87	31	114
Ratio of Male Employee Resignations to Total Workforce (%)	9	7	4.2	6.1	4.6	8.4
Female Employees Resigned	36	14	24	22	22	31
Ratio of Female Employee Resignations to Total Workforce (%)	5	1	3.9	1.5	3.3	2.3
Employee Resignations Under the Age of 30	36	60	19	53	21	56
Ratio of Employee Resignations under 30 to Total Workforce (%)	5	4	3.1	3.7	3.1	4.1
Employee Resignations Between the Ages of 30 and 50	32	65	28	53	29	88
Ratio of Employee Resignations between 30 and 50 to Total Workforce (%)	8	4	4.5	3.7	4.3	6.5
Employee Resignations Over the Age of 50	7	6	3	3	3	1
Ratio of Employee Resignations over 50 to Total Workforce (%)	1	1	0.5	0.2	0.4	0.7

21 The number of employees in this table has been prepared according to the data of 1 January 2021 - 31 December 2021.

22 Permanent staff and indefinite-term employees are included in the number of employees; fixed-term employees are excluded. As of December 31, 2021, Doğuş Otomotiv has 15, and Doğuş Oto has 13 fixed-term employees.

23 Members of the Board of Directors and the CEO are included in the number of executives who are in the director level and above.

24 Recruitment numbers include fixed-term and call center employees, but does not include interns.

25 All those who left work, including those who have resigned, have been considered. (Fixed-term employees and interns who left work as well as employees whose reason for leaving work was office closure are not included.)

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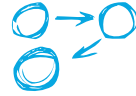
Management Approach

Doğuş Otomotiv has announced as early as its Corporate Sustainability Report published in 2010 and on its website that the basis of its Corporate Sustainability approach was its employees and providing them a better workplace. Our Company, which places employee satisfaction and loyalty at the top of its business goals, attributes the main reason for its Corporate Sustainability performance that got better day by day to the efforts shown and awareness level reached by its employees

The changing business world structure, and differing expectations and conditions require companies not only to manage their employees, but also to establish dialogue and inquire about their expectations by collaborating with them, and to allow their participation in all processes by ensuring that their suggestions and feedback about business processes reach directly to the senior management. In this way, creating a much more productive business environment, establishing an innovative and competitive company structure, and instituting much healthier relationships through employees with other stakeholders are ensured. In this context, Doğuş Otomotiv *D-İnsan 4.0* Performance System has been redesigned by taking current local and global human resources trends in account. Going beyond just keeping a score, a new, simpler and leaner Performance Management System based on development culture has been implemented by focusing on feedback.

Transparency

Transparency and traceability in recruitment processes



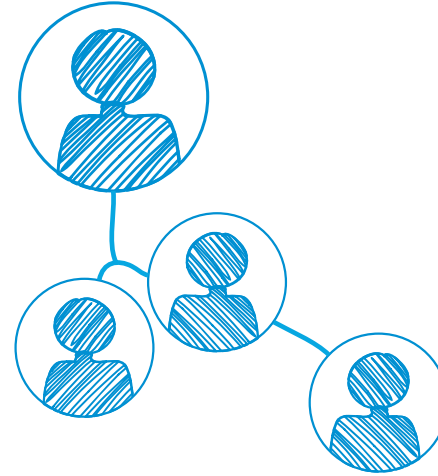
Productivity

Strategies focused on employee loyalty and stakeholder engagement



Health and Safety

Awareness on community health with a target of precaution and zero accident



Life Quality and Development

Social welfare and productivity in work environment, personal and professional development



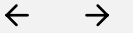
Equality

Policies and practices against diversity



Dialogue

Strategies and practices focused on employee engagement



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Employees and Workplace Policy

Doğuş Otomotiv;

- Uses measurable recruitment tools to be transparent and traceable in its recruitment processes. Evaluates candidate recruits who possess competencies pertinent to the job descriptions with the relevant department managers.
- The aim of the Human Resources policy is to increase employee loyalty and ensure sustainable productivity. For this, stakeholder - priority analysis, employee satisfaction and loyalty survey are conducted, and improvement programs are implemented according to their results.
- With its zero-accident target, takes lessons by benefiting from encountered incidents and improves processes accordingly. Implements the necessary programs to ensure the results of accidents are traceable and accountable for.
- Cares about the expansion of awareness about social health and safety issues among its employees. For this reason, it organizes informative, awareness and consciousness-raising seminars. These efforts are put in practice in a systematic and planned manner.
- Implements various programs and sets targets with the goal of increasing the quality of life and social welfare of its employees, as well as making the work environment more efficient.
- Prioritizes transparency in all processes of employee-related practices. Monitors legal processes related to discrimination, and follows up the data.
- Cares about dialogue with its employees, regularly inquires their expectations and applies an open-door policy.

- Identifies key performance indicators to be able to achieve its targets to be the “Most Desired Company to Work for, the Best Employer” in local and international platforms.

Employment Policies

As a service-providing company, Doğuş Otomotiv draws its strength from its human resources, which is acknowledged as a corporate value. Doğuş Otomotiv Human Resources vision is to be the most preferred automotive company in Turkey with its innovative and sustainable human resources practices that make its employees feel valued, and that create a common culture. Human Resources Policy shaped by this vision is to recruit employees who;

- Adopt the values of Doğuş Group,
- Possess the competencies required by the dynamism of the Company,
- Are conscious of the importance of the customer,
- Are willing to learn and evolve,
- Predicate efficiency within the organization,
- Retain a system-oriented approach,
- Are able to sustain a long-term high performance,

and to emphasize contributing to their professional and personal development as well as enabling them to use their potential in the most efficient way.

Bir’iz (We are One) Employer Brand

In our Company, the message “We act together, we leave a mark” is communicated through the employer brand “Bir’iz”, and this message is disseminated throughout the Company with the brand ambassadors formed internally. Despite the differentiated working conditions due to the pandemic in 2020 and 2021, Bir’iz Employee Committee continued its work during

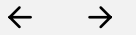
the pandemic, both according to its goal that focuses on employee participation in the management as well as in line with its strategies drawn for business continuity.

Held four times in 2021, in the Bir’iz Employee Committee meeting, the views and suggestions of employees on the studies and activities carried out within the scope of the Bir’iz employer brand and human resources practices were received through workshops where an employee from each department was invited as a representative. At the same time, newly recruited employees from the new graduate program and teams from the Z generation are met three times during the year whereby their opinions and suggestions regarding the studies and activities carried out are obtained.

All opinions and suggestions obtained from Bir’iz Employee Committee are evaluated by Doğuş Otomotiv Executive Board and Board of Directors, and employee opinions are thus included in the decision-making processes of the senior management. Moreover, Doğuş Otomotiv Human Resources and Administrative Affairs General Manager, also serves as a Member of the Executive Board. Doğuş Otomotiv appointed an employee working in the Human Resources Department as the Employee Rights Representative in 2020. Within the scope of Employee Representation, plans are made to develop new strategies and to expand the representation of our employees in management.

Employee Engagement

In 2021, with the aim of shaping the activities intended for the experiences of Doğuş Otomotiv employees, an “Employer Brand Research” was carried out. In the first stage of this research, a questionnaire was sent to



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the employees; in parallel with the research results, communication plans were made by identifying strengths and development areas.

A field survey was also given to the teams working in the field, and studies were carried out in this direction. Some of the projects include the online backgammon tournament, sending books to the children of the field workers during the summer break, and giving away school backpacks and stationery sets when the schools are started.

During the period when computers at Doğu Otomotiv and Doğu Oto were replaced, old company computers were offered to the employees in exchange for a symbolic amount, by evaluating the demands collected from field employees with children aged 6-18, whose online education continues, according to criteria such as the number of children they have and their income levels. The amount collected from 169 computers was donated to the Ayhan Şahenk Foundation to be used in the Student Clothing Aid project.

Various events are organized on special days throughout the year. While writer Ayşe Kulin participated as a guest speaker in the March 8 International Women's Day event, national gymnast İbrahim Çolak on May 19 Youth and Sports Day and national swimmer Sümeyye Boyacı on December 3 International Day of Persons with Disabilities took part in the events as speakers. Teachers' Day celebration, which has become a tradition for internal trainers and brand instructors, as well as the online Christmas event continued to be held this year as well.

On April 23, National Sovereignty and Children's Day, wooden painting models, beautiful toys donated by the employees, and painting sets acquired with the support of brands, were sent by Doğu Otomotiv through the Brotherhood of Toys

Platform, to approximately 1,700 children living in the Eastern Regions. Moreover, wooden models and painting sets suitable for age groups were delivered to 1,040 children of Doğu Otomotiv and Doğu Oto employees aged 3-13. In addition, an online celebration meeting was held on April 23 for the children living in the Eastern regions and the children of the employees, where enjoyable activities such as puppet show, and wood painting workshop took place.

Equal Rights and Opportunities

Under the title of "Justice and Equality", which is the 3rd article of Doğu Otomotiv Ethics Codes, our equal rights principle is explained as "We treat all our stakeholders and each other fairly and abstain from discrimination".

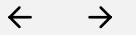
Doğu Otomotiv practices an "Employees and Descent Workplace Policy" independent of religion, language, race, color, gender, age, ethnicity, disability, citizenship or other social status protected by legislative regulations. The policy is continually supported by the Human Resources programs. Activities that champion diversity are carried out with practices targeting women and mother employees, Reverse Mentoring Programs carried out within the framework of the cooperation established with the senior management and the Generation Y, meetings set at certain intervals with university and high school interns, and engagement platforms organized to fraternize with disabled employees.

Employee Benefits

In Doğu Otomotiv Fundamental Rights and Responsibilities Procedure, it is clearly stated that all of the full-time employees of Doğu Otomotiv have equal rights and that each employee is one of the key stakeholders of our Company. Health insurance, life insurance, meal allowance and shuttle service to work are social benefits enjoyed by all our

employees. Employees who are pregnant are informed about the whole process with an informative presentation particularly prepared for them, and a special celebration is organized with the participation of their fellow workers before they take their maternity leave. In addition, there is no deduction in salaries and SSI payments of employees who are on maternity leave; maternity allowances paid to the Company by SSI are also deposited into the accounts of the employees as an additional benefit. Moreover, there is a nursery and shuttle service specific for mothers working in Doğu Otomotiv. Employees who are not able to bring their children to the company nursery are provided with a kindergarten allowance supplemented to their salaries

In the 2020-2021 academic year, corporate discount agreements were entered with four different private education institutions to be benefited by the children of the Company employees. In addition, within the scope of Doğu Otomotiv's cooperation with universities, employees participating in master's and doctoral programs are provided with a certain amount of support.



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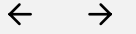
EMPLOYEE SIDE BENEFITS 2021²⁶

	Full-time
Mobile Phones (Brand Limited)	According to their positions, to those who should have one as required by their responsibilities.
Private Health Insurance (Company and coverage)	To all employees
Private Health Insurance for Employees' Children Under 18	Exclusive for Doğuř Otomotiv employees
Life insurance	To all employees
Company Vehicle (with model and fuel restrictions)	To directors and above positions
Service Shuttle	To all employees
Fuel/Commute Expense Support	-
Private Pension Contribution	-
Kindergarten Benefit	Exclusive for Doğuř Otomotiv female employees
Private Health Insurance – Birth Cover (Additional Premium) ²⁷	To all employees
Extra One Week Leave for Employees Who Have Completed 15 Years ²⁸	Exclusive for Doğuř Otomotiv employees
Gift Certificate for Employees Who Have Completed 15 Years	Exclusive for Doğuř Oto employees

26 Side benefits provided to Doğuř Otomotiv employees are granted only to full-time employees.

27 It is not provided to all our employees. A supplementary 2,600 TL is paid to female employees who have given birth, in addition to their health insurances.

28 Employees who have completed 15 years are given an additional week of leave at Doğuř Otomotiv. On the Doğuř Oto side, a gift certificate of 1,500 TL is presented to employees who have completed 15 years.

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Health and Safety

Doğuş Otomotiv considers a sound working environment as well as the health and safety of its employees as a material issue. Every year, our Company carries out Occupational Health and Safety (OHS) activities in a comprehensive manner. In 2021, ISO 45001 Occupational Health and Safety Management System started to be instituted within the scope of the Integrated Management System, necessary policies and procedures were reviewed, and were updated in line with the requirements. Certification process will be completed in 2022.

Occupational Health and Safety Policy

Health and safety of our employees are among the material issues of our Company. Employee health and safety also plays a critical role for our Company to maintain its operations successfully. The basis of our OHS policy is the “Safety First” principle. Providing necessary information to our employees, regularly and continuously giving necessary trainings, as well as creating a healthy and safe work environment is also a significant principle of our “Employees and Work Environment Policy”, and it is considered as an important element for ensuring our business continuity.

Stakeholder engagement has an important place in Doğuş Otomotiv’s OHS Policy, as in all its policies. The main axis of our policy is to follow the best practices in the world regarding the health and safety of our employees, to carry out improvement studies by seeking the opinions of our employees, and to be “accountable” in all processes.

Considered among our materials issues, Occupational Health and Safety aspects, which are tackled to be able to foresee our risks within the scope of our sustainability strategy, to be the most preferred company, and to increase the satisfaction and loyalty of our employees, are managed in line with the following principles:

- We consider occupational health and safety aspects as our material issues at every stage of our activities, and manage them from a risk management perspective.
- Under all circumstances, we comply with health and safety laws and regulations, social norms, generally accepted business practices and safety standards at every stage of our business.
- We implement practices related to occupational health and safety in line with the systems and processes in which our employees are also directly involved.
- We provide all necessary operational support for all our employees and managers to fully comply with the processes related to occupational health and safety, and to pay maximum attention to zeroing the rates of work-related accidents and lost days, as well as reducing work-related and occupational diseases.
- Just like all our processes, we meticulously manage issues such as regular trainings given with the aim of guaranteeing the health and safety of our employees, monitoring of quality processes, sharing possible accident reports with open communication, sampling, and exchanging information through drills.
- We regularly review our Occupational Health and Safety Policy to be able to adapt to the operational changes in our business and the sector, as well as to improve our processes in line with new needs, and in necessary case, we ensure that changes are implemented accordingly.
- We run the necessary information and warning mechanisms to ensure that our stakeholders, including Doğuş Otomotiv’s suppliers, business

partners and customers, strictly comply with all aspects of this policy.

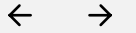
The Administrative Affairs Department is responsible for the implementation of Doğuş Otomotiv’s OHS policy. The General Manager of Human Resources and Process Management, to which the Administrative Affairs Department is affiliated under, is a Member of the Executive Board. In addition, ISO 45001 OHS Management System is considered as a part of Integrated Management Systems along with other management systems at Doğuş Otomotiv. Integrated Management Systems Executive Representative is the Logistics and Spare Parts General Manager and a member of the Executive Board. In this context, OHS issues are represented by two General Managers in the senior management.

Doğuş Otomotiv transparently shares its OHS data with the public in its Sustainability Report every year.

OHS Performance

The OHS Unit has organized trainings by actively using the electronic environment, through Communication Technologies, to inform the employees about topics such as; causes of work accidents and principles of protection, use of personal protective equipment, causes of occupational diseases and principles of protection, manual lifting and carrying, working with screened vehicles, ergonomics, biological and psycho-social risk factors, certified first aid training, and personal hygiene.

In 2021, 5,108 hours of Occupational Health and Safety training were provided to 513



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people. OHS trainings are continued to be given regularly. Again in 2021, 10 board meetings were held; 435 of the 540 identified cases discussed at those meetings were closed whereby achieving 80% success.

Doğuş Otomotiv Occupational Health and Safety Management framework has been established within the scope of corporate sustainability strategy and policies, and in line with Occupational Health and Safety standards. These standards include all management systems from identifying risks related to occupational health and safety in accordance with laws and regulations, implementing permanent and systematic solutions within a certain action plan, monitoring, evaluation and auditing of parts of processes related to occupational health and safety within the Company.

For the programs and performances related to Occupational Health and Safety to improve continuously, occupational health and safety must be ensured at every stage of our daily operations. All processes related to Occupational Health and Safety are carried out by a consulting company and managed by Doğuş Otomotiv Administrative and Technical Affairs Department. The Department provides direct reporting to the General Directorate of Human Resources and Administrative Affairs. Doğuş Otomotiv added the criteria to its supplier audits in 2016 as to whether it was complying with the laws regarding occupational health and safety within the scope of its sustainable supply chain management strategy, and whether policies, risk assessment mechanisms and employee trainings are in place.

Health and Safety Impact of Our Business

In our buildings we operate, the cleaning materials used are certified products that do not harm human health and are soluble in the nature.

Employees who use these products are trained regularly. Packaging of cleaning materials is recycled.

The drivers of our shuttle service vehicles are regularly checked against alcohol consumption, and are monitored with cameras placed in the vehicles while their speeds are monitored via GPS tracking system. Drivers working in the Administrative Affairs Unit are investigated twice a year for driver's license security. Detailed internal ozone cleaning within the scope of hygiene control of pool vehicles is carried out in cases where detailed ozone cleaning is required. Special permits are granted for the employees of all our business partners who will work in our buildings to perform their work only after checking their documents on occupational health and safety. This process includes all our suppliers.

Ergonomic Power Support System in Audi

The ergonomic power support system, which was started to be used in Audi AG's factory in Ingolstadt to make working conditions more comfortable, was started to be used by Doğuş Otomotiv-Audi as part of a pilot project in Turkey. The system, which was tested for the first time at Doğuş Oto Maslak, an Audi Authorized Service Center, started to be popularized in 2020. Ergonomic power support system, which has started to be used in two of our Authorized Dealers and Service Centers as of 2020, has also started to be used in all Doğuş Oto outlets as well as 22 of our Authorized Dealers and Service Centers as of 2021.

Ergonomic power support system protects the external support structures and joints of the employees' bodies and supports them to work more comfortably when performing work overhead. While the system provides the ergonomics that technicians need at the highest level, it also

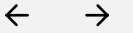
provides freedom of movement and ease.

Designed by Skelex, the Skelex 360 can be carried like a backpack, and is secured to the body with a belt around the hips when worn. This outerwear garment not only supports the arms and arm joints of the wearer in overhead distances, but also transmits most of the weight loaded on the arm to the hips through the support structures. By this way, the weight on the arms and joints of the technicians is reduced.

Mass Diseases

Our Company has started to work with a dietician since May 2016. Our goal in this respect is enhance our living standards under the control of a dietician and create a stronger awareness at our employees in terms of nutrition. More than 450 employees participated in this program, and continued with the active participation of 60 employees in 2021. Due to the pandemic in 2020 and 2021, first aid trainings have been suspended. Our employees who are entitled to health check-up benefits are reminded of their rights not used by the end of the year and are encouraged to take advantage of this benefit. There are no employees in our Company who are at high risk of contracting serious diseases.

As of 2020, the most important mass disease title has been the Covid-19 pandemic. Doğuş Otomotiv, one of the first companies to conduct crisis and risk assessments within its 2019 Sustainability Report, implemented the course of the outbreak and business continuity strategies with a multifaceted perspective, again in 2021.



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Human Resources Management during the Pandemic

Radically changing the living standards of societies and the way the business world conducts its business affairs in all countries of the world in the March of 2020, and expanding its impact at the same velocity during the first days of 2021, the Covid-19 pandemic continued to linger in our country with its devastating effects as well. The management of the outbreak, which we, as Doğu Otomotiv, have approached since from the beginning with a "human health first" perspective, has also been a period in which we learned the validity of our business continuity strategies and scenarios by experiencing them firsthand.

Talented Potential Employees

Considered as our strongest and most effective capital, continuously investing in human resources with tools that support development is among the most crucial strategies of our Company as Doğu Otomotiv. Our employees always happen to be the driving force of Doğu Otomotiv with their excellent knowledge and experience, their sense of responsibility and their growth-oriented way of doing business.

Being an attractive employer brand for contemporary and talented potential employees requires a wide range of perspectives and visions, from performance management to recruitment policies and processes, from talent and development programs to ethical business conduct. For this reason, Doğu Otomotiv attaches importance to conducting all human resources processes with a transparent, versatile and holistic approach.

Doğu Otomotiv continued its efforts throughout the year within the scope of Human Resources and employer brand activities carried out to reach the best talents.

In 2021, with the new graduate program, at the end of the process in which more than 5,000 candidates applied and 450 candidates were evaluated, 17 new graduates who completed different stages such as general aptitude test, case study, individual presentation, profile inventories and English exams placed to work in relevant departments. These employees are included in a 160-hour training program with different training contents to support their in-house orientation and personal development.

Within the scope of employer brand activities, career days of many universities were attended, and students were met on online platforms where they were given information about the automotive sector. In addition, students were included in the Biz-De Staj (Internship at Us) online program through career portals such as Kariyer.net and LinkedIn and on Instagram for the first time this year, and they were incorporated in the internship programs that lasted throughout the summer period and the whole year.

Doğu Otomotiv's *Biz'De Staj* (Internship at Us) program was once again placed among the most admired talent programs of the year by TopTalent in 2021. At the same time, Doğu Otomotiv was deemed worthy of the 2nd prize in the category of the automotive company the most desired to work for, with the votes of 46,238 students from 150 different universities at the Youth Awards 2021. Doğu Otomotiv, also within the scope of Universum Turkey's Most Attractive Employers 2021 research conducted in 59 universities in the country, has become one of the most preferred companies in Turkey by improving its rankings.

Performance Management

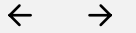
The changing business world structure, differing expectations and conditions require that companies not only to manage their employees, but also to

establish dialogue and inquire about their expectations by collaborating with them, and to allow their participation in all processes by ensuring that their suggestions and feedback about business processes reach directly to the senior management.

In this way, creating a much more productive business environment, establishing an innovative and competitive company structure, and instituting much healthier relationships through employees with other stakeholders are also ensured. In this context, Doğu Otomotiv D-İnsan 4.0 Performance System has been redesigned considering current local and global human resources trends. A new, simpler and leaner Performance Management System based on development culture has been implemented by going beyond scoring, focusing on feedback.

Improvements in the BI Reporting tools, where Human Resources reports are generated which are open to the Company management, and new reports are designed, and dashboards continue to be created. With the improvements made to the D-İnsan 4.0 performance management system, the performance evaluations of the blue-collar employees working in the replacement parts logistics warehouse were transferred to form their annual performance with the criteria measured monthly.

The previous employee loyalty survey was conducted at Doğu Otomotiv in 2019. In the survey conducted biannually, the loyalty rate of our employees in 2019 was verified as 64%. 536 people participated in the survey. The next loyalty survey is scheduled for 2022.



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Employee Development and Training

Following the professional development of our employees, supporting them to perform at the highest level by developing their skills, and achieving our corporate goals by increasing their personal successes constitute one of the fundamental principles of our Employees and Workplace Policy.

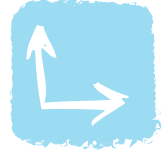
With the pandemic, trainings given, and development solutions have been redesigned according to the changing needs. Content designed to support the individual development and motivation of employees continued to be delivered to our employees via online platforms in 2021 as well. While the development areas that emerged according to the competency needs were one of the focal points, on the other hand, new topics that emerged according to the needs and expectations of the period were included in the GO Development Academy.

GO Development Academy

The learning and development platform GO Development Academy has been renewed in line with the changing technology and user experience trends. With the new interface and added functions of the platform, it was visited more frequently by the employees and contributed to their development. In addition to its improved user experience, the renewed application has become even more efficient with its mobile usage support that enables access to content from any device, access to publicly available content, learning statistics, a library where constantly renewed publications are added, and employees' ability to follow development activities. Mostly worked remotely, in 2021 legal compulsory trainings that were given face-to-face previously were transferred to GO Development Academy, whereby turning them into e-learning activities.



45 Eclectic Trainings
1,120 persons
6,505 total men/hours



112 Compulsory Trainings
1,554 persons
35,572 total men/hours



32 Digital Trainings
1,020 persons
5,950 total men/hours

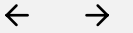
GOWell

Content developed to support physical, mental and psychological well-being, which was the focus of last year, continued to be delivered to employees under GOWell. Again, under this title, the "Walking for Nature" event, designed to encourage healthy living and employees with high social awareness, and to support teamwork, has been implemented as a Volunteering Platform for two years. In 2020, due to the pandemic, activities supporting psychological, mental and physical well-being of employees were at the focal point. Trainings and webinars covering these topics were started to be given to employees under the name of GOWell.

Workshop activities, which allow the teams to have a pleasant time outside of work and to get together with their colleagues, continued to be organized this year as well. As a result of the survey, various activities were organized with different units during the year in the areas of greatest interest. These events were held on topics such as Coffee Making, Cooking Workshop, Plant Growing, and City Tours Abroad.

Mentorship Program

The Reverse Mentoring Program, which started last year and includes young employees and experienced managers, was expanded in 2021 with the participation of Doğuş Oto and Value and Interest Center (DİM) teams. The mentoring process, which supports the adaptation process of new employees to the company, also continues. With the aim of increasing development tools, the use of LinkedIn Learning application was supported by the Company in 2021, and with an announcement made, an advantageous price was offered to employees who wish to subscribe to it. Through this platform, content prepared by experts on various subjects from all over the world is accessed, and individual development is supported with content recommended for occupational groups and employee profiles. In addition, a trivia contest was organized through the mobile gamification application



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“QuizGame” to increase the interaction among the employees and reinforce the learned subjects. At the end of the contest, employees ranking the highest were rewarded.

Leadership Development Program

Within the scope of the leadership development program, “Development Programs for the Future” were carried out with the aim of improving the leadership skills of new managers who recently started to manage teams, enabling unit managers to determine their own management styles, forming high-performing teams by revealing their and team members’ potentials, and enabling them to determine their own management styles. The content of the programs included online trainings, webinars, group coaching, inventories, assessments and various development tools. The program, which is participated by 11 managers and 10 unit managers, was completed with the participants presenting their own development plans.

Within the scope of the leadership development program, the “Management Development Academy” program given in cooperation with Sabancı University is continuing for the manager level employees. The program, which is prepared on the basis of Executive MBA practices and contributes to the development of strategic leadership competencies and business conduct approaches, based on the understanding of “continuous development” required by the goals of increasing growth and success in today’s business world, consists of 10 modules. In addition, two modules of the “Solution-Oriented Coaching Program”, realized in cooperation with Erickson Coaching International Turkey, were completed. The Art and Science of Coaching Certificate Program Module 1 and Module 2 Certificates will be given to the participants in the program, which was created to support the participants’ ability to create change in the way they do business and manage their teams with a coaching approach.

Voice of our Employees: Suggestion System

Finding it quite valuable, Doğuř Otomotiv has been supporting for many years new ideas, creative suggestions and projects aimed at improving business processes coming from its colleagues, and it also attaches importance to investing in infrastructures related to those. By means of the Suggestion System instigated for this purpose, Doğuř Otomotiv employees’ suggestions regarding internal practices or business processes are received and followed closely. In addition, nearly 150 process improvement projects are implemented every year in the areas of efficiency, quality, cost savings, additional turnover, customer and employee satisfaction, social awareness and occupational health and safety.

Ideas Platform and Rewards Program

With the infrastructure of the “Ideas Platform”, a project newly implemented in 2021, suggestions, process improvement projects, internal entrepreneurship and new business ideas coming from employees were transferred to a single platform. Thereby, the aim was all employees to exchange their ideas more effectively and new creative ideas to become more widespread within the organization. The launch of the platform was realized with a lottery that would support employees to share their ideas and increase their motivation. In 2021, through the new Ideas Platform, 2,111 ideas were submitted by Doğuř Otomotiv and Doğuř Oto employees, 735 of these ideas were approved, and 640 of them were implemented, whereby improving company processes.

Following the enthusiastic interest shown to the Ideas Tournament, a competition we started in 2020 at Doğuř Otomotiv with the Value and Interest Center (DİM) among Scania Gebze and Tuzla employees, in which employees earn points as they develop new ideas, and multiply their points as their ideas are approved and implemented, Doğuř Oto employees were also included to the platform in 2021.

Mavi Direksiyon (Blue Steering Wheel) Awards

Mavi Direksiyon (Blue Steering Wheel) Awards given under three separate categories at Doğuř Otomotiv are qualified as follows.

Passion for the road award: Aiming to evaluate the success of the employees instantaneously this award is given by the managers of the relevant brands or departments for motives such as impact on business results, exemplary behavior, and generation of new ideas.

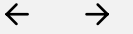
Pathfinder’s award: Among all the projects implemented during the year, the most successful projects are rewarded.

Road stories award: Aimed at enhancing and promoting the sense of loyalty to the Company, it is presented to employees with a seniority of 10 and 15 years.

The best of innovative ideas and process improvement projects of Doğuř Otomotiv and Doğuř Oto employees are awarded at the Birthday of Ideas Graduation Ceremony. Having been held since 2015 with the slogan “Don’t make your job difficult, if there is an easy way!”, the ceremony was transferred to the digital environment in 2021. While the awards of our 134 employees, who were entitled to receive project and idea awards, were being given out to them by the senior management, all employees had the chance to watch the ceremony via YouTube live broadcast.

Lean Leadership Training Program

Within the scope of the Lean Leadership Training Program, which has been carried out since 2008 with the aim of making the continuous improvement perspective and lean philosophy an employee culture, 15 more lean leaders completed the program this year. More than 200 “Lean Leaders” who have completed the program to date, play an active



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role in process improvement projects and new idea formations implemented in Group Companies today, and provide up close and personal support for these projects and ideas to become functional.

Digitalization in Human Resources Processes

The year 2021 has been a year in which the adaptation of the digitalization investments that started in the previous years in the area of human resources to the processes has been completed, and digital tools, which were produced with an agile working methodology, have been started to be actively employed in many areas. In today's world, where remote working has become more common in our lives, technological solutions have been designed according to the ever-changing employee experiences and expectations, and these have been put into practice.

In addition to systems and applications such as *BilişimHR* Human Resources Management System (HRMS), *Dinamik Self-Service* HR Platform, *D-İnsan 4.0* Performance Management System, renewed *GO Development Academy* Learning Management System (LMS), and *BilişimBI* Analysis and Reporting system currently being used and supported by continuous needs-oriented developments, with the Recruitment Platform in Compliance with the Law on the Use of Personal Data, launched in 2021, digital transformation continued in all end-to-end processes of the human resources business line, and contributions were made to sustainability strategies and policies with individual-independent systems.

With the human resources dashboards created on a brand/department basis for Doğu Otomotiv and Doğu Oto teams, which are shared periodically and allow in-depth analysis, the evaluation and reporting processes related to human resources

management such as demographics, employee turnover, budget, performance information, as well as award and training analyzes are made accessible to all management levels in the company, and are being followed instantaneously.

With the aim of ensuring new employees to get to know the Company better and their swift adaptation, We-Up application, which includes information about the Company and online training videos, was launched. Thus, new employees can upload their employment documents to the application as well as gaining easy access to various information.

Digital Literacy

The GO-DGTL Academy program, which was launched last year to support digital transformation and contribute to the digital competence development of employees, had its first graduates in 2021. 16 employees graduated from the Data Science program, 21 employees from the Customer Experience program, and 40 employees from the Robotic Process Automation program. 16 business challenges identified in the Data Science program organized jointly by the Group Companies were presented to the jury and they were decided to be studied in-depth.

The studies initiated during the program continued afterwards with the support of Doğu Teknoloji. Within the scope of DGTL Academy, three panels were organized in 2021, focusing on digitalization issues. Prominent names from the management teams of leading technology companies attended to these events. DGTL Mag magazine, which was launched by GO-DGTL Academy to support development-related matters, continued to be published this year as well.

The LMS (Learning Management System) platform, one of the digital tools in which the training and

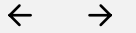
development function is actively used by all teams, was completely renewed in 2021. Now having a more user-friendly design, with the new platform the goal was always providing access to the development-related content and digital library from all devices, and to support social learning through interaction between employees.

DRIVE Program

With "Doğu Otomotiv's Compass is People and Training" (DRIVE) program team, the goal was to support the development of Doğu Otomotiv Authorized Dealers through corporate structure and values that Doğu Otomotiv embraces, render its Human Resources processes holistically, and achieve sustainable success in business results and customer satisfaction. At the same time, full support is provided to our relevant stakeholders in terms of employee turnover at our Authorized Dealers and After-sales Service Centers, which are among the material issues of our Company.

In this context, consultancy support was provided for the development and institutionalization of human resources processes in approximately 570 Authorized Sales and Service Centers where 7,500 employees currently work.

Aiming to activate the institutional structures in Human Resources management of the Authorized Dealer network and consequently, to achieve sustainable success in customer satisfaction and business results, Doğu Otomotiv - DRIVE team visited Vocational High Schools with Volkswagen Laboratory setups, which were founded with the perspective of placing qualified workforce in the sector it operates. Held online, the visits were made to



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schools located both in Istanbul and outside the city, and the team established communication with teachers as well as students. In these online meetings, students' internship processes, educational curriculum planning, and the needs of schools were discussed with students and school administrations. At the same time, training on electric vehicles has been started in the schools in mention, and coordination with schools has been established regarding student selections for the VW Laboratory.

Aiming to improve students' perspectives on the automotive industry, contribute to their personal and career development, and provide guidance on business-related issues, Doğuř Otomotiv - DRIVE team, together with Authorized Dealers, participated in university career day events as well. Organized online at Turkish-German University, Trakya University and Anadolu University, the events drew enthusiastic attention of the students.

"DRIVE Human Resources Awards", in which Authorized Dealers who are the most successful and make a difference in the efforts to develop and institutionalize human resources practices in the entire Authorized Dealer organization of Doğuř Otomotiv are awarded, is continued to be held in 2021 as well. While Vosmer Otomotiv, Altur Otomotiv and Tamař Otomotiv were deemed worthy of "Human Resources Outstanding Achievement Awards" with the high scores they received in human resources award evaluation metrics; Asil Otomotiv, Elis Otomotiv ve Bařaran Ađır Vasıta Scania have been the winners of the "Making a Difference in the Employer Brand Awards", where employee-oriented projects that make a difference in the subject of employer brand were evaluated by an independent jury.

Organized by the DRIVE department and conducted by the independent research company

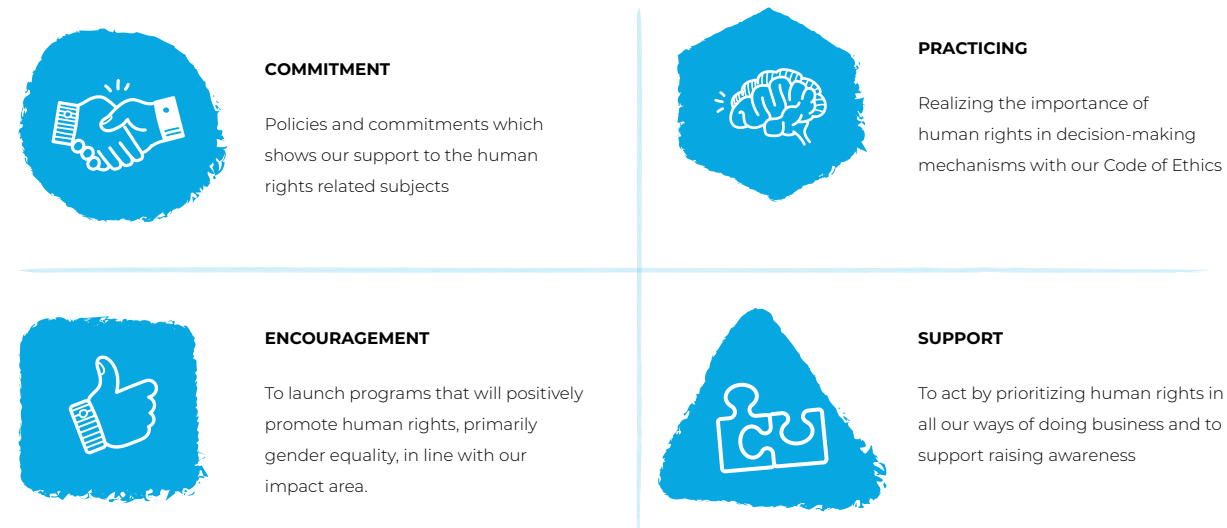
Adisa Pin, the "Employee Loyalty Survey" was conducted online between September and October with the participation of white-collar and blue-collar employees of all Authorized Dealers. 4,871 employees working at Doğuř Otomotiv Authorized Dealers took part in the research. The process of sharing the results of the survey with the Authorized Dealer senior management and creating relevant action plans started in December 2021.

In January 2021, with the works they carried out, the DRIVE team was awarded the first prize in the "Best HR Strategy from Overseas" category of the internationally prestigious "HR Excellence Awards" in which the best human resources practices of globally nominated companies are evaluated.

Human Rights and Gender Equality

Opportunities come with the initiative to take responsibility. Awareness can be created by supporting policies and practices. As Doğuř Otomotiv, it is our responsibility to keep the ways of our work that intersect with human rights clean. Doğuř Otomotiv became a first in Turkey in its industry with its Human Rights policy published in 2010, and has continued to emphasize the importance of this issue in dialogue platforms with both its employees and all stakeholders in the value chain for the past 10 years.

Doğuř Otomotiv Human Rights Policy impact is managed as follows:

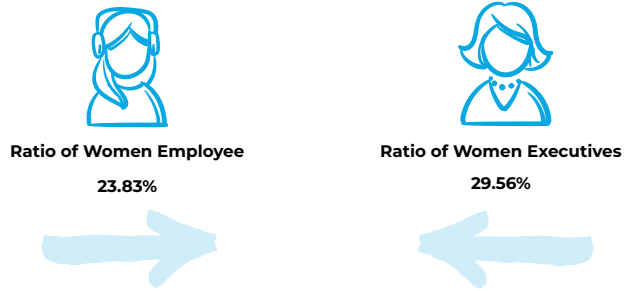


Doğuř Otomotiv established a work group in 2021, with the purpose of identifying its material issues under the human rights title and managing its impact by conducting a risk categorization. As a start, the work group was given training on international standards such as Human Rights and the United Nations Universal Declaration of Human Rights, and, by a set of questions prepared in compliance

with global standards, possible material issues of Doğuş Otomotiv employees were identified. In 2022, the results of the study will be evaluated with a workshop, whereby, when deemed necessary, opinion leaders will be consulted as well.

İş'te Eşitlik (Equality at Work)

Doğuş Otomotiv regards increasing the participation of women in the workforce as one of its fundamental goals, and with its "İş'te Eşitlik" (Equality at Work) program, it tries to increase both the number of woman employees and their effectiveness in decision-making mechanisms.



Within the scope of the Equality at Work Program, activities geared specifically for female employees continued in 2021 as well. In 2021, 25 new female managers participated in the "Coaching and Mentoring Program for Women", which is the first of these and has been continuing since 2014. In addition, the education program carried out jointly with the Turkish Education Foundation (TEV) and designed to prepare female students for business life continued with 12 female students. Within the scope of the program, female managers who received coaching and mentoring training voluntarily provided mentoring support to female students receiving TEV scholarship.

Doğuş Otomotiv and Doğuş Oto published the "Workplace Principles against Domestic Violence

Policy" in 2021; within the scope of these studies, Doğuş Otomotiv became the first automotive company to implement the relevant policies by participating in the "Business against Domestic Violence" (BADV) project supported by Sabancı University.

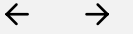
Responsible for providing its employees with a sound and safe working environment free from all kinds of violence and intimidation, Doğuş Otomotiv believes that domestic violence, which is one of the most important factors that can threaten the work environment, not only affects private life but also business life, and carries out its activities with this awareness. With the policy created in this direction, guiding the employees who are victims of this situation, raising awareness about domestic violence with trainings, supporting them in a possible case of violence, and finally creating a work environment where employees who have been subjected to domestic violence will not hesitate to receive support/help in this regard are among the fundamental goals of the Company.

Human Rights and Diversity

The diversity principle at Doğuş Otomotiv is continually supported by the Human Resources programs carried out. Considering diversity as working for the same purpose with many employees who are different in terms of their age, gender, religion, language, ethnicity, education and talent, and accepting the multi-colored structure that this has brought as an opportunity, our Company continued its practices in this area in 2021 as well.

Doğuş Otomotiv meets the equipment needs of its disabled employees. In addition, by organizing regular meetings, the challenges that our disabled employees face are heard, and their opinions are received.

We run activities that support diversity such as practices implemented specifically for women and mothers, Reverse Mentoring Programs carried out within the framework of cooperation established by the senior management of the Company with Generation Y, interviews conducted at certain intervals with university and high school interns, as well as events organized to fraternize with disabled employees.



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CUSTOMERS

Since the day it was founded, DoğuŖ Otomotiv regards making the trust of its customers permanent in all its activities among its material issues, and accepts customer loyalty and satisfaction as its irrevocable goal. The health and safety of our customers, providing them with high quality, reliable, fast and satisfactory service, and ensuring them to experience a unique service understanding in all their relations with DoğuŖ Otomotiv, will always be our priority.

Having obligated to deal with more risks than ever before in the past decade, the areas of responsibility of the automobile industry are steadily expanding, and accordingly, the stakeholder expectations also changing as well. For this reason, we consider acting by placing our customers at the center at every stage of our operations as a strategic point of view. Not only the personal loyalty our customers for DoğuŖ Otomotiv and the brands we distribute, but also them to recommend us to others and encounter a service that they are sure is met to the fullest carry great importance. That is why we approach our business with a service understanding that goes even beyond the standards of the brands we carry whose quality the whole world is sure of.

Customer Loyalty and Satisfaction

In addition to a new understanding of quality, with the aim of increasing customer satisfaction in sales and after-sales services with the vision of "Creating Fan Customers", our Company has combined dialogue (interest management), roadside assistance, and call center (survey and appointment) operations services procured from third parties in its own body with a new approach to quality. Structured under the Corporate Communications Department and brought to

life to emphasize the importance given to the customer as well as the quality of service, a unit called "Value and Interest Center" (DİM) was established in November 2014 with the goal of rendering innovative services beyond expectations, enabling its customers to enjoy positive experiences and increasing the numbers of loyal customers by valuing them and establishing trust

Value and Interest Center (DİM)

Supporting our brands at every point of the customer's life stage, DİM, with the projects it carries out, not only increases the quality of service it renders but service diversity as well. Aiming to bring service and quality standards to customer contact points, the DİM operation ensures instant and transparent monitoring of consumer expectations and opinions with its reporting features implemented in brands it carries and in its Authorized Dealers. DİM is structured on the necessity of ensuring that not only the customers, but also the employees feel as valued. Thus, an environment was made available for employees in which they feel as valued and important, take initiatives, and participate in decision-making processes. Headquartered in Ŗekerpinar and created as an outcome of our Company's philosophy of continuous improvement, Value and Interest Center sets an example not only for the automotive industry but also for many sectors, in terms of its structure and features.

The scope of services provided by DİM and its 2021 performance are explained in detail below:

1. Interest Management (Dialogue): Means the management of the requests (wishes, complaints, recommendations, recognitions, etc.) related to the vehicle brands imported by DoğuŖ Otomotiv as well as demands about the Authorized Dealers and After-Sales Service Centers, meeting the needs and expectations of customers, and in this way, bequeathing the value and showing the interest

deserved by our customers. These requests are forwarded through a variety of communications channels such as phone, e-mail, live chat, social media and letters.

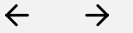
In 2021, DİM has successfully answered 196,979 dialogue phone calls. This number showed an increase of 16% compared to 2020. In 2020, the average reply time (ASA- Average Speed of Answer) of these dialogue phone calls has been 11 seconds²⁹, and our service level was realized at 84%. Throughout 2021, 73,578 e-mails coming from customers were replied. The average e-mail reply time was 78 seconds. The number of replied e-mails has increased by 81% compared to 2020.

In 2021, 80,531 live chats were answered by the Value and Interest Center (DİM), with an average reply time of 19 seconds. 33,702 entries made to the social media accounts (Twitter, Facebook) were replied within 33 seconds on average by DİM.

2. Roadside Assistance: Encompasses the roadside assistance services provided to the vehicle brands imported by DoğuŖ Otomotiv, holders of vdf insurance policies, and the drivers of vehicles leased from vdf Fleet Leasing. The main purpose of roadside assistance services is to ensure that customers to continue being safely on the roads. The roadside assistance service aims at ensuring that customers feel safe against all possible negative situations they may encounter on the road and providing all types of support by reaching them in the shortest time possible.

In 2021, 215,863 roadside assistance calls were answered. The average reply time (ASA) for

²⁹ It is the ratio of calls answered within the target answering time to total calls answered.



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road assistance calls has been 12 seconds, whereas our service level was realized at 86%. In 2020, the number of "Emergency Services" provided by DIM to customers was 24,565. The Emergency Service is a particularly useful service for our brands as it provides solutions to customers right on the scene of the incident and ensures their uninterrupted mobility.

Again in 2021, the "Towing Service" provided by DIM to its customers was realized 23,340 times, increasing 22% compared to the previous year. Another service within the scope of field operations, the temporary vehicle allocation provided by DIM to its customers was realized at 2,160.

In 2021, the number of registries created for roadside assistance calls increased by 12% compared to the previous year and amounted to 105,288. The satisfaction level of the customers regarding the road assistance service they received was realized at 94%.

3. Survey: Involves calling customers for data and service quality controls and receiving targeted responses based on a certain text. The fundamental goal is our brands to maintain their current customers and to reach out to potential buyers in a proactive manner. Intended at raising sales opportunities to the highest level with new and loyal customers, and correctly processing potential and existing customer data, it is essential to call customers and keep data records to be able to manage CRM activities correctly and efficiently.

In 2021, 157,793 surveys were conducted by DIM for 29 different projects. Joint efforts of our brands and CRM department are supported by this unit and field surveys are being given by our field surveyor teams.

4. Appointment: Involves making and planning appointments by Authorized Service Centers for our customers in matters concerning repairs or maintenance, which is the first-time

communication with their customers following sales. Attending to the needs and expectations of customers is the foundation of this process. In addition, it also involves coordination with relevant Authorized Service Centers in terms of workshop planning.

In 2020, during our appointment-related services provided for Doğuş Oto and covering all regions, 257,800 calls have been answered and as a result, a total of 85,350 appointments have been set for all our brands. Moreover, a total of 13,717 appointments were set by the Appointment over IVR project, which was implemented in 2020.

5. Second-hand Sales: Involves researching information requests coming from the customers of the DOD brand over the website, social media, and phone regarding buying and selling secondhand vehicles, bartering services, and insurance and financing of second-hand vehicles, presenting the research result to the customers, and connecting the customers with the Authorized Dealers.

DOD calls increased by 6% in 2021 and amounted to 3,532. Concerning this data, while the world average of the Telephone Service Factor (Service Level), which is considered as one of the most significant criteria in the call center industry, was 75%, in 2021 this criterion for DIM has been realized at 85% as the common value of all the units combined, in the general total. The NSP, through which the customer representatives are evaluated, and the quality of service provided as well as the feeling left on the customers are measured, has resulted as 89% in 2021.

As a result of the quality measurement of DIM customer representatives in 2021, the interaction quality score of customer representatives was realized as 93.47. DIM always considers exclusive

service as a priority, in the services it provides to its customers. In this sense, DIM enters into special agreements with tow trucks in important and dense regions, and following that, it measures the quality of these towing companies. By means of this practice, both high quality and efficient service standards are aimed.

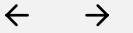
DİM employees contributed to all processes of Doğuş Otomotiv. In 2021, 318 suggestions were submitted by DİM employees, and as in the previous year, DİM took the first place within the Company, by submitting the most suggestions.

6. Other Practices:

DİM Rent-A-Car (RAC): To provide a better service for customers who are stranded on the highways, DİM Volkswagen and Audi brands have started to offer temporal rent a car service in 2015. In this way, our customers had the opportunity to enjoy driving our upper segment vehicles such as Volkswagen Passat and Audi A4 instead of their own cars.

D-Pedia Dictionary: A web-based Frequently Asked Questions section was created allowing customer representatives to quickly answer customer questions, and to record the questions and problems of customers in the corporate memory.

Online Performance System: Through a special project, a new software specially designed for DİM was integrated to the performance system. By means of this system, measured results (of interview quality, tests, etc.) are simultaneously forwarded to the customer representatives.



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Dialog Mobile Application: To be able to meet customer expectations and provide unmatched customer experience, the 1st phase of the DİYALOG mobile application has been put into use. With this application, when customers get stranded on the highways, their location can be spotted, and emergency service / towing teams can be called to the task. At the same time, customers can also follow on their phones, the locations of the responsible emergency service and towing teams as well. In this way, when stranded on the highways, customers can benefit from roadside assistance services with just one button.

Automation of NPS Calls: While the NSP calls, which measure the satisfaction of customers from the services they receive from DIM, were being made by customer representatives, since 2017, they now have been made by the automatic IVR system. In this way, both workforce hours have been saved and more information have been collected from customers to be used for the development and improvement of the processes.

Decision Support Assistance: This is an application that aids newly recruited DIM Roadside Assistance customer representatives to make the right decision through a special Chabot created from the topics frequently asked by them. One of the important features of Decision Support Assistant is being a system that learns from the previously recorded data.

WhatsApp Business: By means of the WhatsApp Business project implemented by DIM in 2021, both the customers were presented with a new communication channel and congestion of the phone lines were relieved. Within the scope of the project, 905 WhatsApp text-messaging calls were realized in 2021.

Dashboard Operations: With the Brand Reports Dashboard project implemented by DIM working in collaboration with D-Technology, approximately

40 reports were automated and made available to eight brands. In addition to this project, in a pilot study conducted specifically for Audi, brand-specific dashboard projects were carried out based on KPIs determined entirely by brand officials. The project also contributed to raising awareness within the Company in designing and creating dashboards.

Invoice Automation: With the use of RPA technology, DIM's Emergency Service and Towing Service invoices were automated whereby minimizing the labor loss. Within the scope of the project implemented in 2021, receiving approvals of approximately 24,000 invoices automatically resulted in 0.6 person/year savings.

Roadside Assistance Survey Automation: Applied by DIM to measure the Emergency and Towing Services provided to its customers after the Roadside Assistance service, Roadside Assistance Satisfaction Surveys were automated with the IVR system, as was the case previously with the Customer Representative NPS Automation. Within the scope of the project, which was put into practice in the second half of 2021, a total of 3,974 surveys were successfully filled by customers, of which 1,895 were for the Emergency Service and 2,079 for the Towing Service.

In addition, DIM continued to use the "speech to text" system, which it started to use in 2017 by making a significant technology investment, in 2021 as well. In this way, it is made possible to automatically convert all recorded conversations into text with speech-to-text technology, and to perform various analyzes on these texts by applying data mining methods. Analytics system has ensured various contributions to DIM in terms of performance management, efficiency and marketing.

DİM has also obtained ISO EN 15838 Customer Management System certificate, which is an international standard that includes sectoral

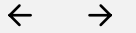
requirements for call centers, and which is obtained by customer-oriented service organizations, as well as ISO 10002 certificate, which is compatible with ISO 9001, a management approach that enables to establish more beneficial and long-term relationships with customers and to improve these relationships.

DİM started to run the Porsche Premium Customer Representative project, which was implemented by the Porsche brand in 2019. Within the framework of this project, dialogue and roadside assistance calls coming to a designated line are started to be answered by our employees specific to the Porsche brand. This project has also been extended to Volkswagen Commercial Vehicles and Scania brands.

With the Positive Discrimination Project initiated in 2016, DİM has started a new implementation intended to provide faster service and to minimize the waiting periods of its disabled, female and 60+ years old customers. By means of identifying remarks entered to the system to which DİM is connected as well as to the switchboard operating system, these customers are prioritized when they called and a warning about their special condition (disabled, woman, 60+) appear on the screens of customer representatives. In this way, these customers receive a more distinct service in terms of both the manner and duration in which the service is rendered.

7. Project-based Activities:

a. To analyze, report on and implement improvement projects for wishes, complaints and requests coming from the field,



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b. To give regular feedbacks to SSH teams about emergency services, and to contribute to revoking shortcomings and maintaining the standard,

c. To implement customer relations projects of the brands (for example, the management of the Lead system, provision of special call center service for the Volkswagen Commercial Vehicle Premium project, and similar projects such as Digiturk Portal and DMF lead linking, VW Shop, D-Gym, meeting cyclical campaign requests (24/7 open showrooms, etc.), continuing the Scania Corporate operations),

d. To update data on project basis by calling the customers of either a brand or an Authorized Dealer,

e. To develop projects by participating in the annual planning activities of brands,

f. To carry out activities to develop customer relations by observing the customer experiences of Authorized Dealers who are open to growth, and to disseminate the findings throughout the organization,

g. To increase the satisfaction of the process and customers by organizing training and motivational programs geared for emergency service and towing teams.

8. *CRM Scorecard*: The management of the “CRM Scorecard”, designed to measure the impact of CRM studies on brand performance, is carried out by DIM.

9. *Telemarketing*: Telemarketing activities (sales of accessories, guarantees, etc.) are carried out by DIM.

Doğuş Otomotiv Plus+

Doğuş Otomotiv Plus+ Galataport Customer Experience Center provides services between 10:00 and 22:00, 7 days a week, within a certain calendar, with the aim of promoting the products and services

of the brands within the Group and being a visitor contact point with Doğuş Otomotiv employees.

Doğuş Otomotiv Plus+ aims to maximize the customer experience in the digital field, in line with its goal of working with a customer satisfaction-oriented focus and being a solution center in all matters. It combines the Company's digital transformation strategy and sustainability vision with art and technology, and acts with the mission of contributing to the perception of being a digital transformation leader among automobile brands.

To its visitors, it provides information and support on both the brands, products and services offered by Doğuş Otomotiv as well as on meeting their requests regarding their purchasing (sales, test drive) and After-Sales Service demands (service, complaint, request, boutique). Doğuş Otomotiv Plus+ aims to provide a different experience to its visitors by using digitalization and technology. Depending on the brands or special days and events, the contents are constantly updated on three large LED screens and two external LED screens, and the music broadcast is changed according to the content, offering an environment that accommodates different concepts to the visitors.

Carrying out joint events and projects with brands periodically with the intend of stimulating digital transformation and sustainability, Doğuş Otomotiv Plus + contributes to increasing customer satisfaction by sharing the information, requests, suggestions and complaints it receives from its visitors with brands.

Doğuş Otomotiv Plus+ opened on October 21, 2021, and hosted a total of 512 visitors as of 2021. Vehicles with low or zero emissions, which were put up for sale in the Turkish market and planned to be offered

in the future, were presented to the visitors alternately in the exhibition area.

The brands and models exhibited, and their time intervals are as follows:

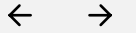
- Audi Q8 (October 21-November 11, 2021)
- Porsche Taycan Cross Turismo (November 11-25, 2021)
- Volkswagen Passat Alltrack (November 25-December 9, 2021)
- Volkswagen Caddy (December 9-December 23, 2021)
- CUPRA Born (December 23, 2021-January 20, 2022)

Recycled Art Project

In 2021, the “Recycled Art” exhibition was held, in which living things in danger of extinction determined as the theme were created from the parts of the brands we distribute, as well as using scrap car parts. Opened on December 2, 2021, the exhibition was planned to run until January 20, 2022. The “Recycled Art” exhibition won the “Sustainability Project of the Year” award, which was opened as a category for the first time at the ODD Gladiator Awards this year.

Customer Relations Management (CRM)

Specifically geared for our customers who always enjoy the privilege of being a key stakeholder of Doğuş Otomotiv, and to be able to ensure their unconditional satisfaction, we focused on continually improving ourselves also in 2021. As the sales and service centers



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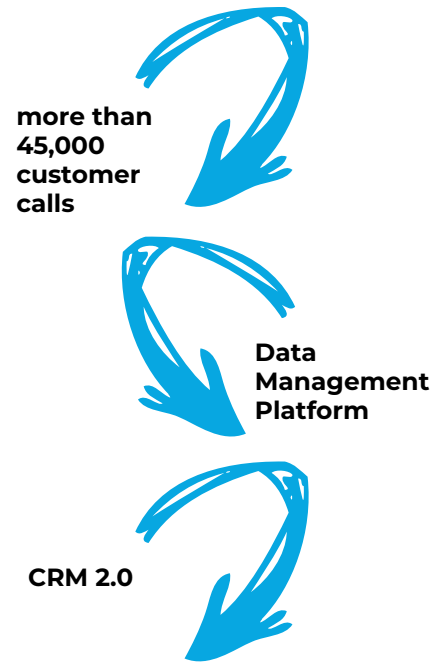
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of 11 international brands and 12 product groups sprawling into all regions of Turkey, DoğuŖ Oto locations, Scania Gebze, and DOD, we continued to work to provide the best and the most trustworthy service to our customers in all the country.

As DoğuŖ Otomotiv, we are well-aware that our customers are directly interested not only with the excellence of our products and services we offer, but also with how fairly we conduct our business affairs, intensifying their expectations in this regard continually. Accordingly, in 2021 by calling more than 45 thousand customers in total, their satisfaction with sales and after-sales services was polled, and improvement actions were planned by the relevant management units. At the same time, feedback was obtained from customers regarding our Covid-19 outbreak management process. As of



2022, in our SEAT and CUPRA brands, surveys will be given via SMSs and e-mails, instead of telephone surveys

CRM Management Approach

To be able to manage customer experiences according to innovations and changing dynamics throughout the lifecycles of our customers, to make customer communications processes leaner with the proactive approach we adopt, to offer person-specific proposals and services through centralized data management and analyses, to plan actions which would increase the loyalty of our customers by reinforcing their trust for our Company and brands, and to maintain the customers satisfaction at the highest level, the CRM (Customer Relations Management) Unit was structured under the Digital Transformation and Corporate Communications Department.

Main responsibilities of the CRM Unit include:

- Carrying out work and implementing improvements required for keeping customer data accurately and up to date;
- Ensuring the customer-focused business approach is adopted as corporate culture throughout the corporation;
- Carrying out, gauging the results of, evaluating, and reporting on internal and external customer satisfaction research (CEM, CSI, DSS);
- Gauging and reporting on direct marketing activities (e-mail, SMS, MMS, direct mail and web) in accordance with the requests received from Authorized Dealers and brands;
- Developing and running analytical projects for the brands and Authorized Dealers and Service Centers, together with third-party companies;

- Ensuring continuity by enriching our current customer data as well as social and digital media customer data, and converting customer complaints coming through the social media into sales opportunities;
- Making improvements to be able to manage the data on the Turkuaz system which is being used by all brands and Authorized Dealers, and rendering its customer recognition, follow-up, and information functions more efficient, leaner, and more comprehensive in accordance with needs;
- Designing, managing, and coordinating loyalty projects; conducting campaign management and communications activities over the Loyalty Platform;
- Confidentiality of private life being in the first place, protecting the rights and freedoms of individuals when processing the personal data of our customers in accordance with the Law on the Protection of Personal Data, and managing the procedures of processing personal data that our customers shared with us, in compliance with our liabilities;
- Within the scope of Permission-based Marketing Law, (also known as the Law on Regulation of Electronic Commerce), carrying out marketing activities directed for the areas of interest and needs of our customers, via customer-approved communication channels
- Coordinating cooperation projects which would produce benefits for our customers;

- Managing each communication step to be established with our customers and improvements to be implemented with the help of contact maps which encompass each business and process step where Doğuř Otomotiv’s brands come into contact with customers;
- Providing CEM training for our Authorized Dealers;
- Creating and managing sales and services campaigns and projects based on data analytics; carrying out analyses based on customer segmentation and loyalty; supporting the online integration of offline services.

Cooperation with ZUBİZU

In parallel with the increasingly widespread use of mobile applications, communications and campaign activities carried out by our brands on the ZUBİZU loyalty platform continued in 2021 as well. Over the ZUBİZU platform, Doğuř Otomotiv customers enjoy a large number of privileges granted by many companies operating in different industries. The platform also continues to be used as a channel through which special privileges offered to micro segments created among Doğuř Otomotiv’s customers according to certain criteria are communicated. Throughout 2021, our partnership around ZUBİZU-Shell petrol loyalty program has continued.

Digital Solutions

D-Board

Concerning mobile apps, an application called D Board was developed specifically for Doğuř Otomotiv senior management, and instant tracking of the number of customers, vehicle sales, service work orders and similar KPIs has been made easier in the operational sense.

Sales Projection Project

Created to increase sales as well as to expand the customer loyalty, a project was developed through

which customers who are likely to open a sales file in the future are projected by applying statistical modelling that processes the big data present on the Turkuaz system. Named as “Sales Projection”, the project was put into use for all our brands. With the “CRM 2.0 Project”, studies were conducted to completely renew the customer and sales processes, allowing them to be traced with automatic, user-friendly and effective reporting. The project is activated for all brands in 2021.

Service Forecasting Project and CRM Scorecard

With the “Service Forecasting Project”, a model was generated to be able to predict the probability of customers who might be coming for maintenance in the ensuing month. Tested with the Audi brand, the project will be implemented for all brands in 2022. Aiming to increase customer data quality and to measure customer and project follow-up processes, a CRM Scorecard project has been initiated for all our sales customers in all our brands.

Autopilot Project

By determining the communication scenarios in the customer life journey on the Customer Contact Map, the “Autopilot Project” was initiated aiming to establish communication automatically by taking usage preferences and habits of each customer into consideration, to use new micro-targeting technologies, and to redesign new campaign ideas in the process with fast feedback. Activated for our Volkswagen Passenger, Volkswagen Commercial, Audi, Porsche and Scania brands currently, the project will be implemented for all our brands in 2022.

Law on the Protection of Personal Data and CRM Compliance

Within the context of the Law on the Protection of Personal Data and the Law on the Regulation of Electronic Commerce, the authorizations for sharing our customers’ personal data, and authorizations for direct marketing were started to be collected with the contact authorization forms as well as SMS text messages. Within the scope of the Law on

the Regulation of Electronic Commerce, our Company registered to become one of the service providers of the Message Management System, and by integrating Turkuaz to the System, entire authorized phone and e-mail data of all our brands has been transferred to the Message Management System. With this full integration, all updates made by our customers through the Message Management System are reflected in our systems bi-directionally.

Data Governance

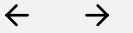
Within the framework of Data Governance, in addition handling of matters related to Data Security, Data Identity, Data Warehouse, and Data Quality of the existing data present in our current ERP system, Turkuaz, our project, through which Data Usage and Analytical CRM operations are monitored in a multifaceted manner, as well as activities on topics such as integrations, processes, authorizations on Doğuř Otomotiv data, Law on the Protection of the Personal Data and information security were continued in 2021, in line with our pre-determined priorities.

Mobile Payment System

A fully integrated Mobile Payment System has been developed into our ERP system, Turkuaz, for the use of all our brands and dealers. Within the scope of this study, full integration of the agreed payment system with the supplier company has been achieved. In this way, internet, mobile and remote payment opportunities will be offered to our customers. In 2022, our dealers who wish to do so will start using the system.

Artificial Intelligence

To renew the algorithms of our CRM Artificial Intelligence projects and make them more efficient, Sales Forecasting, Service Appointment Forecasting, Churn, Recovery solutions have been converted to open-source code system, and their performance has been increased by testing different algorithms and approaches during the transition.



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Second-hand Vehicle Market and DOD

Despite the 7% contraction encountered in the second-hand vehicle market in 2021, thanks to the projects carried out by DOD Brand Management, its vehicle sales increased by 50% compared to the previous year, reaching 1,507 units. Together with 60 DOD Authorized Dealers operating in 29 cities, total vehicle sales reached 17,001 and 16% growth was achieved compared to 2020. Group brand vehicles under Doğuř Otomotiv umbrella constitute 59% of total sales.

In addition to the existing supply channels, 10 different supply projects were actualized with vdf Filo during the year, and vehicles were continuously supplied to the Authorized Dealer network. Procurement projects were also supported by vdf Finance campaigns whereby supporting vehicle sales. Garajll platform was also supported by both DOD Brand Management and DOD Authorized Dealers throughout the year, and 42 vehicles were sold online through the platform in mention.

With the DOD Insurance product, which makes customers feel more secure in their second-hand vehicle purchase processes, vehicle sales penetration was realized at 32%.

Digital Solutions at DOD

DOD is focused on improving the digital experience of its internal and external customers in 2021. DOD.com.tr website and DOD Mobil have been prepared to offer a faster, more holistic and more user-oriented experience with their completely renewed technical infrastructure, front and back codes. Both platforms are scheduled to go live in February 2022. DOD Mobile application has been downloaded to approximately 990,000 smartphones or tablets to date, and has become one of the most preferred mobile applications in this field.

With the "Sell to DOD" service, one of DOD's digital solutions, users who want to sell their vehicles at their real value and securely, are offered the opportunity to have their vehicles appraised without going to the sales points. Users can sell their vehicles by executing the appraisal processes through the DOD Authorized Dealer of their choice with the pre-valuation amount they receive for their vehicles within the scope of the service. In 2021, 13 vehicles were purchased via the Sell to DOD platform. With the system revisions and communication support to be made in 2022, the overall performance of the Sell to DOD service is intended to be increased.

Efforts to improve and simplify Turkuaz processes continued throughout the year, and Authorized Dealer vehicle purchase and sale panels were revised. The "DOD Auction" platform, whose design and front-end coding processes were completed before, is planned to be made available to the entire DOD organization in 2022. Again in 2022, implement machine learning projects focused on user experience and brand profitability is planned.

DOD Authorized Dealers

In 2021, the DOD organization expanded further with the addition of Özaltın Kayseri and Öztürk Aksaray. Corporate second-hand vehicle purchase and sale services continued at 60 sales points in 29 cities with DOD Authorized Dealers.

Within the scope of the showroom renovation works, DOD Beřer was renewed in accordance with the new corporate identity. In 2021, on-site training was given to the personnel of three Authorized Dealers on the use of the Turquoise System and 101 Point Control.

With the new sales points planned to be opened in 2022, increasing the number of cities in which the

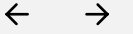
operations are located throughout Turkey and bringing DOD services to wider audiences is intended.

DOD and Dialogue Platforms

Digital platform advertisements aimed at increasing DOD brand awareness continued throughout the year. DOD digital solutions were prioritized in communication activities and various promotional and social media activities were carried out in this direction. In addition, social media management continued with the production of platform-specific and interactive rich content throughout the year.

Secondhand Car Market Regulation Compliance Activities

Due to the regulation change published in the Official Gazette dated 15 August 2020 and numbered 31214, compliance activities continued throughout the entire DOD organization on various issues such as license, authorization certificate, and vehicle exhibition and publication criteria. Compliance activities will continue in 2022.



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AUTHORIZED DEALERS AND SERVICE CENTERS

Authorized Dealer and Service Center Management

Putting sustainable development and stakeholder engagement at the core of its sustainability strategy, Doğu Otomotiv considers ensuring the growth and development of its Authorized Dealers and Service Centers, which are among its key stakeholders, and increasing their sustainability awareness, among its most important goals. Despite the effects of the pandemic, it continued its efforts to manage the development activities of Authorized Dealers and Service Centers in the most efficient way in 2021, which it manages with the logic of a business partnership aimed at meeting mutual dialogue and expectations.

Authorized Dealer and Service Center Development Activities

In 2021, 10 Authorized Dealers and four Authorized Service Centers became operational, and the activities of six Authorized Dealers and four Authorized Service Centers came to an end. In the reporting period, a total of 185 Authorized Service Center applications were received through the website that included applications for 63 Volkswagen Authorized Service Centers, 48 Audi Authorized Service Centers, 49 SEAT Authorized Service Centers, 21 Porsche Authorized Service Centers and four Scania Authorized Service Centers.

As a first in Turkey, Erz Otomotiv has completed the new concept VW New Brand Design Showroom and Audi new investment, and has started rendering its services. Beşer Otomotiv, on the other hand, has completed its "CUPRA Garage with SEAT" new investment and started rendering its services.

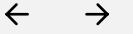
To extend our solar panel project - a project we realized to be able to meet our electricity

consumption with clean energy - to cover our Authorized Dealer and Service Center network, a survey was conducted. According to the results of the survey, that the rate of Authorized Dealers and Service Centers that would desire to be included in the solar energy investment is determined to be 74.6%. In this context, our dealers with Solar Energy Power Plant work existing in their facilities are identified to be Aydoğanlar (Service Centre), Başaran Ağır Vasıta, Dizsan, Elis, Erya, Lena and Opat (Aldo), whereas those with Solar Energy Power Plant work is in the implementation phase, to be Doğu Oto Bursa, Doğu Oto Esenyurt, Doğu Oto Kartal, Yağcı, Avek Çanakkale, Öztürk Aksaray and Vosmer Gaziemir. Currently, feasibility reports for solar energy investment have been created for our Doğu Oto Bursa, Doğu Oto Esenyurt and Doğu Oto Kartal locations and these locations are determined to be suitable for investment. In the coming periods, by installing solar energy panels in different locations, increasing our clean energy usage rate is targeted.

In 2021, for sales and after-sales operations, a total of 475 audits were carried out, where 449 of them were Quality and Brand Standards Audits (ISO and Scania DOS5) and 26 of them were only Brand Standards Audits. In 2021, audit success rate came up to be 91%.

In accordance with the remote working method adopted due to the outbreak, all Authorized Dealer and Service Center audits were carried out online. Throughout the process, cooperation was established with manufacturer brands, and digital platforms were used. By establishing remote communication channels, our routine trainings on Dealer Audits geared for our Authorized Dealer and Service Center employees continued to be given online.

Regular online meetings were held with our business partners, uninterrupted communication was ensured, and support was provided to them.



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	Sales and Service Centers		Sales Centers		Service Centers		Total Sales Centers		Total Service Centers		Service Locations	
	2020	2021	2021	2021	2020	2021	2020	2021	2020	2021	2020	2021
Volkswagen	69	69	0	0	11	10	69	69	80	79	149	148
Audi	25	26	0	0	18	19	25	26	43	45	68	71
Porsche ³⁰	7	7	0	0	17	17	7	7	24	24	31	31
Scania	17	13	0	0	3	6	17	13	20	19	37	32
SEAT	29	30	0	0	16	17	29	30	45	47	74	77
CUPRA	0	6	0	0	0	41	0	6	0	47	0	53
Scania Engines	5	5	3	3	18	14	8	8	23	22	31	30
Thermo King	15	14	0	0	1	1	15	14	16	15	31	29
DOAŞ TOTAL	167	170	3	3	84	125	170	173	251	298	421	471
DOD	0	0	59	60	0	0	59	60	0	0	59	60
TOTAL INCLUDING DOD	167	170	62	63	84	125	229	233	251	298	480	531
Škoda	43	47	0	0	6	6	44	47	49	53	93	100
TOTAL	210	217	62	63	90	131	273	280	300	351	573	631

30 17 Service Center Locations are Porsche C-Type Service Centers.

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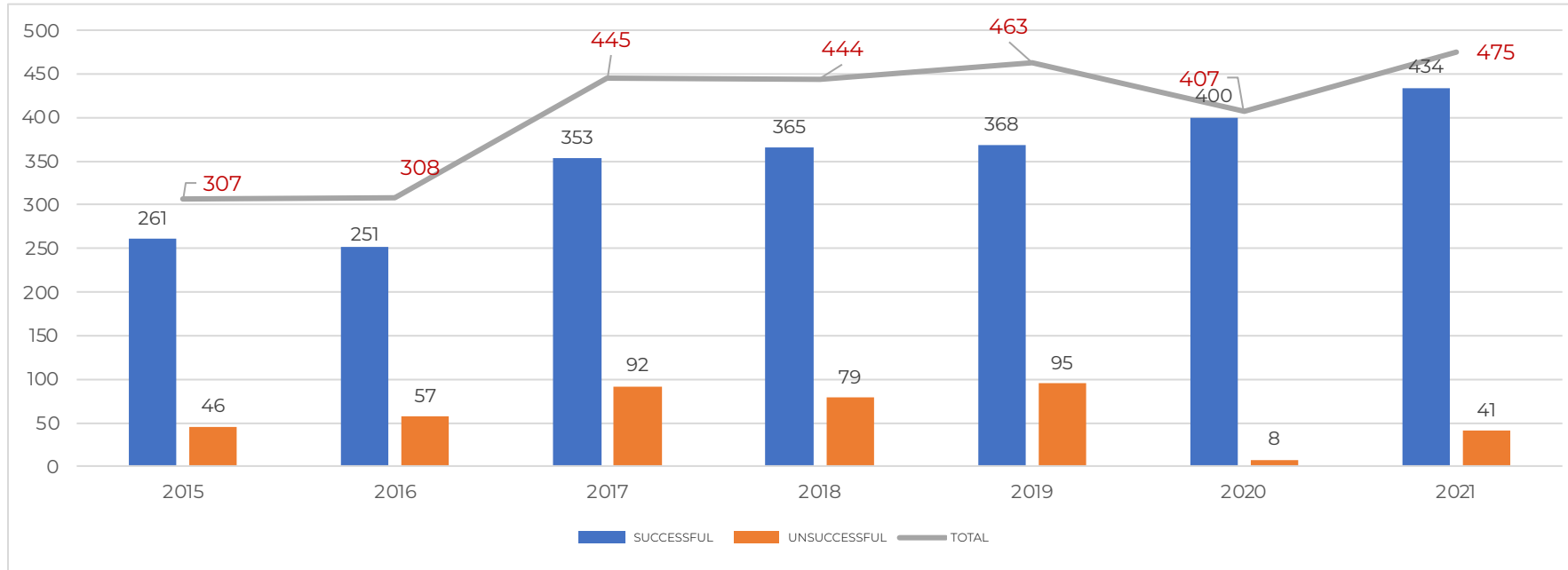
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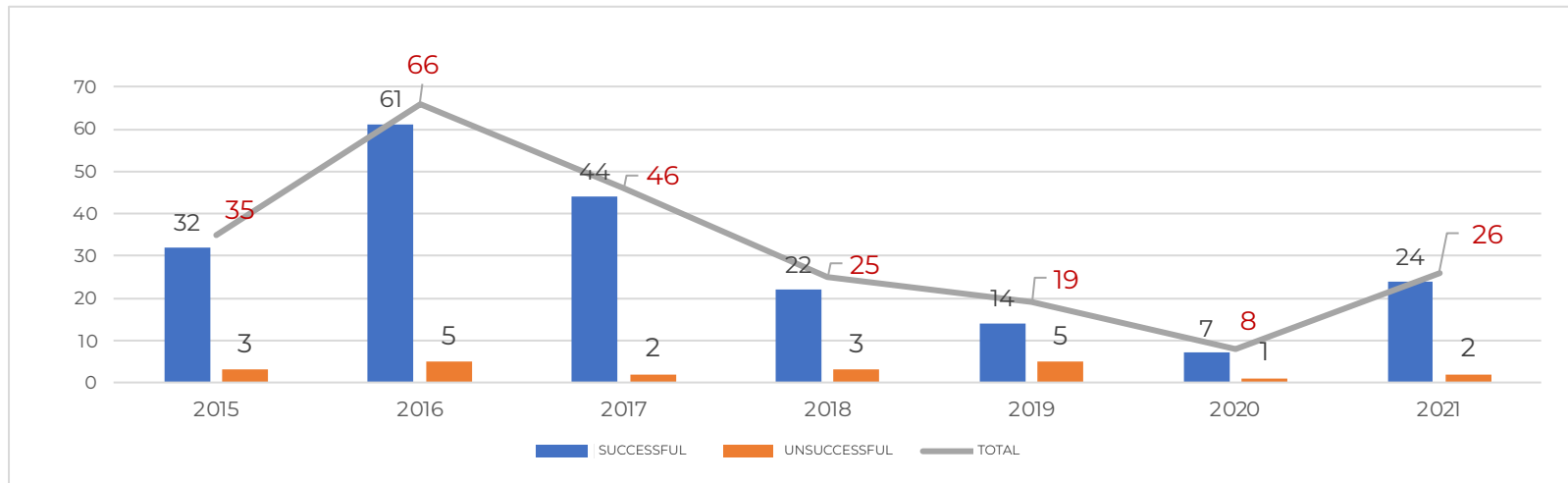
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Authorized Dealer and Service Center Certification Audits (Sales and After Sales – ISO and DOS5)



Brand Standards Audits³¹



³¹ Includes Volkswagen, Audi, Seat, Skoda and Porsche Brand Standards Audits.

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Sustainability Awareness at Authorized Dealers and Service Centers

According to the “Automotive Industry in the Age of Sustainability” Report published by Capgemini Research Institute in 2020, ensuring sustainability in marketing, sales and after-sales services in the automotive industry is among the top 10 priorities of OEMs. Pursuant to the results announced within the scope of the report, the interaction of the players in the automotive industry, especially of those who are in sales and after-sales services, with sustainability-related issues will increase in the coming years. It is predicted that the pace of this change will increase whereby decisions taken internally, steering of the OEMs or additional social and legal pressures. For this reason, all kinds of awareness-raising activities that will enable our Authorized Dealers and Service Centers, which are among our most important business partners in our value chain, to adapt quickly to this changing process are strategically planned and managed by Doğu Otomotiv.

Energy Efficiency Incentive Program at Authorized Dealers and Service Centers

In line with Doğu Otomotiv’s strategies for energy efficiency and reducing its carbon footprint, an investment was made to install a solar panel on the roof of its Logistics and Spare Parts General Directorate building in 2021. In this context, Doğu Otomotiv organized a survey intending to spread this consciousness and measure the current awareness, especially among its Authorized Dealers and Service Centers. According to the results of the aforementioned survey, 74.6% of our Authorized Dealer and Service Center Network approach the Solar Energy Power Plant investment favorably, and the remaining 25.3% stated that such an investment would not be possible because of the building they operate at being not convenient for installing a

Solar Energy Power Plant or due to geographical conditions.

In addition, an Energy Monitoring program will be activated in 2022 to monitor the energy consumption of our Authorized Dealers and Service Centers through monitoring devices (Widgets) and software with IOT technology, to analyze the collected data, to learn the energy consumption patterns with ML technology, in line with the data analyzed by the platform, taking the necessary actions and measures by noticing the savings opportunities, to prevent unnecessary costs by detecting abnormal situations immediately, and to maximize efficiency by reducing operational costs, beyond improving energy performance; initially, this program will be started at selected pilot Authorized Dealers and Service Centers. The goal is the system to be used in 50% of our Authorized Dealer and Service Center network within two years. This process will also constitute important data for Doğu Otomotiv to reduce its Scope 3 emissions. It is also among our goals that this program to be an important development activity for the GoToZero @ Retail Program, which was launched by Volkswagen AG in 2021 and to which we contributed as a pilot country.

Success for the Future Now Program at Authorized Dealers and Service Centers

Success for the Future Now Program, implemented by Doğu Otomotiv for Authorized Dealers and Service Centers to exist in the future and to improve themselves by complying with the Sustainability and corporate governance (ESG) standards in the world, acts with the goal of Growing Together.

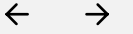
The Corporate Governance and Sustainability Current Situation Evaluation Program at Our Authorized Dealers and Service Centers, developed to ensure that Doğu Otomotiv’s existing Authorized Dealers

and Service Centers achieve corporate governance and sustainability structures that will enable them to grow and develop and transfer them to future generations in a healthy manner, was launched in September 2021 at a meeting attended by Doğu Otomotiv CEO E. Ali Bilaloğlu. Initiated as pilot with our four Authorized Dealers and Service Centers, in the study the methodology developed by IFC (International Finance Corporation) in 2019 in terms of Corporate Governance and Sustainability Compliance for Small and Medium-Sized Enterprises and Family Companies was taken as reference. According to this matrix, companies are divided into four different categories:

- Basic-Level Companies
- Emerging Companies
- Advanced Companies
- High-Level Companies

Evaluation reports and notifications will be delivered to our Authorized Dealers and Service Centers, which were considered within the scope of the pilot study, in 2022, and according to the feedback to be obtained, the program will be extended to all of our Authorized Dealers and Service Centers as legal entities in 2023. Action plans will be prepared at the dissemination stage for monitoring the evaluations, following the development areas and categorization activities.

Planned to develop and support our Impact in Sustainability activities, which we have started by including our Authorized Dealers and Service Centers in the sustainability report since 2014, this new phase is among the most important steps we have taken regarding sustainability in our impact. The results of the



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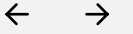
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pilot study will be announced among our 2022 Sustainability performances.

Human Resources Management Program at Authorized Dealers and Service Centers (DRIVE)

By means of the “Doğuş Otomotiv’s Compass is People and Training” (DRIVE) program, supporting the development of Doğuş Otomotiv Authorized Dealers through corporate structure and values that Doğuş Otomotiv embraces, fully integrating its Human Resources processes, and achieving sustainable success in business results and customer satisfaction is targeted. At the same time, full support is provided to our relevant stakeholders in terms of employee turnover, one of the material issues of our Company, at our Authorized Dealers and Service Centers. In this context, consultancy support was provided for the development and institutionalization of human resources processes in approximately 570 Authorized Sales and Service Centers where 7,500 employees currently work. 2021 performances related to the DRIVE Program are given in detail in the Employees and the Workplace chapter.



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SUBSIDIARIES

DOĞUŞ OTO

Doğuş 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. Providing sales and aftersales services for Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, Porsche, SEAT and ŠKODA brands, Doğuş Oto, at the same time, sells used vehicles as a DOD Authorized Reseller.

Doğuş Oto operates with a total of 33 Authorized Dealers and 36 Service Centers in seven regions of Turkey with more than 1,400 employees, maintaining a leading position in the sector with its strength and stability. Doğuş 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.

Energy Efficiency

Having an energy efficiency study conducted by an authorized company, the main areas which would ensure energy efficiency were determined at Doğuş Oto. Within the scope of the areas specified in this study, mechanical ballasted luminaires used in the outdoor lighting of the facilities are located and they were appropriately changed when required. By measuring the combustion efficiency of the heating boilers, they were set to operate at degrees concordant to the outdoor temperature. Maintenance intervals of air conditioning stations have been increased due to the high risk in the pandemic period, and their efficiency has been amplified. Monthly electricity and natural gas consumptions in the seven regions where Doğuş Oto facilities operate are monitored and if seasonal changes are observed in year-over-year

comparisons, their reasons are investigated, and by controlling the outdoor and indoor ambient temperatures for this purpose, energy efficiency is ensured.

Ensuring efficiency in the use of energy and energy resources has become an imperative for the sustainability of the socio-economic structure based on industrial production. This imperative is manifested by the concerns that arise with the rapid consumption of resources and the increasing importance of costs, especially the global climate change problems caused by environmental impacts and carbon emissions. Efficient use of energy, which is one of the most important inputs in today's industrial production, which can create particularly difficult and limited added value, will reduce costs of doing businesses and will contribute to the formation of surplus value that, in return, contributes to its development and increase in competitiveness.

Legislative regulations have been put in force in Turkey, as well as the world, regarding the efficient use of energy. For this purpose, within the framework of the Energy Efficiency Law No. 5627, which came into force in Turkey, and the related legislative regulations thereafter, energy manager assignments have been made and activities in energy, heating, cooling, ventilation, lighting, mechanical and electrical installations are carried out in all locations affiliated with Doğuş Oto. Action plans are created within the framework of conducting efforts to save money by taking the reports prepared as a reference.

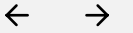
Improvements have been made and continue to be made in the process, starting with those who consume significantly more energy in Doğuş Oto. Concordant with the studies carried out in 2021, 3% savings were achieved in electricity usage

compared to the previous year. To assess the effectiveness of the activities carried out, measurements are made in seven regions served by Doğuş Oto according to fuel types, consumption is monitored, recorded and analyzed periodically.

As part of efforts to circumvent energy losses and leakage, all electrically operated devices and systems are regularly maintained, and unnecessary power loss is avoided. Many of the high-energy consuming lighting fixtures 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.

Mechanical ballasts of the lighting fixtures are converted to electronic ballasts to contribute to energy efficiency. Natural gas boilers are checked by a private energy efficiency firm that also measures the condition of boiler chimneys to prevent unnecessary natural gas consumption. Using electric heaters instead of keeping the boilers up and running in the summer months only for hot water helps to save up to 2% on natural gas in the May-June period. Compensation panels are checked weekly, preventing us from receiving active and reactive fines.

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 to save on heating



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and cooling costs. Unnecessary energy losses are prevented by periodic maintenance of air-conditioning plants and split air conditioners used in heating (air conditioning and ventilation system) with boilers and burners used in heating and cooling. Products with low energy consumption and air conditioners using R-410A gas, which is defined as an environmental gas, are definitely preferred in split air conditioner purchases. All roof membranes are maintained, and their insulation is increased in the summer months.

In addition to the practices carried out within the framework of increasing efficiency above, ISO EN 50001; Establishing an Energy Management System, increasing the efficiency of automation systems with the industry 4.0 approach, and establishing solar electricity and solar thermal systems based on renewable resources are among the topics to be tackled under the heading of energy in DoğuŖ Oto facilities.

Green IT

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

Emissions

Periodic route optimizations activities are carried out at DoğuŖ Oto by grouping personnel shuttles to reduce the emissions generated from fuel consumption by decreasing the number of vehicles in traffic. Older vehicles are taken out of service and transportation is provided with low emission vehicles.

Roof insulations of the buildings are continually enhanced. Energy-efficient heating, cooling and kitchen appliances are procured. Trees are planted in the unused land of the facilities. For recoverable waste, we work with authorized companies and municipalities and deliver such materials for recycling and recovery.

Waste Management

DoğuŖ Oto has an Industrial Waste Management Plan in place. Plans were created for waste fluorescent bulbs, lubricants, filters, antifreeze fluids, contaminated waste, contaminated packaging, spray cans, brake fluid, waste thinner solution, batteries, rubber, catalysts, diesel, gasoline, plastics, metals and glass. The company also has a water treatment and an oil retainer system. Reducing waste is generally not possible on passenger cars and light commercial vehicles since the waste (other than contaminated waste) mostly results from the replacement of parts in the maintenance of them. The importance of reducing contaminated waste has been communicated across maintenance staff and necessary trainings are planned. Trainings are carried out under the supervision of service engineers. The amount of waste has been reduced to the lowest possible level. Environmental consultancy and Hazardous Goods Safety consultancy services have started to be received. In 2021, an Engine Oil Change Permit was obtained at DoğuŖ Oto.

Health and Safety of our Employees

The principles followed by DoğuŖ Oto to create a safe, healthy and happy working environment for its employees are as follows:

- 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,

- Training all employees and subcontractors and raising awareness about creating and developing health and safety practices,

- Choosing and implementing practices in all fields of operation in accordance with occupational health and safety standards and carrying out activities in this direction,

- 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 2021, 51 occupational accidents occurred, and consequently preventive trainings related to incidents were held. During the year, sets of new personal protective equipment were started to be used, business processes were revised, and new safety systems were introduced. Furthermore, ambient measurements were conducted, and continuous monitoring and control systems were implemented. Continuous audits and controls have been carried out.

Employee Trainings

Aiming to meet the training/personal development needs that arise within the framework of the Company's vision and strategy, newly recruited and existing employees on all levels receive trainings according to their areas of improvement. 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, Occupational Health and Safety Trainings, supplementary development programs, skill development trainings, professional development trainings, leadership development programs, expertise development programs and personal development trainings.

In 2021, provided as distant learning, 1216 employees received 14,592 hours (11.6 man/hour) of training. 88% of all employees have completed 12-hour mandatory Occupational Health and Safety Training.

ECONOMIC PERFORMANCE

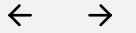
Doğuş Oto

	2019	2020	2021
Sales (TL)	4,500,701,599	7,439,202	9,422,550
Market Share (%)	5.8	5.4	5.3
Net Revenues (TL)	29,100,475	151,025,045	268,013,175
Operation Costs (TL)	217,075,238	279,961,723	343,172
(EBIT) Operational Profit (TL)	44,538,433	156,801,857	165,682
(EBIT) Margin (%)	1.0	2.30	1.76
Gross Profit (TL)	261,613,671	436,763,581	508,854
Gross Profit Margin (%)	5.8	5.74	5.40
Number of Total Suppliers	466	430	340
Number of Local Suppliers	466	430	340
Total Amount Paid to Suppliers (TL)	29,615,346	30,998,149	115,471,719
Total Amount Paid to Local Suppliers (TL)	29,615,346	30,998,149	115,471,719

ENVIRONMENTAL PERFORMANCE

Doğuş Oto

	2019	2020	2021
Electricity Consumption (kWh)	14,100,202	34,991,965	14,363,253
Natural Gas Consumption (m ³)	1,182,330.55	5,884,307	10,080,265
Fuel Consumption (Lt)	243,193	291,610	280,579
Water Consumption (m ³)	63,228	82,802	69,370
Paper Consumption (kg)	51,182	84,045	62,500
Total of wastepaper sent to recycling (kg)	89,330	104,005	77,802



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EMPLOYEES³² Doğuş Oto

	2019	2020	2021
Number of Full-time Employees	1,424	1,437	1,332
Number of Half-time Employees	2	2	1
Total Workforce	1,426	1,439	1,313
Number of Female Employees	239	246	238
Number of Male Employees	1,187	1,193	1,094
Percentage of Female Employees (%)	16.76	17	23.83
Number of New Recruits	83	109	201
Number of New Female Recruits	16	24	56
Number of Promotions	26	7	22
Number of Female Employees Promoted	7	2	6
Turnover (%)	4.28	5.03	7.95

ŠKODA

Founded in 1989 to operate as the Turkish distributor of Škoda, and as a subsidiary of Doğuş Otomotiv, YÜCE AUTO offers sales, aftersales and spare parts services for FABIA, SCALA, KAMIQ, OCTAVIA, KAROQ, KODIAQ, and SUPERB models with 49 Authorized Dealers and six Authorized Service Centers across Turkey. The main building of Yüce Auto, which has sold over 220,000 vehicles since its very first day, is built on total 2,200 m² of land in Maltepe, Istanbul.

Škoda joined the Volkswagen Group in 1991 and increased the number of countries of operation to 100 by 2007. Škoda's manufacturing sites are in the Czech Republic, India, China, Slovakia, and Russia while all cars sold in Turkey are imported from the

³² Only full time permanent employees are included in Employee turnover ratio.

Czech Republic. Yüce Auto Motorlu Araçlar Ticaret A.Ş. is a 50% Doğuş Otomotiv affiliate.

Business Ethics

The Company has an ethical principles procedure in place. Additionally, all activities are carried out in accordance with the Doğuş Otomotiv Ethics Code. The entire audit mechanism is regularly reviewed in compliance with laws and regulations related to corruption and conflict of interest. Processes of the Company are audited by Doğuş Otomotiv every year for compliance.

Environmental Efficiency

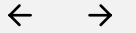
The Company uses LED lighting fixtures, washbasin lighting with motion sensors and outdoor lighting fixtures with timers to reduce environment impacting consumption. Our employees are informed to reduce electricity and

water consumption when it is not necessary to be used, and awareness is tried to be raised among them on the subject. We have placed recycling bins for paper, plastics and battery waste in areas within the company. Waste papers are collected regularly and sent to Ayhan Şahenk Foundation. We work with DEHA, a biodiesel company for the disposal of lubricant waste.

Customer Satisfaction

In accordance with our 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. In the event that a replacement vehicle is required during when the actual vehicle is in the warranty period and if the replacement vehicle is required during when the actual vehicle is being repaired, the relevant service is provided by us free of charge for the vehicle owners; 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 IPSOS customer satisfaction surveys are conducted on behalf of the Company at certain intervals. The road assistance requests, complaints, demands and wishes coming from the customers are met by the Value and Interest Centre (DIM), which also resolves the complaints and meets the requests received.



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Employees

Every year, various trainings on specific areas are provided to ensure the development of our employees. In 2021 our employees were given 514 man/day trainings in 19 different topics. 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. The Committee consists of nine members. Eight of these members are Company employees and one is a non-affiliated member. The ratio of our employees who serve on the committee to the total population is 9%. The employees are offered health and life insurance.

ECONOMIC PERFORMANCE ŠKODA

	2019	2020	2021
Sales (TL)	1,649,797	3,715,885	4,205,354
Market Share (%)	4	4	4.5
Net Revenues (TL)	132,068	283,352	419,264
Operation Costs (TL)	75,709	91,345	127,328
(EBIT) Operational Profit (TL)	56,359	192,007	291,936
(EBIT) Margin (%)	3,40	5.2	6.9
Gross Profit (TL)	132,068	283,352	419,264
Gross Profit Margin (%)	8	7.6	10
Number of Total Suppliers	282	271	283
Number of Local Suppliers	271	261	272
Total Amount Paid to Suppliers (TL)	1,489,770,162	3,385,304,316	3,669,379,940
Total Amount Paid to Local Suppliers (TL)	96,091,910	86,797,552	150,058,607

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ENVIRONMENTAL PERFORMANCE ŠKODA

	2019	2020	2021
Electricity Consumption (kWh)	361,470	312,180	238,768
Natural Gas Consumption (m ³)	276,350	209,105	4,151
Fuel Consumption (Lt)	55,150	54,561	100,091
Water Consumption (m ³)	2,987	2,444	1,828
Paper Consumption (kg)	170	60	52
Total of wastepaper sent to recycling (kg)	142	45	41

EMPLOYEES ŠKODA

	2019	2020	2021
Number of Full-time Employees	73	80	90
Number of Half-time Employees	1	1	1
Total Workforce	74	81	91
Number of Female Employees	19	25	28
Number of Male Employees	55	56	63
Percentage of Female Employees (%)	26	30	31
Number of New Recruits	6	11	15
Number of New Female Recruits	2	7	6
Number of Promotions	4	11	9
Number of Female Employees Promoted	3	2	5
Turnover (%)	5.60	5.30	5.80

DOĞUŞ TEKNOLOJİ

Doğuş Teknoloji was established in 2012 to enlighten its customers' path with the excitement of creating value in the world of technology. While continuing its way as an R&D center since 2017, it continues to be one of the companies that value the people, pursue new technologies with passion, and an entity that puts its stamp to the firsts in the IT sector with its agile and reliable working culture.

Applying the latest IT technologies to develop and support technological projects, Doğuş Teknoloji is a 46% Doğuş Otomotiv affiliate.

Quality Standards

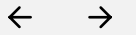
Doğuş Teknoloji aims to establish and operate an "integrated management system" in international standards to assure the quality, security and continuity of its services and products. For this purpose, the Company carries out its operation by taking the following standards as its reference:

- ISO27001: 2017 Information Security Management System
- ISO20000: 2011 IT Service Management System
- ISO22301: 2012 Business Continuity Management System

Ethics and Combat against Corruption

Company's policies and regulations that define corruption and other unethical practices as well as penalties and sanctions are announced to all employees. Company contracts also contain provisions and sections regarding cases that are considered corruption. Budgets and invoices are checked regularly as part of financial controls. In addition, controls and rules are in place to detect, follow up and take precautions against incidents that breach security. Actualized implementations are continuously monitored.

Doğuş Teknoloji acts in accordance with the Doğuş Otomotiv Code of Ethics. All employees are granted equal rights. In 2020, 54 employees participated in the Information Security Training over Do Akademi. In addition,



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142 interns were provided with Information Security Virtual Classroom Training.

Environmental Practices in IT

Doğuş Teknoloji builds a pool of virtual servers and provides shared infrastructure services, creating cost advantages for its affiliated companies. As of January 2021, the number of virtual servers at Doğuş Teknoloji is 2172, with 7604 CPUs and approximately 26.39 TB memory. All this infrastructure and the virtual servers of some affiliates run on 113 physical servers. If a similar infrastructure had been met by physical servers, the costs of purchasing, hosting, cabling, energy and cooling would have been incomparably higher.

Confidentiality of Customer Data

In Doğuş Teknoloji, personal data of customers are processed by considering technical and administrative measures under the Law on Protection of Personal Data No. 6698. Personal data are processed for a limited time, suitable for their purposes, and are anonymized after the purpose and duration of the processing have expired. Within the scope of the Law on the Protection of Personal Data No.6698, risk analysis, audit, administrative and technical compliance processes are carried out for personal data and sensitive personal data.

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. In addition, risk scenarios regarding the removal, theft

or loss of top secret classified confidential customer data outside the Company are studied. Physical measures are taken at the system layers, and they are checked periodically.

Customer Satisfaction

Carried out by an independent company, Customer Satisfaction Survey is given to all customers who are serviced by Doğuş Group internally as well as externally, and the result statistics are reported in a graphical format. All teams take actions within the company towards increasing customer satisfaction rate received from the survey results. The results obtained from the customer satisfaction surveys for the year 2021 increased by 2 points compared to the previous year and reached the level of 80%. Actions taken are monitored by the board of directors as well. Furthermore, customer feedbacks 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 in meetings with clients.

Employee Health and Safety (OHS)

The company employs dedicated staff (physician, nurse, OGH specialist) for occupational health and safety. While the physician and the OHS specialists, come from the Joint Health and Safety firm we partner with, one doctor and two nurses provide their services to Doğuş Teknoloji under the Joint Health and Safety Unit. The OHS Committee consists of eight members including 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

1.4%. These individuals are responsible for monitoring and taking corrective-preventive actions.

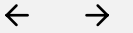
The Occupational Health and Safety Committee convenes in every three months. Also, an OHS meeting is held at the D-Ofis Maslak building with the participation of all group companies. The ideas proposed during these meetings for safer working conditions for employees are evaluated and viable suggestions are implemented. Occupational health and safety risks are identified by obtaining the opinions of employees. OHS trainings (emergency, first aid, fire, civil defence, evacuation, etc.) are provided for all employees and relevant teams. In 2021, 388 employees participated in a total of 3,104 hours of training. OHS rules are regulated by the Administrative Affairs Department. By 2022, regulative activities regarding OHS will be managed by D-Ofis Administrative Affairs Unit under the body of Doğuş Holding.

Employee Satisfaction

An employee satisfaction survey is conducted at our company every two years. The results of the Employee Loyalty Survey conducted in 2017 were shared with senior management, managers and employees, and the results were analyzed in depth with focus groups consisting of employees. The teams prepared action plans based on both the focus group feedbacks and the survey results, and 2018 has been the year of implementation of the Employee Loyalty Survey actions.

Employee Trainings

In 2021, various trainings were delivered in different fields to improve the employees in terms of both their professional experience



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and personal development. During the year 137 training programs were held, corresponding to 5.8 man/hours. The Company partners with Bahçeşehir University and Sabancı University to enable our employees to benefit from master's and PhD graduate programs at discounted prices. Employees are also provided with English language support. They can benefit from the program by enrolling in courses of partnering institutions or other training centers of their choice. Financial support for PhD studies is provided in the rate determined by the senior management. Employees attending PhD programs are allowed one day, and those attending master's programs are allowed half a day per week. Employees are also welcomed to organize presentations, conferences and trainings related to their fields of expertise at universities.

Performance Appraisal

Once a year, performance appraisals are conducted for employees who have completed their three months tenure at the Company. In the performance appraisal system, there are three periods titled Target Identification, Target Revision and Performance Evaluation, which are carried out at quarterly intervals throughout the year.

Appraisals are based on personal target cards, which include 80% business targets and 20% 360-degree skill assessments. There are three separate sections within business objectives: Common Company Goals, Team Goals and Individual Goals. Units determine Team Goals and Individual Goals themselves, and the senior management holds meetings to identify the common goals that should be adopted by all units before the period begins. The decisions taken in those meetings are notified to department heads by the Human Resources Department.

Performance appraisal system results are used in career management, personal development and determining wage increases. Human Resources Committee, which includes all group managers, deputy general managers and general manager, makes the promotion decisions. Technical and competency-based trainings for employees to develop their careers are determined together with the managers.

Volunteering Activities by the Employees

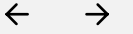
Employees are welcomed to voluntarily lead social clubs and organize activities. Due to the pandemic in 2021, our clubs could not organize any activities in the context of employee volunteering.

Mother-Infant Policy and Equality at Work

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

Community Engagement Activities

Doğuş Teknoloji is running a project to promote the employment of individuals with autism in the IT industry. This program is carried out in coordination with Autism Associations Federation (ODFED). In addition, consultancy is rent from companies that conduct such studies overseas. Competencies such as having an excellent command of details and executing routine tasks faultlessly, which are some of the key characteristics of individuals in autism syndrome, are an advantage in IT projects. An individual with autism was included in the permanent staff and continuing to work within the scope of a pilot project in 2018. The next plan is to spread this practice further to employ more persons with autism.



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ECONOMIC PERFORMANCE

Doğuş Teknoloji

	2019	2020	2021
Sales (TL)	113,422,116.71	172,484,306.30	259,771,087
Market Share (%)	N/A	N/A	N/A
Net Revenues (TL)	112,068,788.33	171,484,306.30	258,429,004
Operation Costs (TL)	57,498,727.00	90,529,362.65	84,963,459
(EBIT) Operational Profit (TL)	42,587,217.00	-8,316,531.29	14,529,955
(EBIT) Margin (%)	38	-5	6
Gross Profit (TL)	51,987,506.00	82,212,831.36	99,493,414
Gross Profit Margin (%)	46	48	38
Number of Total Suppliers	660	577	675
Number of Local Suppliers	629	555	632
Total Amount Paid to Suppliers (TL)	47,389,335	56,083,514.57	106,536,584
Total Amount Paid to Local Suppliers (TL)	45,638,380	53,047,439.41	99,303,372

ENVIRONMENTAL PERFORMANCE

Doğuş Teknoloji

	2019	2020	2021 ³³
Electricity Consumption (kWh)	126,258.26	124,941.54	131,802.44
Natural Gas Consumption (m ³)	266,905.09	3,892.00	-
Fuel Consumption (Lt)	182,869.76	50,128.85	-
Water Consumption (m ³)	5,466	2,503	-
Paper Consumption (kg)	1,700	500	-
Total of wastepaper sent to recycling (kg)	110	75	-

33 In 2021, Doğuş Teknoloji moved to the D-Ofis Maslak building, where the management office of Doğuş Holding's subsidiaries is located. For this reason, all environmental consumption is considered a common area and it was not possible to separate them. Electricity Consumption includes the consumption of the section where the servers found in Şekerpinar site are located.

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EMPLOYEES Doğuş Teknoloji

	2019	2020	2021
Number of Full-time Employees	355	386	461
Number of Half-time Employees	40	18	84
Total Workforce	395	404	545
Number of Female Employees	126	145	213
Number of Male Employees	269	259	332
Percentage of Female Employees (%)	32	36	39
Number of New Recruits	170	149	341
Number of New Female Recruits	55	51	134
Number of Promotions	84	69	97
Number of Female Employees Promoted	27	25	31
Turnover (%)	23.26	11.9	23.35

vdf

Volkswagen Doğuş Finansman A.Ş. (vdf) was founded in 1999 as a joint venture of Volkswagen Financial Services A.G. (51%) and Doğuş 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.

Governance and Ethics

The Company takes all necessary measures against corruption and conflicts of interest. It 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 Doğuş Otomotiv fully. 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.

Ethical principles are reminded to employees both through periodic classroom trainings and online e-learning sessions. All employees are enrolled in online compliance training, including ethical principles and anti-corruption issues, and their attendance is monitored. The training of

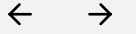
all permanent employees has been so far completed. In addition to trainings, with information given and announcements made periodically, knowledge of the employees on the subject is reinforced.

Environmental Efficiency

“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 others. In addition, personnel shuttle routes are regularly updated every year to minimize emissions as much as possible. There are collection bins for wastepaper, battery waste and packaging waste in certain locations in each department. Wastepaper, battery waste and other wastes are regularly collected and recycled. Our waste papers are collected once a week and delivered to recycling facilities.

Customer Satisfaction

Various customer-related activities in different channels within the Company are carried out 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. Brochures placed in the showroom and social media posts, as well as 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



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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, reviewed in a short time while copies are 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.

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. Occupational Health and Safety Board has been established separately for our three companies, and occupational health and safety studies are continuously monitored with a team of 15 people. The Emergency Team is composed of 50 people who completed taking necessary trainings from the authorized institutions and constitutes 20% of the total number of employees. All employees are trained in employee health and safety. OSH Specialist and Workplace Physician gave eight man/hours of training. 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. Apart from health insurance, audiometry (hearing tests) and eye examinations are made, and they are constantly followed up. With the occupational health and safety announcements

made every month, all updated activities and situations are notified to the employees.

Employee Satisfaction

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

The vdfLife – human resources sharing platform – is at the forefront of our practices aimed at ensuring employee satisfaction and increasing loyalty. Through this platform, our employees can access all kinds of information they need.

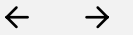
On the other hand, within the scope of vdf Employee Support Programs, in addition to the graduate, foreign language learning support that employees needed, SMMM, project management, business analyst, etc. technical training support is also provided.

vdf takes part in the “Stimmungs barometer” (Idea Barometer) survey conducted by Volkswagen FSAG among all Volkswagen companies to measure employee satisfaction and the Great Place to Work rankings in rotations. 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 2018 and organized several 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 2018 and has been added to the 2019 Human Resources projects to regain its former function. Within the scope of the HR projects carried out in 2019, the Söz Uçar Yazı Kalır platform (spoken words fly away, written are the words that stay) was created and employees were provided to convey their requests, suggestions, and complaints to HR in this way. In addition, Value Ambassadors team, created to internalize company values, organizes events considering the demands and expectations of the employees.

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 Doğuş Group, is followed by vdf Human Resources and Senior Management. Along with all the other Doğuş Group companies, vdf also takes the “Equality at Work Follow-up Survey”. At present, there is a balance established between the number of male and female employees at every level within the Company.



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ECONOMIC PERFORMANCE

vdf

	2019	2020	2021
Sales (TL)	3,058,276,426	6,602,466,203	6,963,758,723
Market Share (%)	13.1	14	10
Net Revenues (TL)	1,149,572,660	979,482,644	1,898,207,825
Operation Costs (TL)	1,108,181,083	839,647,409	1,819,454,258
(EBIT) Operational Profit (TL)	9,170,547	165,085,067	332,950,232
(EBIT) Margin (%)	0.12	2.26	3.02
Gross Profit (TL)	41,391,577	139,835,235	78,753,567
Gross Profit Margin (%)	0.55	1.92	0.72
Number of Total Suppliers	27	98	65
Number of Local Suppliers	25	93	65
Total Amount Paid to Suppliers (TL)	35,992,439.53	22,875,410	10,820,701
Total Amount Paid to Local Suppliers (TL)	33,820,007.77	21,279,269	10,820,701

EMPLOYEES

vdf

	2019	2020	2021
Number of Full-time Employees	304	307	310
Number of Half-time Employees	0	0	0
Total Workforce	304	307	310
Number of Female Employees	180	182	182
Number of Male Employees	124	125	128
Percentage of Female Employees (%)	59.2	59.2	58.7
Number of New Recruits	24	38	48
Number of New Female Recruits	15	22	22
Number of Promotions	19	16	26
Number of Female Employees Promoted	12	9	17
Turnover (%)	5.31	8.57	11.8

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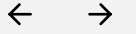
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ENVIRONMENTAL PERFORMANCE

vdf

	2019	2020	2021
Electricity Consumption (kWh)	309,960	230,470	183,476
Natural Gas Consumption (m ³)	0	0	0
Fuel Consumption (Lt)	41,336	30,252	36,100
Water Consumption (m ³)	2,379	1,748	598
Paper Consumption (kg)	26,028	20,850	6,957
Total of wastepaper sent to recycling (kg)	3,000	2,250	N/A



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COMMUNITY ENGAGEMENT

Doğuş Otomotiv acts with the awareness that it can achieve sustainable growth only if the communities living in the region where it operates are sustainable and the economic and social development is continued. Under the title of Community of the primary material issues study, which was carried out for the second time in 2018, we continue our efforts on always conducting our business ethically and creating awareness that will ensure safety in traffic in line with our impact by contributing to the welfare of the society we live in.

Doğuş Otomotiv's community engagement policy prepared in this direction has been declared as follows:

- We are working to make driving safer and more economical, and we are carrying out awareness activities focused on children, youth and women to reduce the losses caused by traffic accidents and to spread the conscious use of vehicles in areas we live in.
- We support our employees to become citizens with high social awareness through volunteering programs.
- We invest in social approval by establishing positive collaborations with non-governmental organizations in the industry in which we operate.

We regularly monitor our social impact to achieve our community engagement goals, and we listen our stakeholders affected by our activities in this area through various dialogue platforms and try to be accountable.

Traffic is Life!

A social participation platform that has left 17 years behind, Traffic is Life! Program continued its journey with collaborations to raise awareness in 2021 as well.

Being the industry's longest running corporate responsibility program, the "Traffic is Life!" platform has been carrying out awareness projects for 17 years geared for different target audiences to change the behaviors and habits of individuals at all ages and raise the awareness of society regarding traffic safety. The platform believes that positive cultural transformation in traffic will contribute positively to every aspect of life and leave livable cities and a bright future.

Adapting to rapidly changing habits and living conditions in 2020 that came about with the pandemic, Traffic is Life! Platform has identified its focus as the changing mobility and distance education. In addition, aiming to convey its messages to large segments of society through the right channels, the Platform has implemented a strategy to increase its effectiveness in social media and digital platforms, by considering the change in media consumption habits.

Traffic is Life!

Road Safety Seminars to
600 Teachers

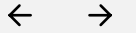


Road Safety Trainings at 14
Universities attended by
More than 25,000 Students

EBA TV Educational
Videos Viewed by
**1 million Students
Per Day**



Through Social Media Platforms
**More than 50 million
Interactions**



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Cooperation with the Ministry of Education

In 2021, when education is mostly carried out online, the Traffic is Life! Platform, by cooperating with the Istanbul Provincial Directorate of National Education under the slogan "It's teachers who set an example for students," delivered "Road Safety Seminars" to approximately 600 teachers. Again, throughout the year joined together with 289 Vocational High School students destined to enter the automotive industry in the future on online platforms, providing information on both the automotive industry and traffic safety.

The training program which has begun on EBA TV in 2020 aimed at the 5-19 age group, the group most prone to accidents in Turkey, was continued in 2021 as well. Educational videos on many subjects such as what is traffic, safe walking on the sidewalk, safe crossing, the importance of seat belts and many more topics have been permanently added to the EBA TV Education Library. With these educational videos, one million students per day were reached.

Distance Education for More Than 25 thousand Students in 14 Universities

Traffic is Life! Platform continued its "Traffic Safety Distance Education" which it launched in 2013, in 2021 as well. Distance education, given in the category of "Social Elective Course" recommended by the Council of Higher Education (YÖK), is the first corporate responsibility project to enter the university SCORM system with its traffic safety content. Through the project, more than 25,000 students in 14 universities have been reached so far.

Driving License Exam Preparation with Facebook Chat Bot

With the Facebook Chat Bot application, which was used for the first time as a community engagement platform, as in previous years, those who will take the driver's license exam in 2021 were given the opportunity to take a test with the driver's license

exam questions that came out in the previous years, approved by the Ministry of National Education. Since its introduction in December 2017, 215,816 users have benefited from this application, which aims to measure the before the exam. knowledge participants'.

Changing Mobility

Another issue accelerated by the pandemic has been the changing understanding of mobility in the society. The interest in individual mobility solutions, which started in 2020, continued increasingly in 2021. Considering both the trend analyses made in the society and the feedback received from its target audience, Traffic is Life! Platform processed the new mobility vehicles that entered our lives during the year and related road safety issues by including all relevant stakeholders.

Continuous and Dialogue Based Communication

Giving importance to dialog-based communication, the Traffic is Life! Platform came together with the broad segment of the society, which is its target audience, on different social media channels throughout the year. The Platform, by focusing on YouTube, a social media channel with an increasing active usage rate, prepared safe driving videos for educational purposes with its safe driving instructor Ahmet Özgün. Based on the comments and requests received from the followers, editions were made to the training videos prepared with nearly 30 different contents.

In addition, with the purpose of increasing the dialogue with the target audience and receiving feedback from, a series of street interviews titled "A Work of Chance", which brings up the accidents caused by carelessness, has been prepared and with seven interviews conducted, approximately 620,000 views was reached. By means of the communication maintained throughout the year, more than

50,000,000 interactions were established on the Traffic is Life! social media accounts.

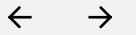
By gaining more than 15,000 followers on social media channels, 179,700 followers on Facebook, 25,600 on Instagram and 7,800 on YouTube were reached. Throughout the year, with the regular information activities carried out within the Doğuş Group, increasing the awareness of the Group employees was targeted as well.

2022 Goals

In 2022, the Traffic is Life! Platform will continue its efforts to create a positive culture in traffic and raise awareness in all segments of the society, with interactive projects and field activities that will ensure it to reach a wide target audience. The most important issue that the platform prioritizes is education. Collaboration with relevant public institutions will be supported by studies with experts on the subject and trainings will continue with a focus on Vocational High Schools. In addition, providing face-to-face traffic awareness training to primary school students in pilot schools in Istanbul is planned. It is also among our goals to cover traffic and psychology in traffic on social media channels with the participation of experts in this field.

Volunteering Platforms

It is clear that companies should be part of social development in the field of Corporate Sustainability. The main tasks of companies that fulfil this responsibility are to raise the social sensitivity of their employees and to encourage individuals who want to be a part of the solution to people's problems and who have developed a civil society mentality. In this sense, Doğuş Otomotiv Volunteering Platform, established in 2017, promotes corporate volunteering within different programs.



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In 2021, 164 Doğu Otomotiv Volunteers took part in various programs for a total of 1486.5 hours. Within the scope of introduction to different professions and career days, universities that were collaborated with have been , Sabancı University, ITU, Marmara University, Koç University, Yıldız Teknik University, Bilkent University and Istanbul University. Events were attended online in 2020 and in 2021 due to the pandemic.

Volunteering Programs within the New Graduates Recruitment Program



In the activities carried out as part of the orientation program of newly graduated employees who joined Doğu Otomotiv recently, the impact, purpose and objectives of the practices are provided again by the participants who developed the program. The budgets of the projects, on the other hand, are covered by Doğu Otomotiv.

For the volunteering programs within this scope, which could not be realized in 2021 due to the pandemic, five projects were selected to be implemented in 2022, and a budget of approximately 40,000 TL was allocated. With projects prepared on issues such as financial literacy, supporting women entrepreneurs, waste collection campaigns, environmental sustainability

awareness in primary schools, raising awareness of recycling, and making huts for stray animals from waste pallets, reaching approximately 50,000 people is targeted in 2022.

ŠKODA Goodness Cars

ŠKODA's "Goodness Car" Program continued to expand its impact in 2021. As of June 2021, the ŠKODA Goodness Car Program, in cooperation with the Cancer Stay Away from My Child Association (KAÇOD), set out to deliver support packages to children receiving cancer treatment in hospitals. In addition, the transfer of children who stay at home and need to go to the hospital for treatment was also carried out with the "ŠKODA Goodness Cars".

KAÇOD stands out as an association that tries to introduce unknown childhood cancers and supports children's journeys through their cancer treatment. Although it was founded in 2014, it provides support to at least 120 children every month in matters such as food, travel assistance and surgery costs.

In August 2021, locals living in the area, as well as creatures found in the forests and nearby, suffered from the fire disasters experienced on the Aegean and Mediterranean coasts of our country. Our citizens living in the region started to work relentlessly to save both themselves and other living things. However, in the face of the fire that lasted for days, the means available to them began to narrow. With our ŠKODA Goodness Cars, we worked on how we can support the needs came into existence in the fire-damaged areas. We decided to take the roads with KAÇOD (Cancer Stay Away from My Cancer Child Association), which we have been collaborating with since June 2021. A list of needs consisting of medicines, first aid materials and basic needs was prepared and three of our Goodness

Cars were activated, delivering the needs to the support centers located in Manavgat and Bodrum.



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CLIMATE and the ENVIRONMENT

Climate change faced by our planet and both the economic as well as environmental and social impacts resulting from these changes are important for all humanity and constitute a risk factor to be anticipated. In this regard, Doğu Otomotiv, in line with the principles and objectives of the United Nations Global Compact, which it signed in 2010, has taken its place among the companies in Turkey that accepted the climate change as a financial risk and disclosed this to the public with their policies.

Doğu Otomotiv's environmental sustainability policy and vision is based on minimizing our environmental impact throughout the entire life cycle of our business and investing in the world of the future.

Doğu Otomotiv monitors its impact at every stage of the environmental life cycle, regularly informs its stakeholders to raise awareness, and has been sharing its environmental data with the public since 2009 within the scope of its Sustainability Reports. In this context, ISO 14001: 2015 Environmental Management System Certificate was successfully obtained in 2021, and ISO 50001 Energy Management System activation efforts were started at the end of the year. The certificate is planned to be obtained in 2022.

Doğu Otomotiv's strategy regarding the climate and the environment is gathered under three headings in line with its Environment and Energy Policy.

- To reduce our environmental impact arising from our activities,
- To take the necessary steps to increase environmental awareness in our value chain,

- To make strategic investments to protect the ecological environment and to increase our efficiency as well as reducing our emissions.

Doğu Otomotiv Climate and Environment Strategy

Energy Efficiency

Renewable Energy Resources (SPP Investment)



ISO 50001 Energy Management System

Awareness at the Value Chain

Carbon Footprint

Reducing our carbon footprint by 45% for Scope 1, reducing our total carbon footprint by 30% by 2030



Electric Vehicle Investments



Water Consumption

Awareness-raising activities on reducing water consumption

Waste Management

Conducting activities to reduce waste within the scope of ISO 14001 Environmental Management System

Compost generation

Creating awareness with the Live Your Life Plastic-free Program

Zero Waste Certificate

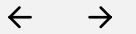


Climate Change

Climate change faced by our planet and both the economic as well as environmental and social impacts resulting from these changes are important for all humanity and constitute a risk factor to be anticipated. In this regard, Doğu Otomotiv, in line with the principles and objectives of the United Nations Global Compact, which it signed in 2010, has taken its place among the companies in Turkey that accepted the climate change as a financial risk and declared this to the public with their policies. One of the most important responses to be given climate change is to see corporate sustainability among the

material issues of the company, manage our impact, take the necessary actions to ensure environmental sustainability in line with our stakeholders' expectations and share them transparently.

While Doğu Otomotiv accepts that climate change is a global issue, it acts with the understanding that the impact of climate change may directly affect its operations, and the living and working conditions of its key stakeholders as well as all economic activities on the planet we live in.



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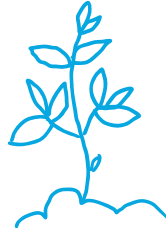
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Our Climate Change Strategy Goals



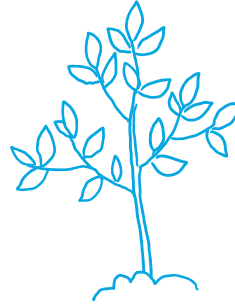
Climate Change Awareness

Environment and energy efficiency trainings were given to 61% of Doğu Otomotiv employees. In 2022, we intend to complete giving these trainings to 100% of our employees.



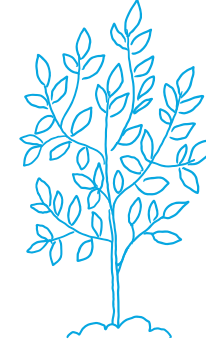
Renewable Energy Resources Investment

With the SPP Investment to be activated in 2022, we will be supplying 62% of our electricity we use from solar energy.



Carbon Footprint

Our carbon footprint, which was measured for the first time in 2021 according to ISO 14064, is planned to be reduced by 30% until 2030.



Sustainable Supply Chain Management

Until 2025, we will include 50% of our Authorized Dealers and Service Centers as legal entities in the Corporate Governance and Sustainability Current Situation Assessment Program

Doğu Otomotiv Renewable Energy Source Investment

In 2021, Doğu Otomotiv started the construction of solar energy panels with an investment of 2.4 million dollars on the roof of the Logistics Center located in Şekerpınar. With the commissioning of this investment in 2022, our annual energy needs will be met from renewable energy sources, and carbon emissions from electricity use will be reduced by 45% per year.

Doğu Otomotiv advances its energy consumption strategies in line with the energy vision set by the Republic of Turkey for 2023. In the second phase of the program, which will enable not only the headquarters but also the authorized dealers and service centers throughout the country to produce

their own energy, producing energy with solar energy panels in an area of approximately 235 thousand square meters in 2022 and beyond is also one of the goals.

Intended to be realized on an area of 19,000 square meters in Şekerpınar, total project investment has been determined as 2.4 million Dollars. Within the scope of the project, 7,956 solar panels will be placed on the roof of the logistics building and 5,104 MWh of electricity will be generated annually. By means of the investment that will prevent the emission of 1,946 tons of CO₂ per year, an environmental impact equivalent to the carbon dioxide absorption of 4,737 trees will be achieved, and the emission equal to the CO₂ emission produced by 308 people in one year will be prevented. In the second phase

of the project, with the inclusion of authorized dealers and service centers, investing 142,000 panels and reach an installed capacity of 33 Mwp is targeted. This target will enable us to become the 4th largest installed power in Turkey in terms of solar power plant.

In the survey conducted with our Authorized Dealers and Service Centers in 2021, it has been determined that approximately 75% of them regards the solar power plant investment positively as legal entities, whereas the remaining 25%, although did not object the idea, indicated that they would not consider the investment at the moment, due to the lack of suitable space for installing a solar power plant in structures they are currently located at.

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Return of Investment Period (Year)	3,53
Installed power (DC)	3,659.76 kWp
Installed power (AC)	2,700 kWe
Energy netted (annually)	3,332 MWh
The percentage of production to consumption in terms of amount paid (USD)	115%

Solar Power Plant Investment at Our Authorized Dealers and Service Centers

DİZSAN SOLAR POWER PLANT INVESTMENT

With an investment of TL 580,000, Dizsan, our Scania Authorized Service Center, has become one of our business partners that stepped into renewable energy with its solar power plant project with an installed power of 115 kWp. Meeting all its electricity needs with this solar power plant, Dizsan also sells the excess energy produced. With this investment, 65 tons of CO₂ emission is prevented per year.

BAŞARAN OTOMOTİV SOLAR POWER PLANT INVESTMENT

Antalya Başaran Otomotiv, became one of our first Authorized Dealers and Service Centers to switch to renewable energy sources. Continuing to take part in all the integration studies of Doğu Otomotiv in the field of sustainability since the first day, Başaran aims to generate 224,800 kWh of electrical energy annually from 434 solar panels installed with this investment.

Business Continuity

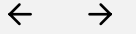
Taken into consideration as process and scenario-based within the scope of probability and possible impact, our risk composition has been extended to include our health, safety, environment, business continuity, and sustainability sensitivities in recent years. Risk measurement and evaluation parameters, use of common terminology, business continuity approach, and related reporting and stakeholder notification activities are also being strengthened in this direction.

ISO 14001:2015 Environmental Management System certification activities, which started in 2020, were completed and Doğu Otomotiv earned the right to obtain the international certificate in this field. During the activation of the ISO 14001:2015 Environmental Management System, environmental risks in terms of business continuity, were revised and updated. The first-year interim audit for ISO 14001:2015 will be carried out in 2022.

Environmental Awareness

Suggestions that provide significant improvement in Doğu Otomotiv in terms of cost, customer satisfaction, speed, quality, occupational health and safety, environment, social etc. are evaluated and rewarded by the Suggestions Committee. To date, suggestions on different topics that will reduce our environmental impact and save money have been submitted by our employees, and those deemed appropriate by our Company have been implemented.

Environmental and energy awareness trainings were given to 61% of Doğu Otomotiv employees in 2021. All employees to complete these trainings in 2022 is intended.



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Environmental Sustainability Material Issues

One of the most important responses to climate change is to consider sustainability among the company's material issues, to manage our impact and to take the necessary actions to ensure environmental sustainability in line with the expectations of our stakeholders, and to share them transparently



Carbon footprint per employee **27.58 tCO₂**



26% reduction in emissions from domestic vehicle distribution operations per vehicle sold compared to 2018

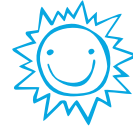


Preventing 366 tons of CO₂ emissions with the reduction in electricity consumption compared to 2020

Live Your Life Plastic-Free

Economic developments coupled with changing consumption patterns and production behaviors of people have led to a serious increase in plastic waste all over the world. While the procedures for the disposal of plastic wastes inflict damage to the ecological environment, they pose a threat to human health as well. Therefore, taking actions to reduce plastic wastes have become a materiality for all institutions in terms of waste management. Education and awareness, especially for the reduction of plastic wastes, is very important as it can change the knowledge, attitude and behavior of people regarding their plastic waste management.

ENVIRONMENTAL PERFORMANCE



SPP INVESTMENT

2.4 million USD



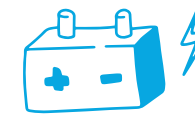
WATER CONSUMPTION

Reduced by 37% compared to 2019



PACKAGING WASTES

We saved 534 trees



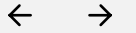
BATTERY RECOVERY

Electricity consumption equivalent of 2,741 families for one month.

As a company whose waste management is one of its material issues, Doğu Otomotiv started a significant awareness program in 2019, in this context. While strived to convey information and awareness-raising messages to its external stakeholders over the internet, at the same time it launched the "Live Your Life Plastic-Free" Program to raise awareness of its employees on plastic waste. As a beginning, a campaign was launched which completely ended the use of plastic cutlery and straws in the cafeteria. In the first stage, 35,000 plastic plates and 40,000 plastic cutleries were discontinued to be used. To prevent the use of plastic bags, all employees were given bags made of fabric. As part of the program, a workshop was held with Zeliha Sunal, the Waste Free Life Platform

Manager. Live Your Life without Plastics Within the scope of the program, activities that will increase the awareness of both our internal and external stakeholders continued in 2020, with the information distributed through the social media due to the pandemic.

Having been switched to working from home due to pandemic conditions since March 2020, in our Company information on reducing plastic waste has been continued both through social media channels and by using other internal communication methods, within the scope of the Live Your Life Plastic-Free Program. In this direction, the necessary process for obtaining the Zero Waste Certificate, a



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certificate program carried out by the TR Ministry of Environment and Climate Change, has been initiated in 2022. Awareness-raising activities will continue on different platforms with the return to office studies planned in 2022.

Environmental Risk Management

With the cooperation of the Board of Directors and the Early Detection of Risk Committee, economic, environmental and social issues are also addressed within our Company. The Early Detection of Risk Committee carries out activities on early diagnosis of the causes that may endanger the existence, development and business continuity of the Company, taking necessary measures in a timely manner and thus managing the risks effectively. The Committee, which supports the monitoring duty of the Board by providing them assurance with its qualified staff structure and accurate information flow, also reviews risk management systems four times throughout the year. In 2021, by holding five meetings as determined according to its working principles and at specific intervals, it submitted the evaluation reports it had prepared to the Board during the year as well as sharing them with the auditor.

In 2020, within the scope of ISO 14001:2015 Certification, an Environmental Committee responsible for environmental issues was established, and an Environmental Manager was appointed. The members of the Environmental Committee and the Environmental Manager, as members of the Sustainability Council, can report directly to the Corporate Governance and Sustainability Committee, which reports directly to the Board of Directors. Digital Transformation and Corporate Communications General Manager is a member of both the Sustainability Council and the Executive Board concurrently.

Waste Management

For Doğu Otomotiv, waste management is at the top of the processes that must be managed effectively to minimize our negative impact on the environment. In this process, we constantly review and improve our systems to go beyond what is expected from us by laws and regulations, and to efficiently dispose and recycle our waste. All hazardous waste collected from our Şekerpınar facilities and Authorized Dealers and Service Centers are sent to sub-contracted waste management companies for recycling/disposal. Disposal methods employed differ according to the type of waste. Institutions we collaborate on waste management are as follows;

- ÇEVKO (Environmental Protection and Packaging Waste Recovery and Recycling Foundation)
- PETDER (Economic Enterprise of Petroleum Industrialists Association)
- AKÜDER (Battery Recovery Industrialists' Association)

In addition, tires our Company vehicles which reached to their end-of-life is recovered by recycling. On the other hand, paper, plastic, glass and metal wastes are recycled by the municipality.

Environmental Benefits Provided During the Year

With battery recovery, 60% of lead and 10% of plastic are recovered, whereas 20% of acidic water is neutralized. By means of 410,252 kg of waste batteries sent for recycling in 2021, 246,151 kg of lead, 41,025 kg of plastic were recovered, and 82,050 kg of acidic water was neutralized to prevent any harm to the environment. In addition, the following indirect environmental benefits have been provided;

- The difference between the energy spent for the process of obtaining 1 ton of lead from ore and the energy consumed for the process of obtaining 1 ton of lead from the recycled waste battery is 230 kWh. With approximately 246 tons of lead we have recovered, 56,580 kWh of energy was saved.
- With the assumption that 10 grams of lead contaminates 0.2 tons of soil, 4,920,000 tons of soil is prevented to be contaminated thanks to 246 tons of lead, which is avoided from mixing into the soil by being recycled.
- 14,000 kWh of energy is saved by recycling one ton of plastics. With approximately 41 tons of plastics we recycled from batteries, energy savings of 574,000 kWh were achieved.

In summary, a total of 630,580 kWh of energy was saved by battery recycling. This amount corresponds to the monthly electricity consumption of 2,741 households.

Lubricant Wastes (Doğu Otomotiv-PETDER Cooperation)

In 2021, 1,550,685 kg lubricant waste was collected from our Authorized Service Centers. This amount collected was sent to regeneration plants to be recovered as base oil. By this way, 1,137,458 lt of base oil was recovered.

Packaging Wastes

In 2021, by recycling 231,543 kg of paper/cardboard waste, which was collected at Doğu Otomotiv locations at its source, and sent to the licensed recycling company, 3,936 trees were prevented from being cut down by

recycling, whereas 534 trees were saved by recycling 178,025 kg of wooden packaging waste.

Green Technology

As a result of the efficiency studies carried out on the number of virtual servers at Doğu Otomotiv, we managed to increase our existing virtual servers while keeping the number of physical servers this year. We increased the number of servers in the existing virtual infrastructure from 42 to 264, which was 222 in 2021. All these virtual servers are hosted on 9 physical machines running by VMware ESXi operating systems. In Doğu Oto, the 5 physical servers running by VMware ESXi operating systems were shut down as a result of efficiency practices, and the number of physical servers was reduced from 18 to 13. Again, in Doğu Oto, the number of servers in the virtual infrastructure was reduced from 74 to 46, along with the physical servers that were shut down. As always, Doğu Otomotiv and Doğu Oto continue to work with the aim of providing cost savings in terms of energy, hosting and licensing. In the future, we will continue to add the latest technologies to our company with less cost and energy use.

Energy and Water Management

Doğu Otomotiv continued its efforts to reduce energy and water consumption in 2020, in line with its environmental responsibility policy. Within its energy efficiency efforts, our Company started to work on energy efficiency in partnership of a 3rd party company as the Energy Manager, as of September 2017. In 2021, with ISO 50001 Energy Efficiency Certificate, starting the studies on the ISO 14064 Carbon Footprint Reporting standard is planned. In 2020, our Environment policy was changed as “Environment and Energy Policy” within the scope of ISO 14001: 2015 Environmental Management System Certification activities and

started to be published on the website and among the contents of the renewed Ethics Code.

Our Environment and Energy Policy

Doğu Otomotiv intends to carry out activities that will meet the expectations of all interested parties at every stage of its operations and services in the sales and service segment of the automotive industry, prevent its negative impact on the environment, and manage energy consumption with high efficiency. In this context, our main objectives are;

- To rearrange or redesign our workplaces in a way that prevents environmental accidents and pollution,
- To reduce the possible negative environmental impact of our services and activities,
- To contribute to reducing the factors that impact the global warming by increasing energy efficiency,
- To set to zero the amount of wastes we generate and increase our waste recovery rates,
- To opt for using new methods or technologies with environmentally friendly and energy efficient equipment,
- To increase the rate of using renewable energy resources and to reduce their consumption by using natural resources efficiently,
- To make the environmentalist perspective a corporate culture by increasing awareness activities,
- To lead our stakeholders, from whom we supply goods and services, so that they can carry out their activities with a safe and environmentally friendly perspective,

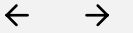
• To fulfill all national and international legal requirements that we are subject to and all other related obligations that we are a party of,

• To continuously improve the efficiency of our activities by ensuring the participation of all our employees and by taking their opinions, to continuously improve the performance of our environment and energy management system

• To ensure that no living thing is adversely affected by our products or activities.

In 2017, Doğu Otomotiv reorganized its environment-related material issues set in 2010. Doğu Otomotiv’s environmental responsibility policy and targets related to this policy are monitored and managed by the Corporate Governance and Sustainability Committee, which reports directly to the Board of Directors.

Doğu Otomotiv imports environmentally friendly products that have fully integrated their life cycles into environmental management systems, and that have all their environmental impact assessments been made through life cycle analyses; it also engages in sales and service center operations in line with processes meticulously audited by OEMs. With our environmental management system, which we improve every year, we work to increase the environmental responsibility awareness of not only our Company, but our Subsidiaries, Authorized Dealers and Service Centers, as well as our suppliers we assume the responsibility for. At Doğu Otomotiv, our environmental policies and related issues are monitored by our Environmental



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Specialist, and data collection, improvement and planning activities are carried out in coordination with the Sustainability Council. We strive to increase our efforts each passing day to minimize our environmental impact, both with the environmental responsibility activities we carry out for our brands and the environmental awareness we try to instill at our Authorized Dealers and Service Centers.

Energy Efficiency

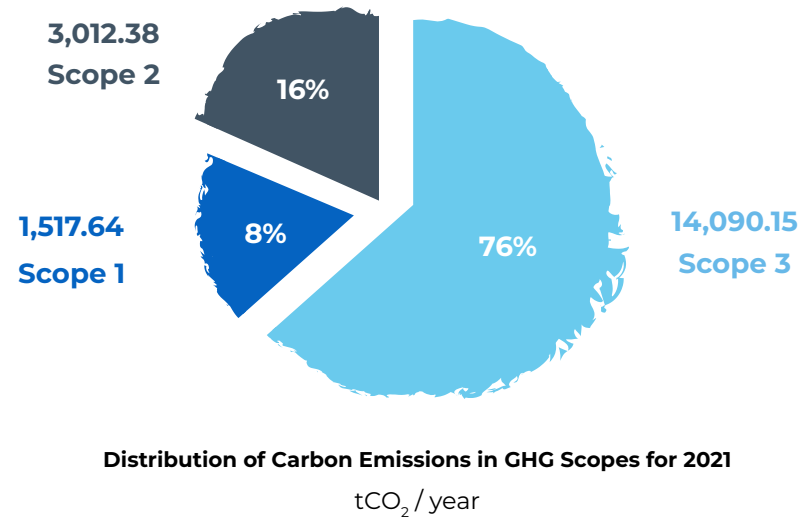
By taking actions according to the determinations indicated in the monthly reports on energy efficiency, we strive to create areas where more energy can be saved. Due to the decrease in office usage within the remote working scheme put into practice in 2021, a decrease of 7.38% was recorded in electricity consumption compared to 2020, whereby achieving 382,187 kWh savings. In this context, the amount of prevented CO₂ emissions has been recorded as 366 tons. Doğu Otomotiv started the ISO 50001 Energy Management System activation efforts in 2022. Certification is targeted to be completed in 2022.

Included in the GoToZero @Retail Program, a pilot program initiated in six countries by Volkswagen AG in 2021, Doğu Otomotiv has contributed to data collection efforts from 53 Authorized Dealers and Service Centers as legal entities to reduce energy consumption, as well as to calculate and reduce carbon emissions at Authorized Dealers and Service Centers, and provided support to raise the necessary awareness. In 2022, giving an awareness-raising training at our Authorized Dealers and Service Centers for this purpose is planned.

Emissions

Doğu Otomotiv³⁴ Carbon Footprint of 2021 (ton CO₂ /year)

Scope	tCO ₂ /year
Scope 1	1,517.64
Scope 2	3,012.38
Scope 3	14,090.15
Total	18,620.17



Following the maintenance work carried out on the heating boilers in 2021, their exhaust gas emission measurements were taken, and the devices were checked whether they consumed excessive gas or not; no problems were observed in boiler emission measurements. Route optimizations in domestic replacement part transportation operations, the use of intermodal systems in international replacement part transportation operations, as well as recycling/recovery-based waste management (especially battery and lubricant wastes) activities are our other efforts to reduce our emissions. With the transition to the remote working scheme in 2020, there has been approximately a 10% decrease in CO₂ emissions per employee originated from electricity, natural gas and fuel consumptions as to 2019.

³⁴ The location covered by the carbon footprint calculations for 2021 is Doğu Otomotiv's Şekerpinar site. By 2023, the scope is intended to be expanded.

ISO 14064 Carbon Footprint Reporting studies carried out in 2021 determined that our carbon footprint for 2021 was realized at 18,620.17 tons in total. On the other hand, the carbon footprint per employee was calculated as 27.58 tons of CO₂e. In addition, with the Solar Power Plant Project, which is planned to be completed in 2021, 115% of the electricity consumed by our logistics operations in 2022 will be provided from renewable solar energy, whereby recording a serious decrease in carbon emissions. This decrease is expected to be 15% on average after the system is activated to be used in 2022. The excess electricity produced is intended to be use in other buildings located in the Şekerpınar site.

Water Consumption

Water need of our company is provided by ISU (Kocaeli Water and Sewerage Administration General Directorate). Water consumption for 2021 in Doğu Otomotiv and Doğu Oto was recorded to be 97,416 m³ (21,369 m³ (*) of water consumption for Doğu Otomotiv, 76,047 m³ of water consumption for Doğu Oto was recorded). Bottled water in glass containers are used for drinking water. Our water consumption per vehicle sold in 2021 was realized at 0.79 m³. Compared to 2019, our water consumption per vehicle sold decreased by approximately 37%. Water consumption rates which declined due to work not being carried out in the offices because of the pandemic in 2020 and 2021, will be given by taking 2019 consumption rates as basis to be able to provide a reliable comparison, after the return to the office. Continuing its efforts to reduce water consumption, Doğu Otomotiv aims to start measurement and evaluation activities on its Water Footprint by 2022.

Eco-Friendly Vehicles

Doğu Otomotiv carries out sales and after-sales services as the sole distributor in Turkey of 12 of the world's best-known giant automotive brands. These brands have been conducting continuous R&D activities on manufacturing environmentally friendly vehicles for many years, and the environmental

impact of the vehicles produced is reduced by means of technologies that advance each passing year and the added value created. Emission values per vehicle sold for each brand are included in the appendices section of our report.

Electric Vehicles

Electric vehicles constitute the most critical element of the zero-emission transportation target that developed countries set in their programs. By 2030, it is predicted that 55 percent of new automobile sales within the borders of European Union countries will consist of fully electric vehicles and 40 percent hybrid vehicles. Features such as autonomous driving and the ability to correlate with its surrounding will be other advancements that define the vehicles of the future. Furthermore, consumer demands such as carpooling and more frequent renewal of vehicles will also expose the automotive industry to brand new trends and expectations.

As the distributor of all models of Volkswagen AG, one of the world's largest automobile manufacturers, Doğu Otomotiv closely monitors the changes in the world as well, and follows the laws and regulations regarding the production, sales, marketing, after-sales services and supply processes of electric vehicles

Automotive industry in the world is undergoing a great change. Volkswagen AG predicts that one out of every four vehicles it produces by 2025 will be fully electrically operated cars. Power transmission mechanisms and fuel consumption strategies of the electric vehicles produced by Volkswagen AG are planned in full compliance with the United Nations Sustainable Development Goals, foreseeing a carbon-neutral and sustainable mobility.

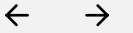
Volkswagen Passenger Car Turkey is carrying out studies on ID models, the electric vehicle family announced by Volkswagen AG. Regular meetings are held with the electric vehicle committee formed in this context. Every detail necessary to present electric vehicles to customers in the most favorable conditions is currently being analyzed.

With the effective electric vehicle policy it adopts, platforms it develops and wide range of electric vehicles it offers, our main manufacturer Volkswagen Group is on its way to becoming the global leader of an electric-based future. The Group plans to invest 73 billion euros in electric vehicles and digital technologies over the next five years. With 50 more to be added to the 20 models currently in production, a total of 70 fully electric models is expected to be on the world's highways by 2030.

Parallel to this target, our Company plans to continue its electric car dash, which it started in Turkey with Taycan, and to introduce many more models to consumers in the coming years. Porsche's first fully electric sports car, Taycan became the 3rd best-selling all-electric car in Turkey with a sales performance of 353 units sold in 2021.

On the other hand, Doğu Otomotiv continues to grow the charging station infrastructure, with which our customers will enjoy driving uninterruptedly with their electric vehicles. In this context, the setup of 117 charging stations across Turkey was completed with an investment of 1.1 million EUR, including the fastest charging station in Turkey with 320 KW power, which was built at Doğu Oto Kartal in 2021. In addition, detection/installation services have been provided in more than 1000 locations for charging stations that will allow our customers to charge their vehicles at their homes and workplaces.

At the same time, with the aim of providing service for Porsche electric vehicles, investments in training, special equipment and quarantine rooms for electric vehicles were also made at Porsche Authorized Service Centers. In addition, the Battery Repair Center, which will serve the Central and Eastern Europe regions, started its operations at Doğu Oto Kartal.



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CORPORATE GOVERNANCE

One of the automotive companies with the largest number of brands and wide service network in Turkey, has been traded in Borsa Istanbul (BIST) with the code "DOAS.IS" since 2004.

Doğuş Otomotiv's approach to corporate governance and sustainability has been one of its strongest aspects for many years, in line with the principle of responsible governance. In addition, it monitors all the governance and sustainability standards in the world with the aim of transparency, effective and efficient governance systems as well as optimum operational performance, and integrates its systems according to these by following the developments specific to our industry.

In the operating period that ended on 31.12.2021, our company adopted the equality, transparency, accountability and integrity notions appeared in the Capital Markets Board's Corporate Governance Communiqué (Communiqué for short) numbered II-17.1 published in the Official Gazette dated 03.01.2014 and numbered 28871. According to the Capital Markets Board's announcement in its Bulletin dated 09.01.2020 and numbered 2020/4, our company is on the BIST 2nd Tier Companies list.³⁵

Corporate Governance Structure

Doğuş Otomotiv, to be able to keep up to date all the strategic approaches it deals with within the scope of corporate governance, regularly monitors laws and regulations in our country and in the world, changing and developing policies and regulations, as well as international best practices, and provides necessary information at the board committees.

³⁵ According to the Capital Markets Board's bulletin dated 13.01.2022 and numbered 2022/2, our company has been upgraded from the BIST 2nd Tier Companies list to the BIST 1st Tier Companies list as of 2022.

Doğuş Otomotiv's corporate governance approach is implemented based on the following topics:

- Company management to develop a dialogue-oriented communication mechanism with all stakeholders of the Company and to evaluate the expectations of key stakeholders in all management processes,
- To maintain a transparent and accountable management approach and to put control mechanisms in operation,
- To be the assurance of effective and sustainable policies carried out operationally.

All details regarding Doğuş Otomotiv's Corporate Governance Performance are included in the *Corporate Governance Compliance Report* within the scope of the annual report.

Doğuş Otomotiv Board of Directors

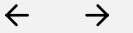
The Functional Board of Directors has managed and represented the Company by keeping the risk, growth and return balance of the Company at the most appropriate level, with a rational and prudent risk management approach, with the strategic decisions it has taken, and by considering the long-term interests of the Company as a priority. The Board of Directors, in line with the vision and mission of the Company, coordinated the work carried out by the company's executive bodies; at the same time, it supervised the performance of the Company management by observing the compliance of the Company's activities with the legislation, Articles of Association, internal regulations and established policies. The Board has the authority at the highest level to make decisions, determine strategies and represent the Company.

Operating Principles of the Board of Directors

The Board of Directors carries out its activities in a transparent, accountable, fair and responsible manner. The Board of Directors plays a leading role in maintaining effective communication between the Company and the shareholders, settling potential disputes and coming up with resolutions. For this purpose, the Board of Directors works in close cooperation with the Investor Relations Department. While fulfilling its duties and responsibilities, the Board of Directors is in constant and effective cooperation with the managers. Managers attend Board of Directors meetings when deemed necessary. The authorities and responsibilities of the Members of the Board of Directors and managers of the Company are included in the 9th, 10th, 11th, 12th and 13th articles of the Company's Articles of Association. Members of our company's Board of Directors, against the damages they may inflict to the Company through their faults while conducting their duties, are covered by the "Manager Liability Insurance Policy" with an annual umbrella insurance of USD 25 million, taken out by Doğuş Holding A.Ş.

When working procedures and principles of the Board of Directors are examined, the following matters, and many more issues listed in the principles, have been decreed;

- Administrative structure, duties and responsibilities of the Board of Directors,
- Processes regarding the invitation of the Members of the Board of Directors to the meetings and meeting preparations,
- Information on the number of annual meetings and meeting planning,



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- The method of setting the meeting agenda,
- Flow processes of information and documents related to the issues on the agenda to the members,
- Each member having the right of one vote,
- Duty to give information responsibility of the Members of the Board of Directors to inform each other, and the managers to the Board of Directors,
- Distribution of duties of the Board of Directors, and the committees,
- Evaluation of the performance of the Board of Directors.
- In practice, we act in accordance with this regulation.

Structure of the Board of Directors

The Company's Board of Directors consists of a total of six (6) persons, including one (1) chairman and five (5) members. As such, the condition of having at least five (5) members has been complied with in the formation of the Board of Directors. Adequate number of members has been provided for the Members of the Board of Directors to carry out productive and constructive works and to organize the formation and work of the committees effectively.

There are one (1) executive and five (5) non-executive members in the Board of Directors. The majority of the members are non-executive members. On the other hand, two (2) of the non-executive members of the Board of Directors are independent members in accordance with the definitions in the Corporate Governance Principles. Written statements of the independent members regarding their independence within the framework of the criteria set out in the legislation, Articles of Association and principles were submitted to the Board of Directors.

Two (2) female members serve on the Board of Directors. As such, 33% of our Company's Board of Directors consists of female members. The election of the Members of our Company's Board of Directors coincides with the qualifications in Chapter IV of the CMB's Corporate Governance Principles, and is made pursuant to the relevant articles of the Turkish Commercial Code.

Members of the Board of Directors are Emir Ali Bilaloğlu, Gür Çağdaş, Koray Arıkan, Özlem Denizmen Kocatepe, Adalet Yasemin Akad and Adnan Memiş. According to the distribution of duties among the members of the Board of Directors elected at the Ordinary General Assembly Meeting of our Company on March 30, 2021, and announced on the Public Disclosure Platform; Emir Ali Bilaloğlu was elected as the Chairperson of the Board of Directors. Due to the reduction in the number of Board members, it has been found appropriate that the Chairperson of the Board of Directors and the Chairperson of the Executive Board be the same person, considering the experience of the Chairperson elect Emir Ali Bilaloğlu, in the positions he held as the Member of the Board of Directors and Chairperson of the Executive Board for many years. There are two (2) independent members in our Company's Board of Directors; Adalet Yasemin Akad and Adnan Memiş serve as independent members. Members of the Board of Directors were elected at the General Assembly dated March 30, 2021 to serve for three (3) years. Resumes of our Board Members can be accessed on our website.

Board Meetings

The Board of Directors convened 12 times in 2021, and all meetings were attended. In cases where there was no participation, the members were informed, and their opinions were taken within the framework of the general procedures. Matters discussed in the Board of Directors are also made

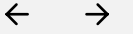
into meeting notes and their records are kept. Members of the Board of Directors have the right to express different opinions on every issue and to add annotations on decisions on this matter.

The Company's operating results, and performance indicators, as well as its financial, operational and sustainability goals are monitored by the Board of Directors through regular monthly meetings. Each member of the Board of Directors has one vote, and no member has been entitled with the right to veto. The meetings of the Board of Directors are held in accordance with the legislation and the regulations of the Articles of Association regarding the meeting procedures of the Board of Directors. In the table below, the attendance status of our Board Members to the Board of Directors meetings held in 2021 is given:

	Attendance Ratio
Emir Ali Bilaloğlu	100%
Gür Çağdaş	58%
Koray Arıkan	100%
Özlem Denizmen Kocatepe	92%
Adalet Yasemin Akad	100%
Adnan Memiş	92%

Board of Directors Performance Evaluation

In our Company, performance evaluation activities of the Board of Directors are carried out by an independent consultancy firm every two to three years. In this context, in 2021, the proposals of three independent consultancy firms were evaluated by the Remuneration and Nomination Committee for this activity and ARGE consultancy firm is decided to be recommended to the Board of Directors.



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Alternative companies were also evaluated at the Board of Directors meeting on November 25, 2021, and it was decided to carry this activity in 2021 with the ARGE. Initiated with the ARGE at the end of 2021, the activities in mention are planned to be completed in the first quarter of 2022. Surveys and face-to-face interviews will be conducted with the members of the Board of Directors within the scope of the performance evaluation activities of the Board of Directors, and the answers received will be analyzed by the company. In addition, conducting one-on-one interviews with senior executives who have administrative responsibility, and to receiving feedback from them regarding the Board of Directors is also planned.

Committees of the Board of Directors

The following committees have been established for the Board of Directors to fulfill its duties and responsibilities in a reliable manner:

- Audit Committee
- Corporate Governance and Sustainability Committee
- Early Risk Detection Committee
- Remuneration and Nomination Committee

Due to the structure of the Board of Directors, Remuneration and Nomination Committee has not been established separately. The duties of these committees are being fulfilled by a single committee titled the Remuneration and Nomination Committee. The duties, working principles and the members of the committees are determined in writing by the Board of Directors, approved by the Board of Directors, disclosed to the public, and published on the Company's website.

All members of the Audit Committee are Independent Board Members. On the other hand, at least the chairpersons of the Corporate Governance

and Sustainability, Early Detection of Risk and Remuneration and Nomination Committees are Independent Board Members. The Chairperson of the Board of Directors/Chief of the Executive Board do not take part in these Committees. All kinds of resources and support required for the committees to fulfill their duties were provided by the Board of Directors. The committees invite independent experts and relevant executives to their meetings on matters they deem necessary regarding their activities and benefit from their opinions. The reports submitted by the committees were evaluated by the Board of Directors and relevant actions were taken by our Company.

Audit Committee

Adnan Memiş (Chairperson - Independent Member of the Board of Directors)

Adalet Yasemin Akad (Independent Member)

As defined within the framework of the CMB's Corporate Governance Principles, the Audit Committee, consisted of Independent Members of the Board of Directors, carries out its activities within the framework of the Committee Regulation approved by the Board of Directors. The Audit Committee assists the Board of Directors in its supervision role regarding accounting, auditing, internal control system and financial reporting practices.

In this context, the Audit Committee ensures, on behalf of the Board of Directors, to determine the methods and criteria, for the efficiency and adequacy of the Company's internal audit, internal control and risk management systems, these systems and accounting and reporting systems are operated in compliance with principles of the Capital Market Legislation and the provisions of this regulation, for the integrity of the information produced, for the examination and resolution of the complaints received by the Company regarding its internal

control system and independent audit, as well as for the confidential evaluation of notifications and warnings on accounting and independent auditing. In addition to the disclosure of financial information to the public and regular monitoring of independent audit activities, the Committee informs the Board of Directors about the issues within the framework of its determinations and evaluations regarding its duties and responsibilities.

The Audit Committee submits in writing, its evaluations of the compliance and accuracy of the annual and interim financial statements to be disclosed to the public with the accounting principles followed by the Company, as well as their fairness and accuracy, by taking the opinions of the responsible managers and independent auditors of the Company together with its own assessments.

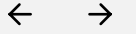
Eight (8) meetings were held by the Committee in 2021. In the presentations made by the Internal Audit Department to the Committee, information was provided on the findings regarding internal control, risk management and governance processes as a result of the audit activities, and the decisions taken were recorded in the Committee meeting minutes. The Board of Directors was informed four times in 2021 about the audit findings that were decided to be shared with the Board of Directors by the members of the Committee.

Corporate Governance and Sustainability Committee

Adalet Yasemin Akad (Chairperson - Independent Member of the Board of Directors)

Gür Çağdaş

Koray Arıkan



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Hasan Hüsnü Güzelöz

Yavuz Arda Yıldız (Investor Relations Representative)

The Corporate Governance and Sustainability Committee determines whether the Corporate Governance Principles are implemented in the Company, if not, the reason, and the conflicts of interest that occur due to not fully complying with these principles, and fulfills its duty of public disclosure with the Corporate Governance Report. In addition, it informs the Board of Directors about preventive/remedial measures to ensure the implementation of sustainability principles, areas that may create opportunities, and operational results. The said Committee consists of five (5) members; The Chairperson of the Committee is an Independent Board Member, and two (2) members are non-executive Board Members. Another (1) member serves as the Investor Relations Officer. This person has been appointed as a Member of the Corporate Governance and Sustainability Committee in accordance with the Communiqué number II.17-1 of the Capital Markets Board.

If the Corporate Governance and Sustainability Committee consists of two members, both of them, and if it has more than two members, the majority of them are non-executive members, and as such, the Committee's structure is in conformity with the Corporate Governance Communiqué. The Committee met four (4) times in 2021, whereby regularly reporting its findings and decisions to the Board of Directors.

Within the scope of the Capital Markets Board's Communiqué II -17.1.a on the Amendment of the Corporate Governance Communiqué II -17.1 published in the Official Gazette dated 02.10.2020 and numbered 31262, the compliance of the companies with the sustainability principles and the compliance with the corporate governance principles in the reporting, including the explanations within

the scope of the compliance with the sustainability principles framework has been made mandatory. As the Corporate Governance and Sustainability Committee, a decision was taken to set up the Company's goals by including this matter in the KPIs of the senior management, and the Committee to inform the Board of Directors periodically.

Sustainability governance structure of the company is detailed in the Sustainability Management section of the report.

Early Risk Detection Committee

Adnan Memiş (Chairperson - Independent Member of the Board of Directors)

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The Early Detection of Risk Committee consists of four (4) members and the Chairman of the Committee is an independent member. As of April 2013, the structure of the Committee has been separated from the Corporate Governance and Sustainability Committee and its working principles have been established independently. The duties and responsibilities of the Early Detection of Risk Committee are carried out in accordance with the legislation. Established for the early detection of the causes that endanger the existence, development and continuation of the Company, as well as the implementation of the necessary measures and remedies against those, and the management of the risk, the Committee is responsible for operating and improving the system. The Committee held a total of four (4) meetings in 2021, one of which was with the Internal Audit Department. The Committee made a situation analyses by presenting regular monthly reports to the Board of Directors and shared the said reports with the auditor as well.

The Compliance Function, which submitted reports to the Early Detection of Risk Committee, held three meetings in 2021 with its working group. The Compliance Function has structured its activities within the framework of compliance with internal policies, legal regulations and legislative requirements, international standards and processes, identification of risks in related processes and their reporting. Within the scope of its 2021 activities, the Compliance Function aims to increase compliance and loyalty to Doğuş Otomotiv Ethics Code and company values by adhering to the Compliance Policy, and by minimizing the risk in the areas it renders its services.

Remuneration and Nomination Committee

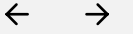
Adalet Yasemin Akad (Chairperson - Independent Member of the Board of Directors)

Özlem Denizmen Kocatepe

The Remuneration and Nomination Committee consists of the two (2) members whose names are mentioned above, and the chairperson of the committee is an independent member. According to the content of the matter and when deemed necessary, the relevant managers are invited to the meeting and their opinions and evaluations are taken. The task of the Nomination Committee is also carried out by the Remuneration and Nomination Committee in our Company.

The Remuneration and Nomination Committee met three (3) times in 2021. The issues determined at the meeting, the activities related to them, and the outputs obtained were presented to the Board of Directors.

"Evaluation of the Board of Directors and Improving its Efficiency" work is carried



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out regularly in our company. These studies are under the responsibility of the Remuneration and Nomination Committee. At the same time, with the recommendation of the Remuneration and Nomination Committee, a proposal is submitted regarding the salary increase of the independent members during the General Assembly period.

The Nomination Committee plays an active role in identifying candidates for the Independent Board of Directors substitutes. In addition, for the Members of the Board of Directors to have more detailed information about the organization, informative trainings including the current situation, medium and long-term strategies and expectations of each business unit are held regularly every year.

Succession Planning

In our Company, the performance of the members of the Executive Board based on their business goals is measured every year, and their detailed goals in finance, customer, process and learning and development dimensions are evaluated according to a specific methodology. Executive Board Members' career development, succession plans, strengths and areas in need of improvement are evaluated and recorded in the existing infrastructure through annual gatherings called roundtable meetings.

The following decisions were taken by the Board of Directors with the recommendation of the Remuneration and Nomination Committee in 2020 regarding the career planning of senior executives and their preparation for the Board of Directors:

At the Board of Directors meeting dated June 15, 2020, a decision was taken concerning two General Managers from the Executive Board to attend the Board of Directors meetings alternately for six months for the purpose of being trained for the Board of Directors. In addition, a General Manager to attend to the Board of Directors every month and make a presentation about their operations is put on

the agenda. These decisions were implemented in 2021 as well.

Human Resources and Disciplinary Committee

Emir Ali Bilaloğlu (Chairperson)

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Özlem Denizmen Kocatepe

The Committee was established with the authority of the Board of Directors to provide consultancy on human resources and disciplinary practices, to follow the studies and to take decisions on these issues. The Committee held one (1) meeting in 2021.

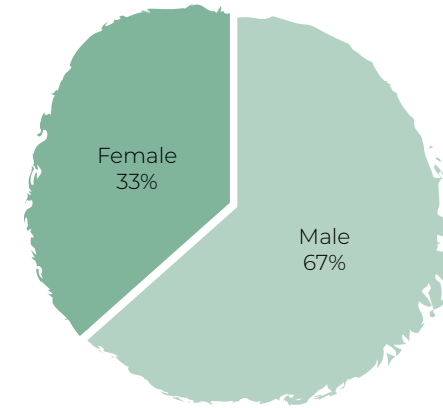
Remuneration of the Board Members

The principles of remuneration of the Members of the Board of Directors and executives with administrative responsibilities have been put in writing, submitted to the approval of the General Assembly, and shared with the public electronically. Stock options or payment plans based on the Company's performance were not used in the remuneration of the Independent Members of the Board of Directors, and the wages of these members were determined to protect their independence.

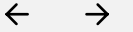
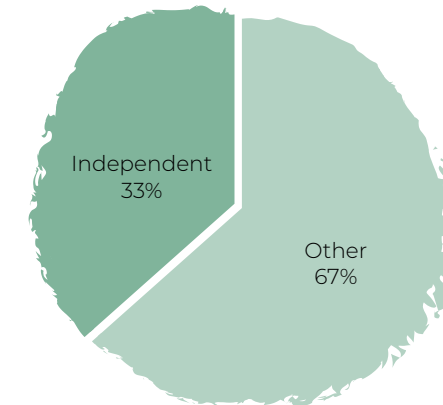
Our Company has not given any loans or opened credits to any Member of the Board of Directors or a manager with administrative responsibility, has not made loans available under the name of personal loans through a third party, or has not given guarantees such as surety in favor of it. Performance measurements of the Members of the Board of Directors were evaluated by applying objective criteria, with the support of a professional organization.

Our Company provided 30 million TL financial rights to the Members of the Board of Directors and persons with administrative responsibility, as senior managers, as they have the authority and responsibility to plan, manage and control the activities of our Company.

Percentage of Female Members in the Board of Directors



Percentage of Independent Members in the Board of Directors



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Doğuş Otomotiv Executive Board

	Position	Education
Emir Ali Bilaloğlu	Chairman of the Board of Directors/CEO	M. Sc. in Engineering
Kemal Talih	Chief Financial Officer	Economics
Koray Bebekoğlu	Chief Digital Transformation and Corporate Communications Officer	Mining Engineering / MBA
Giovanni Gino Bottaro	Chief Brand Officer - Volkswagen Passenger Cars	Mechanical Engineering
Anıl Gürsoy	Chief Brand Officer - SEAT, Porsche, DOD and Doğuş Marine Services	Business Administration & Marketing
Kerem Galip Güven	Chief Brand Officer - Audi, Bentley, Lamborghini and Bugatti	Tourism & Hotel Management
Mustafa Karabayır	Chief Spare Parts and Logistics Officer	Geology Engineering / M. Sc. in Civil Engineering
Ela Kulunyar	Chief HR and Process Management Officer	Business Administration
Tolga Senyücel	Chief Brand Officer - VW Commercial Vehicles, Scania, DOD Heavy Vehicles, Thermo King, Scania Industrial and Marine Engines; Managing Director of Gebze and Tuzla Service Points	Business Administration / MBA

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Appendix 1.1

2021 Sustainability Performance

A- FINANCIAL PERFORMANCE³⁶

	2021
Revenue (thousand TL)	24,306,203
EBITDA (million TL)	3,275
Capex (million TL) ³⁷	330
Total Sales ³⁸	94,839

DOĞUŞ OTOMOTİV SERVİS ve TİCARET A.Ş.

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2021

(Convenience translation of consolidated financial statements originally issued in Turkish and amounts expressed in thousands of TL unless otherwise indicated.)

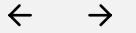
	Audited	
	2021	2020
ASSETS ³⁹		
ASSETS CURRENT		
Cash and cash equivalents	3,409,576	655,599
Trade receivables	1,010,816	1,047,149
<i>Trade receivables due from related parties</i>	656,025	561,857
<i>Trade receivables due from third parties</i>	354,791	485,292
Other receivables	150,347	103,672
<i>Other receivables due from related parties</i>	6,942	6,464
<i>Other receivables due from third parties</i>	143,405	97,208

³⁶ Doğuş Otomotiv's detailed audited financial statements are available on the *website*.

³⁷ Tangible asset entries have been taken into consideration.

³⁸ Wholesales excluded ŞKODA.

³⁹ Footnote references of financial reports, independent audit report and Doğuş Otomotiv 2021 *financial statements* are available on the Company's website.



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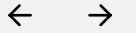
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Inventories	1,969,481	2,751,843
Prepayments	39,858	29,250
Other current assets	3,214	14,361
Total current assets	6,583,292	4,601,874
NON-CURRENT ASSETS		
Financial investments	831,804	561,545
<i>Financial assets measured at fair value through other comprehensive income</i>	831,804	561,545
Other receivables	1,372	10,115
<i>Other receivables due from related parties</i>	975	1,066
<i>Other receivables due from third parties</i>	397	9,049
Investments accounted for using equity method	880,235	790,730
Investment property	121,463	105,419
Property, plant and equipment	1,096,291	900,928
Right of use assets	109,068	75,855
Intangible assets	89,645	55,410
Prepayments	18,790	9,743
Deferred tax assets	22,639	5,515
Total non-current assets	3,171,307	2,515,260
TOTAL ASSETS	9,754,599	7,117,134



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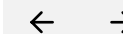
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LIABILITIES	Audited	
	2021	2020
CURRENT LIABILITIES		
Current borrowings	2,705,361	2,096,708
Short-term portion of long-term borrowings	232,254	55,901
Trade payables	1,231,202	1,853,830
<i>Trade payables to related parties</i>	113,323	131,770
<i>Trade payables to third parties</i>	1,117,879	1,722,060
Employee benefit obligations	38,116	100,027
Other payables	-	101,594
<i>Other payables to related parties</i>	-	101,594
Deferred income	59,269	43,658
Current tax liabilities	259,620	28,086
Current provisions	396,216	38,740
<i>Other current provisions</i>	396,216	38,740
Other current liabilities	164,700	148,577
Total current liabilities	5,086,738	4,467,121
NON-CURRENT LIABILITIES		
Long-term borrowings	90,669	234,307
Deferred income	35,279	14,219
Non-current provisions	142,662	98,606
<i>Non-current provisions for employee benefits</i>	72,217	56,197
Other long-term provisions	70,445	42,409
Deferred tax liabilities	35,568	7,147
Total non-current liabilities	304,178	354,279



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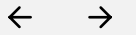
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TOTAL LIABILITIES	5,390,916	4,821,400
EQUITY		
Equity attributable to equity holders of the Company	4,350,425	2,286,951
Issued capital	220,000	220,000
Inflation adjustment on capital	23,115	23,115
Treasury shares (-)	(220,393)	(220,325)
Other accumulated comprehensive income (loss) that will not be <i>Reclassified in profit or loss</i>	(28,935)	(22,080)
<i>Gains (losses) on revaluation and remeasurement</i>	(28,935)	(22,080)
Gains (losses) on remeasurements of defined benefit plans	(28,935)	(22,080)
<i>Other accumulated comprehensive income (loss) that will be reclassified in profit or loss</i>	762,398	483,515
Exchange differences on translation	8,582	2,078
<i>Gains (losses) on revaluation and reclassification</i>	753,816	481,437
<i>Gains (losses) from financial assets measured at fair value through other comprehensive income</i>	753,816	481,437
Restricted reserves appropriated from profits	423,295	405,826
<i>Legal reserves</i>	199,463	136,236
<i>Treasury share reserves</i>	220,393	220,325
<i>Other restricted profit reserves</i>	3,439	49,265
Prior years' profit or losses	839,364	359,566
Profit (loss) for the period	2,331,581	1,037,334
Non-controlling interests	13,258	8,783
TOTAL EQUITY	4,363,683	2,295,734
TOTAL EQUITY AND LIABILITIES	9,754,599	7,117,134



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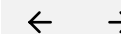
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CONSOLIDATED PROFIT OR LOSS STATEMENTS
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(Convenience translation of consolidated financial statements originally issued in Turkish and amounts expressed in thousands of TL unless otherwise indicated.)

	Audited	
	2021	2020
Revenue	24,306,203	18,900,148
Cost of sales	(20,784,706)	(16,425,050)
GROSS PROFIT (LOSS) FROM COMMERCIAL OPERATIONS	3,521,497	2,475,098
GROSS PROFIT (LOSS)	3,521,497	2,475,098
General administrative expenses	(758,847)	(612,962)
Marketing expenses	(566,894)	(365,070)
Other income from operating activities	1,062,291	96,605
Other expenses from operating activities	(165,304)	(149,204)
PROFIT (LOSS) FROM OPERATING ACTIVITIES	3,092,743	1,444,467
Investment activity income	31,820	14,003
Share of profit (loss) from investments accounted for using equity method	440,531	247,830
PROFIT (LOSS) BEFORE FINANCING INCOME (EXPENSE)	3,565,094	1,706,300
Finance income	54,771	49,751
Finance costs	(651,276)	(468,388)
PROFIT (LOSS) FROM CONTINUING OPERATIONS, BEFORE TAX	2,968,589	1,287,663
Tax (expense) income, continuing operations	(632,533)	(245,793)
Current period tax (expense) income	(633,036)	(216,242)
Deferred tax (expense) income	503	(29,551)
PROFIT (LOSS) FROM CONTINUING OPERATIONS	2,336,056	1,041,870



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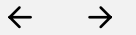
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PROFIT (LOSS)	2,336,056	1,041,870
Profit (loss), attributable to		
Non-controlling interests	4,475	4,536
Owners of parent	2,331,581	1,037,334
Basic earnings per share		
Basic earnings(loss) per share from continuing operations	11.7757	5.2391
Diluted earnings per share		
Diluted earnings(loss) per share from continuing operations	11.7757	5.2391



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CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY FOR THE YEARS ENDED
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(Convenience translation of consolidated financial statements originally issued in Turkish and amounts expressed in thousands of TL unless otherwise indicated.)

				Accumulated other comprehensive income and expense that will not be reclassified through profit or loss	Accumulated other comprehensive income and expense that will be reclassified through profit or loss		Accumulated earnings					
	Issued capital (Note 19)	Inflation adjustments on capital (Note 19)	Treasury Shares (Note 19)	Gains / losses on remeasurements of defined benefit plans	Foreign currency translation difference (Note 19)	Gains / Losses on remeasuring of financial assets measured at fair value through other comprehensive income (Note 19)	Restricted Reserve (Note 19)	Retained earnings/ (Accumulated losses)	Net profit/ loss for the period	Equity attributable to equity holders of the Company	Non-controlling interests (Note 19)	Total Equity
Balance on 1 January 2020	220,000	23,115	(220,310)	(24,322)	2,047	479,329	397,068	292.547	75,777	1,245,251	7,290	1,252,541
Transfers	-	-	-	-	-	-	8,743	67,034	(75,777)	-	-	-
Total comprehensive income (loss)	-	-	-	2,242	31	2,108	-	-	1,037,334	1,041,715	4,536	1,046,251
Profit (loss) for the period	-	-	-	-	-	-	-	-	1,037,334	1,037,334	4,536	1,041,870
Other comprehensive income (loss)	-	-	-	2,242	31	2,108	-	-	-	4,381	-	4,381
Profit Shares	-	-	-	-	-	-	-	-	-	-	(3,043)	(3,043)
Increase (decrease) through treasury shares transactions	-	-	(15)	-	-	-	15	(15)	-	(15)	-	(15)
Balance on 31 December 2020	220,000	23,115	(220,325)	(22,080)	2,078	481,437	405,826	359,566	1,037,334	2,286,951	8,783	2,295,734
Balance on 1 January 2021	220,000	23,115	(220,325)	(22,080)	2,078	481,437	405,826	359,566	1,037,334	2,286,951	8,783	2,295,734
Transfers	-	-	-	-	-	-	17,401	1.019.933	(1.037.334)	-	-	-
Total comprehensive income (loss)	-	-	-	(6,855)	6,504	272,379	-	-	2,331,581	2,603,609	4,475	2,608,084
Profit (loss) for the period	-	-	-	-	-	-	-	-	2,331,581	2,331,581	4,475	2,336,056
Other comprehensive income (loss)	-	-	-	(6,855)	6,504	272,379	-	-	-	272,028	-	272,028

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Profit Shares	-	-	-	-	-	-	-	(600,000)	-	(600,000)	-	(600,000)
Increase (decrease) through treasury shares transactions	-	-	(68)	-	-	-	68	59,865	-	59,865	-	59,865
Balance on 31 December 2021	220,000	23,115	(220,393)	(28.935)	8.582	753,816	423,295	839,364	2,331,581	4,350,425	13,258	4,363,683

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CONSOLIDATED STATEMENTS OF CASH FLOW
FOR THE YEARS ENDED 31 DECEMBER 2021

(Convenience translation of consolidated financial statements originally issued in Turkish and amounts expressed in thousands of TL unless otherwise indicated.)

	Audited	
	2021	2020
A. CASH FLOWS FROM OPERATING ACTIVITIES:	3,268,796	673,307
Profit (loss) for the period	2,336,056	1,041,870
<i>Adjustments to for profit (loss) for the period reconciliation:</i>	<i>1,339,906</i>	<i>593,311</i>
Adjustments for depreciation and amortization expense	182,141	130,712
Adjustments for impairment loss (reversal of impairment loss)	(482)	3,163
- <i>Adjustments for impairment loss (reversal of impairment loss) of receivables</i>	(27)	2,963
- <i>Adjustments for impairment loss (reversal of impairment loss) of inventories</i>	(455)	200
Adjustments for provisions	505,839	130,859
- <i>Adjustments for (reversal of) provisions related with employee benefits</i>	19,501	11,398
- <i>Adjustments for (reversal of) lawsuit and/or penalty provision expenses</i>	22,587	3,506
- <i>Adjustments for (reversal of) warranty provisions</i>	133,751	100,384
- <i>Adjustments for (reversal of) other provisions</i>	330,000	15,571
Adjustments for interest (income) and expense	491,474	329,946
- <i>Adjustments for interest income</i>	(54,771)	(49,751)
- <i>Adjustments for interest expense</i>	546,245	379,697
Adjustments for unrealized foreign exchange losses (gains) equity method	752	14,671
Adjustments for undistributed profits of investments accounted for using equity method	(440,531)	(247,830)

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Adjustments for tax (income) expenses	632,533	245,793
Adjustments for losses (gains) on disposal of non-current assets	(31,820)	(14,003)
- <i>Adjustments for losses (gains) from sale of tangible assets</i>	(31,820)	(14,003)
Changes in working capital	107,145	(684,503)
Adjustments for decrease (increase) in trade receivables	36,360	(307,432)
- <i>Decrease (increase) in due from related parties</i>	(94,168)	(19,546)
- <i>Decrease (increase) in due from third parties</i>	130,528	(287,886)
Adjustments for decrease (increase) in inventories	782,817	(1,816,136)
Adjustments for increase (decrease) in trade payables	(622,628)	1,140,567
- <i>Increase (decrease) in due to related parties</i>	(18,447)	84,197
- <i>Increase (decrease) in due to third parties</i>	(604,181)	1,056,370
Increase (decrease) in deferred income	36,671	27,692
Adjustments for other increase (decrease) in working capital	(126,075)	270,806
Cash flows from operations	3,783,107	950,678
Payments related with provisions for employee benefits	(12,050)	(2,607)
Payments related with other provisions	(100,826)	(89,172)
Income taxes refund (paid)	(401,502)	(185,592)
Other cash inflows (outflows)	67	-
B. CASH FLOWS FROM INVESTING ACTIVITIES	19,868	(255,305)
Cash outflows arising from purchase of shares or capital increase of associates and/or joint ventures	-	(102,536)
Proceeds from sales of property, plant, equipment and intangible assets	56,962	25,350
- <i>Proceeds from sales of property, plant and equipment</i>	56,962	25,350
Purchase of property, plant, equipment and intangible assets	(403,754)	(189,892)
- <i>Purchase of property, plant and equipment</i>	(330,159)	(141,967)
- <i>Purchase of intangible assets</i>	(73,595)	(47,925)
Dividends received	366,660	11,773
C. CASH FLOWS FROM FINANCING ACTIVITIES	(536,641)	(406,095)
Proceeds from borrowings	2,596,252	668,653
Repayments of borrowings	(2,056,713)	(703,992)

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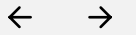
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Cash outflows on debt payments from leasing agreements	(80,742)	(44,974)
Dividends paid	(600,000)	(3,043)
Interest paid	(450,209)	(372,490)
Interest received	54,771	49,751
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS BEFORE EFFECT OF EXCHANGE RATE CHANGES (A+B+C)	2,752,023	11,907
D. EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	1,954	(4,650)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS (A+B+C+D)	2,753,977	7,257
E. CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD	655,599	648,342
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD (A+B+C+D+E)	3,409,576	655,599



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B. CUSTOMERS

CUSTOMER EXPERIENCE MANAGEMENT SURVEY (CEM) RESULTS⁴⁰

SALES	Brand	2019	2020	2021
	Volkswagen Passenger	4.97	4.97	4.97
Volkswagen Commercial	4.96	4.96 ⁴¹	4.95	
Audi	4.94	4.94	4.95	
SEAT	4.92	4.93	4.93	
Porsche	4.89	4.95	4.96	
DOD	101.59 – 4.80	4.74	4.75	
SERVICE	Volkswagen Passenger	4.83	4.85	4.87
	Volkswagen Commercial	4.86	4.88 ⁴²	4.91
	Audi	4.88	4.9	4.91
	Porsche	4.96	4.97	4.99
	Seat	4.84	4.86	4.87

C. EMPLOYEES

Employees	2019		2020		2021	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Full-time Employees	608	1,424	618	1,439	652 ⁴³	1,332
Part-time Employees	1	2	1	2	0	1
Permanent Employees for Indefinite Period	609	1,426	619	1,441	652	1,333
Seasonal and Temporary Employees	24	5	27	12	15 ⁴⁴	12
Total Executives (Directors and up)	58	26	57	27	60	22
Total Number of Promotions	100	26	56	12	97	22
Promoted Female Employees	35	7	24	4	25	6
Total Employees Recruited	74	85	63	122	95	201
Total Women Recruited	21	17	24	32	47	56

40 CEM Numbers are measured out of 5 as of 2017. DOD switched to the CEM system in April 2020. January-March period is measured over 120, April-December period is measured over 5.

41 CEM calls were suspended in March-April-May due to the pandemic and resumed in June. The data for 2020 covers 9 months.

42 CEM calls were suspended in March-April-May due to the pandemic and resumed in June. The data for 2020 covers 9 months.

43 2021 full-time employee data is based on 31.12.2021, and indefinite-term employees on the permanent staff are included.

44 5 of the fixed-term employees are also part-time employees.

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Ratio of Recruited Women to Total Number of Recruitments (%)	28	20	38	26	49.5	27.9
Resignations ⁴⁵	95	131	50	109	53	145
Ratio of Resignations to Total Workforce (%)	14	8	8	7.6	8	11
Male Employees Resigned	59	117	26	87	31	114
Ratio of Male Employees Resignations to Total Workforce (%)	9	7	4.2	6.1	4.6	8.4
Female Employees Resigned	36	14	24	22	22	31
Ratio of Female Employees Resignations to Total Workforce (%)	5	1	3.9	1.5	3.3	2.3
Employee Resignations Under the Age of 30	36	60	19	53	21	56
Ratio of Employee Resignations under 30 to Total Workforce (%)	5	4	3.1	3.7	3.1	4.1
Employee Resignations Between the Ages of 30 and 50	32	65	28	53	29	88
Ratio of Employee Resignations between 30 and 50 to Total Workforce (%)	8	4	4.5	3.7	4.3	6.5
Employee Resignations Over the Age of 50	7	6	3	3	3	1
Ratio of Employee Resignations over 50 to Total Workforce (%)	1	1	0.5	0.2	0.4	0.7

TRAININGS

Total Man/Hours – Man/Hours per Person	Doğuş Otomotiv (*)						Doğuş Oto					
	Total			Per Employee			Total			Per Employee		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Board of Directors	0	3	3	0.00	0.42	0.75	0	0	0	0	0	0
Senior-level Executives	5	60	25	0.50	6.61	3.19	130.0	5.0	3.50	16.25	0.56	3.50
Mid-level Executives	542	901	1,214	12.89	21.45	26.40	290.5	1,024.5	699	17.09	60.26	30.39
Executives	4,537	6,425	7,287	25.07	33.81	38.15	3,395.5	4,639.0	5,549	27.16	37.11	41.72
Officers / Asst. Officers / Specialists / Asst. Specialists.	3,768	4,449	5,489	20.15	24.58	27.87	8,259.5	16,731.0	21,644	23.80	47.40	59.46
Call Center	640	394	932	11.23	6.35	12.94	0	0	0	0	0	0
Employees	226	13	20	11.89	0.66	1.05	2,381.5	1,316.5	3,066	8.36	4.82	9.95
Blue-collars	1,879	411	231	15.66	3.28	1.90	10,481.5	2,957.5	1,634	16.20	4.39	2.46
Others	136	275	211	12.36	11.96	6.59	18.5	20.5	18	18.50	0.68	0.41
TOTAL/Overall Average	11,732	12,928	15,413	18.53	19.58	22.34	24,957	26,694	32,613	17.44	18.01	19.43

⁴⁵ Doğuş Oto – Etimesgut location business closure is excluded from the 2021 Doğuş Oto resignation report.

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BENEFITS PROVIDED TO EMPLOYEES

Payments for the Rights and Side Benefits Provided to Employees⁴⁶

Scope (Million TL)	Doğuş Otomotiv			Doğuş Oto		
	2019	2020	2021	2019	2020	2021
Gross Salary Payments	105.99	139.79	161.83	103.30	141.79	174.02
Meals	15.70	1.7	20.99	11.80	12.45	15.11
Transportation	30.81	4.8	54.80	21.09	25.09	48.11
Bonuses	24.83	155.34	1.25	30.59	99.16	69.46
Health and Life Insurances	2.81	3.28	3.5	4.09	4.73	4.99

D. OCCUPATIONAL HEALTH AND SAFETY

REPRESENTATION RATIO IN OCCUPATIONAL HEALTH AND SAFETY COMMITTEES

OHS Committee	Total Number of Employees ⁴⁷			OHS Committee Employee Numbers			OHS Committee Members (%)		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Head Office	351	345	353	13	13	13	3.70	3.76	3.68
Logistics	132	217	218	14	15	15	10.61	6.91	6.88
Total	483	562	571	27	28	28	5.59	4.98	4.90

⁴⁶ Gross Salary, Bonus, Health and Life insurance payments are prepared according to data from 1 January 2021 - 31 December 2021.

⁴⁷ 31.12.2021 all employees are included.

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Representation Ratio in Doğu Oto Occupational Health and Safety Committees

OHS Committee	Total Number of Employees ⁴⁸			OHS Committee Employee Numbers			OHS Committee Members		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Esenyurt	253	250	325	10	8	29	4.00	3.2	8.92
Maslak	304	308	279	20	14	13	6.60	4.54	4.65
Kartal	259	262	278	13	10	15	5.00	3.81	5.39
Gebze	53	57	220	10	7	23	18.90	12.28	10.45
Bursa	196	196	212	17	13	31	8.70	6.63	14.62
Etimesgut	162	164	153	13	8	18	8.00	4.1	11.76
Çankaya	184	195	62	13	8	8	7.10	4.1	12.90
Maslak Audi City	5	5	10	0	0	3	0.00	0.00	30.0
Kartal Stockyard	6	10	6	0	3	0	0.00	30.0	0.00
Total	1,422	1,447	1,392	98	71	140	6.90	4.91	10.05

LOST DAYS RATES⁴⁹

	Data Measurement Method	Doğu Otomotiv			Doğu Oto		
		2019	2020	2021	2019	2020	2021
Illness-related Lost Day Rate Full-time Employees	(AR)	1.52	1.56	1.79	1.45	2.91	2.86
Recorded Incident Rate	(IR)	0.01	0.01	0.01	0.02	0.01	0.01
Injury-related Lost Days Rate	(LDR)	0.02	0.02	0	0.02	0.01	0
Number of Cases with Work-related Fatalities Full-time Employees	-	0	0	0	0	0	0
Occupational Diseases-related Lost Days Rate	(ODR)	0	0	0	0	0	0

Workplace Accident Rate	2019	2020	2021
Workplace Accident Rate (%)	0.01	0.01	0.01

48 The number of employees in this table is prepared according to the data of 31 December 2021 and includes the number of fixed-term employees and interns.

49 The table has been prepared according to the data of January 1, 2021 - December 31, 2021.

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E. GENDER EQUALITY DATA
FEMALE-MALE EMPLOYEES BY REGIONS⁵⁰

Regions	Female			Male			Female			Male		
	Doğuş Otomotiv 2019	Doğuş Otomotiv 2020	Doğuş Otomotiv 2021	Doğuş Otomotiv 2019	Doğuş Otomotiv 2020	Doğuş Otomotiv 2021	Doğuş Oto 2019	Doğuş Oto 2020	Doğuş Oto 2021	Doğuş Oto 2019	Doğuş Oto 2020	Doğuş Oto 2021
Marmara	191	193	217	418	426	428	185	189	202	891	895	922
Aegean	0	0	1	0	0	3	0	0	0	0	0	0
Mediterranean	0	0	0	0	0	0	0	0	0	0	0	0
Eastern Anatolia	0	0	0	0	0	0	0	0	0	0	0	0
South-eastern Anatolia	0	0	0	0	0	0	0	0	0	0	0	0
Central Anatolia	0	0	0	0	0	0	54	53	36	296	292	172

AGE BREAKDOWN BY POSITION⁵¹

	Female						Male						Ages Under 30						Ages Between 30 - 50						Ages Above 50							
	Doğuş Otomotiv			Doğuş Oto			Doğuş Otomotiv			Doğuş Oto			Doğuş Otomotiv			Doğuş Oto			Doğuş Otomotiv			Doğuş Oto			Doğuş Otomotiv			Doğuş Oto				
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021		
Board of Directors and Executive Board	3	2	2	0	1	0	3	4	4	1	3	1	0	0	0	0	0	0	0	0	1	1	0	0	1	0	5	5	6	1	3	1
Senior Level Executives	1	1	1	0	1	0	8	8	7	1	6	1	0	0	0	0	0	0	0	5	4	2	1	4	0	4	5	6	0	3	1	
Mid-Level Executives	9	9	10	6	5	3	33	33	36	18	12	17	0	0	0	0	0	0	37	37	41	22	15	16	5	5	5	2	2	4		
Executives	55	64	65	0	0	0	126	126	126	0	0	0	5	1	2	0	0	0	166	166	173	0	0	0	10	10	16	0	0	0		
Officers / Asst. Officers / Specialists / Asst.	82	74	85	123	130	128	99	103	106	348	351	321	77	78	88	126	120	92	102	97	97	341	354	348	2	2	6	4	7	9		
Call Center	24	27	39	0	0	0	22	29	24	0	0	0	38	41	50	0	0	0	8	15	13	0	0	0	0	0	0	0	0	0		
Employees	3	3	6	106	109	104	16	16	94	157	155	178	2	2	5	103	94	102	13	13	86	156	165	173	4	4	9	4	5	7		
Blue-collars	3	3	0	3	3	3	110	112	37	662	667	575	11	8	5	243	232	216	92	94	24	412	424	342	10	13	8	10	14	20		
Others	11	11	10	1	1	1	1	0	0	0	1	1	1	1	1	0	0	0	9	9	8	1	1	1	2	1	1	0	1	1		

50 The number of employees in this table is prepared according to the data of 31 December 2021 and excludes the number of fixed-term employees and interns.

51 The figures in the table are based on the 31 December 2021 data. Fixed-term employees and interns are not included in the numbers.

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FEMALE-MALE EMPLOYEE BREAKDOWN BY EDUCATION LEVELS⁵²

Education Level	Female			Male			Female			Male		
	Doğuş Otomotiv 2019	Doğuş Otomotiv 2020	Doğuş Otomotiv 2021	Doğuş Otomotiv 2019	Doğuş Otomotiv 2020	Doğuş Otomotiv 2021	Doğuş Oto 2019	Doğuş Oto 2020	Doğuş Oto 2021	Doğuş Oto 2019	Doğuş Oto 2020	Doğuş Oto 2021
PhD	0	0	0	0	0	0	0	0	0	0	0	0
Masters	48	49	51	80	79	81	18	25	22	29	31	25
Bachelors	122	123	147	177	187	192	154	163	163	335	346	337
Associate Degree	8	8	10	24	25	26	35	32	30	176	179	166
High School	12	12	9	118	117	5	31	28	24	429	440	404
Elementary / Middle School	1	1	0	19	18	13	1	1	0	218	203	135

FEMALE EMPLOYEE NUMBERS BY POSITION AND RATIOS⁵³

Number of Female Employees

Position	Total Number of Female Employees			Percentage of Female Employees by Total Employees (%)			Doğuş Otomotiv Total Number of Female Employees (*)			Doğuş Otomotiv Percentage of Female Employees by Total Employees (%) (*)			Doğuş Oto Total Number of Female Employees			Doğuş Oto Percentage of Female Employees by Total Employees (%)		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Board of Directors	3	3	2	42.86	30.0	29.00	3	2	2	50.00	33.33	33.33	0	1	0	0.00	25.0	0
Senior Level Executives	1	2	1	10.00	12.5	11.11	1	1	1	11.11	11.11	11.11	0	1	0	0.00	14.3	0
Mid-Level Executives	15	14	13	22.73	23.7	19.69	9	9	10	21.43	21.43	21.74	6	5	3	25.00	29.4	15.00
Executives	55	64	65	30.39	33.7	34.03	55	64	65	30.39	33.68	34.03	0	0	0	0	0	0

52 The figures in the table are based on the 31 December 2021 data.

53 The figures in the table are based on the 31 December 2021 data.

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Officers / Asst. Officers/ Specialists / Asst.	205	204	213	31.44	31.0	33.28	82	74	85	45.30	41.81	44.50	123	130	128	26.11	27.0	28.5
Call Center	24	27	39	52.17	48.2	61.90	24	27	39	52.17	48.21	61.90	0	0	0	0.00	0	0
Employees	109	112	110	39.21	39.6	26.1	3	3	6	15.79	15.79	6.00	106	109	104	40.93	41.3	36.8
Blue-collars	6	6	3	0.77	0.8	0.49	3	3	0	2.65	2.61	0	3	3	3	0.45	0.4	52.00
Others	12	12	11	70.59	92.3	91.6	11	11	10	91.67	100.0	100.00	1	1	1	20.00	50.0	50.00

SALARY RATIOS OF FEMALE AND MALE EMPLOYEES ⁵⁴

Ratio of Female Employee Salaries to the Male Employee Salaries (%)	2019		2020		2021	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
	96	97.6	96	96	96	96

F. ENVIRONMENTAL PERFORMANCE

EMISSIONS FROM LOGISTIC OPERATIONS

LOGISTICS CAGE EXPORTS⁵⁵

YEAR	Volkswagen Annual Number of Trailer Trucks Exported	CO ₂ Emissions (ton)
2018	594	1,167
2019	441	866
2020	391	768
2021	448	880

54 Since the data collection system regarding salary rates did not include employee categories during the reporting period, distribution by employee categories could not be given. The figures in the table are based on the 31 December 2021 data.

55 By means of the 12-trailer truck improvement achieved on a truck basis, 22 tons of CO₂ were saved.

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DOMESTIC VEHICLE DISTRIBUTION OPERATIONS ⁵⁶

Year	Fuel Consumption (lt)	CO ₂ Emissions (tons)	Number of Vehicles Sold	CO ₂ Emission per Vehicle Sold (kg)
2018	5,000,000 lt	12,282	104,154	118
2019	2,500,000 lt	6,141	80,647	76
2020	4,250,000 lt	10,440	120,476	86
2021	4,363,000 lt	10,718	123,038	87

OVERSEAS REPLACEMENT PARTS TRANSPORTATION OPERATIONS⁵⁷

CO ₂ EMISSIONS (TONS)				
YEAR	2018	2019	2020	2021
EKOL	59	-	2	518
MARS	1,327	1,374	1,605	1,092
EVOLOG	-	-	48	1,027
TOTAL	2,282	1,993	2,361	2,637

WASTE MANAGEMENT

HAZARDOUS WASTES

Location	2018 (kg)	2019 (kg)	2020 (kg)	2021 (kg)
Doğuş Otomotiv Servis ve Tic. A.Ş. / Şekerpınar Central Location and Scania Gebze / Scania Tuzla	20,955	26,751	21,640	23,809
Doğuş Oto Pazarlama ve Tic. A.Ş.	107,609	115,532	178,413	185,707
Other Authorized Service Centers	407,187 (63 service centers)	336,401 (62 service centers)	416,621 (62 service centers)	381,403 (62 service centers)
Overall Total	535,751 (*)	478,684 (*)	616,674 (*)	590,919 (*)

⁵⁶ CO₂ emissions from all our logistics operations, excluding domestic spare parts transportation, are 14,235 tons.

⁵⁷ By means of the Intermodal System used in transportation operations, 806 tons of CO₂ was saved in 2021.

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BATTERY WASTES ⁵⁸

	2018 (*)	2019 (*)	2020(*)	2021(*)
Battery Totals (kg)	334,578	508,508	499,544	410,252

LUBRICANT WASTES ⁵⁹

	2018 (*)	2019 (*)	2020(*)	2021(*)
Lubricant Waste Totals (kg)	2,509,221	2,165,189	1,876,683	1,550,685

ECO-FRIENDLY VEHICLES

	Sales Figures (Retail)				Average CO ₂ Per Vehicle Combined (g/km) ⁶⁰			
	2018	2019	2020	2021	2018	2019	2020	2021
Volkswagen Passenger	49,749	38,820	52,740	53,523	115	115	122	118
Volkswagen Commercial	17,085	9,676	12,036	14,663	173	176	179	172
Audi	13,286	10,024	18,168	14,036	115	111	114	121
Porsche	565	361	619	627	180	187	192	83
Bentley	10	9	11	11	251	24161	267	302
Lamborghini	3	9	19	16	298	302 ⁶²	313	328
SEAT	10,383	5,914	11,551	12,457	119	128	126	112
Cupra				285				127
Total Sales/Average of All Brands	91,090	64,813	95,144	95,618	126	122	125	126

58 As Doğuş Otomotiv, we have an obligation to recycle 90% of the batteries we put on the market in accordance with the legislation APAK Regulation (Regulation for Control of Battery and Accumulator Wastes). We cooperate with AKÜDER to fulfil this obligation. Our battery wastes are collected in line with AKÜDER’s “Waste Management Plan”.

59 Recovery of lubricant wastes is carried out in cooperation with PETDER.

60 Doğuş Otomotiv has been providing the combined CO₂ emissions data from vehicles over the factor of per vehicle sold since 2009.

61 Does not change since total sales numbers = retail.

62 Does not change since total sales numbers = retail.

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ENERGY CONSUMPTION

	2018		2019		2020		2021	
	Doğuş Otomotiv (*)	Doğuş Oto	Doğuş Otomotiv (*)	Doğuş Oto	Doğuş Otomotiv (*)	Doğuş Oto	Doğuş Otomotiv (*)	Doğuş Oto
Natural gas (m ³)	402,526	1,699,885	334,897	1,182,331	402,652	1,046,820	408,989	1,296,492
Fuel (lt)	387,040	546,778	349,468	368,447	223,695	276,181	253,894	328,310
Electric (kWh)	5,683,987,7	15,246,528	5,462,964	14,100,202	5,179,752	13,893,660	4,797,565	14,386,114

CO₂ EMISSIONS 2021⁶³

Electricity Consumption (kWh)	4,797,564.72	Logistics + HQ Building	Electricity Consumption-related tCO ₂	2,662.65
		Logistics + HQ Building	Transmission and Production Losses	349.73
Natural Gas Consumption (m ³)	408,989	Logistics + HQ Building	Natural Gas Consumption-related tCO ₂	795.31
Liquid Fuel Consumption (lt)	22,330.00	Diesel (Generator)	Liquid Fuel Consumption-related tCO ₂	59.55
	112,689.91	Diesel (Company Vehicles)		303.53
	141,204.42	Gas (Company Vehicles)		359.25
Liquid Fuel Consumption (lt)	381,360	Evalog (Spare Parts Freight)	Liquid Fuel Consumption-related tCO ₂	1,027.20
	405,530	Mars (Spare Parts Freight)		1,092.29
	4,363,000 Lt.	Diesel (Vehicle Shipment)		11,751.74
	42,166,00	Diesel (Personnel Shuttles)		113.57
	65,037 km	Flights		105.35

63 Before 2021, Doğuş Otomotiv announced its emissions as Scope 1 and 2, based on limited data. As of 2021, emission data is disclosed as Scope 1-2 and 3 for the first time, based on data obtained using ISO 14064 (GHG) calculation methods. The amount of emissions announced per vehicle sold in previous years will be announced as per employee data starting from 2021. Therefore, making comparisons with previous years is not possible. Reduction rates in consumption are explained in the relevant sections of the Sustainability Report.

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DOAŞ 2021 Carbon Footprint Totals (ton CO₂ /year)

Scope	tCO ₂ /year
Scope 1	1,517.64
Scope 2	3,012.38
Scope 3 ⁶⁴	14,090.15
Total	18,620.17
tCO₂ per employee	27.58

WATER CONSUMPTION (DOĞUŞ OTOMOTİV AND DOĞUŞ OTO)⁶⁵

	2018	2019	2020	2021
Per Vehicles Sold (m ³)	1.24	1.26	1.07	0.79

G. DIGITAL TRANSFORMATION PERFORMANCE

Digital literacy trainings	27,000 hours
Digital literacy rates of employees (%)	Trainings attendance rate 55%
Digital literacy training gender breakdown (%)	Female: 75% Male: 48%
Digital literacy rate of Authorized Dealer and Service Center employees ⁶⁶ (%)	25%
Number of digital projects implemented in 2021	64
Number of active projects	50
Number of patents held	3
Number of mobile applications developed	25
Amount saved with digital projects (TL/year)	21 million

64 Greenhouse gas emissions originated from the use of public transportation by employees, greenhouse gas emissions originated from the production of materials (paper, pens, packaging materials, etc.) used in administrative activities and which can be considered as Scope 3, greenhouse gas emissions originated from the employees' business trips by train and bus, which were made for business purposes, and greenhouse gas emissions originated from spare part shipments (since they are transported partially, obtaining valid data is not possible) are not included in the calculations.

65 In 2021, due to Doğuş Otomotiv activities, 21,369 m³ of water consumption was recorded, while 76,047 m³ of water consumption was recorded for Doğuş Oto.

66 The number of Authorized Dealer and Service Center employees is calculated as 6,000. It is the rate of viewing of Digital Terms videos.

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Appendix 1.2

Doğuş Otomotiv Key Stakeholders and Stakeholder Dialogue Platforms

Material Issues	Stakeholder Groups	Dialog Platforms	Doğuş Otomotiv's Response
Sustainable Supply Chain	Authorized Dealers and Service Centers, Investors, OEM, Suppliers	Information Meetings	Supplier Contracts, Supplier Audits, Supplier Reporting, Authorized Dealer and Service Center Reporting Activities, Corporate Reports, Authorized Dealer and Service Center Audits, Volkswagen AG GoToZero @Retail Program, Corporate Governance and Sustainability Current Situation Assessment Program in Authorized Dealers and Service Centers
Sustainability Awareness	Investors, OEM, Employees	Information Meetings, Investor Presentations	Corporate Sustainability Report, Website, Press releases, Traffic is Life Platform, Volunteering Platform, Volkswagen AG GoToZero @Retail Program, MT Trainings, Corporate Governance and Sustainability Current Situation Assessment Program in Authorized Dealers and Service Centers, Sustainability E-Bulletin, Sirada Ne Var? (What's Next?) Podcast Broadcast
Customer Relations Management	Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, OEM	DİM, Trainings, Surveys and Research, Information Meetings, DİM Introduction Programs	Corporate Reports, DİM Operations, Social Media Platforms
Digitalization and Technological Support	Employees, Affiliates and Subsidiaries, Customers, Investors, OEM	Workshops, Social Media Information Platforms, Digital Transformation and Corporate Relations Unit Operations	Digital Transformation Platforms and Digital Projects, Digital Literacy Trainings, ISO 27001 Information Security Management System
New Products and Services	Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM	Surveys And Customer/Market Research, Information Platforms, Social Media	Evaluation of the results of field research, Second-Hand Vehicle Market (DOD), DİM, Digital Transformation Activities and Programs, Social Media Platforms, Brand Websites
Second-hand Vehicle Market	Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, Suppliers	Surveys, Social Media, Customer Relations Management Tools, Information Platforms, DOD Authorized Dealers Meetings	DOD, Compliance with Laws and Regulations, Employee Training and Certification Activities, Social Media Platforms, Digital Applications, and Implementations
Occupational Health and Safety	Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM, Community	Occupational Health And Safety Boards, Information Meetings, Suggestions System	Practices related to Occupational Health and Safety, Informational messages, Corporate Reports, Compliance with laws and regulations, Trainings, ISO 45001 Occupational Health and Safety Certification

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Employee Trainings	Employees, Authorized Dealers and Service Centers, Customers, Investors, OEM, Suppliers	GO Development Academy Platform, D-İnsan 4.0 System, Suggestions System, Surveys, GO-DGTL Academy for Increasing Digital Competence	Initiation development, personal development, leadership development, expertise development, competence and values development programs, articles and videos supporting self-learning, workshop activities, internal trainings, coaching and mentoring programs, GOWell Events, GO-DGTL Trainings
Technical Staff Turnover	Employees, Authorized Dealers and Service Centers, Customers, Investors, OEM	Vocational High School Collaborations, Information Meetings	DRIVE Program, Vocational High School Volkswagen Laboratories, Internship and Recruitment Programs, Young Women Development Project in cooperation with TEV
Authorized Dealer Employee Turnover	Authorized Dealers and Service Centers, Customers, Investors, OEM	Vocational High School Collaborations, Information Meetings, University Collaborations, Sustainability Awareness Programs	DRIVE Program, Vocational High School Volkswagen Laboratories, Internship and Recruitment Programs, Young Women Development Project in cooperation with TEV, Corporate Governance and Sustainability Assessment Program
Employee Loyalty	Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, OEM	Bir'iz Employee Brand, Surveys, Performance System, Bir'iz Employee Committee, Intranet, Social Media	Bir'iz common language and common company culture, GO Development Academy Platform, Go-Fest, All educational development activities, Workshop Events, GOWell Events, Hello to Motherhood Event, Organic Market, 8 March Women's Day Event, Seminars, Equality at Work Program, Suggestions System, Employee Volunteering, General Manager Talks, Senior Management Information Meetings, Oktoberfest, Birthday of Ideas
Ethics Code Practices	Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM, Community	Ethics Code One-on-One Trainings, Ethics Code E-Learning Modules, Ethics Hotline, Information Meetings	Ethics Code and Ethics Hotline, Ethics Code E-Learning Modules, Ethics code section of the orientation program, Compliance Function
Public Relations	Employees, Authorized Dealers and Service Centers, Investors, OEM	Meetings, Seminars	ODD Membership, Traffic is Life Platform
Gender Equality – Diversity	Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM, Community	Surveys, Information Meetings, Seminars, Disability-Free Career Fair, Social Media Platforms	Equality at Work Platform, BIST Women-Empowered Board of Directors Index, Young Women Development Project in cooperation with TEV, Sustainability Index, UN GC
Traffic is Life	Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM, Community	Surveys, Panels, Seminars, Training and Information Meetings, Radio Programs,	Traffic Safety Trainings, University Collaborations, Ministry of National Education and General Directorate of Security Collaborations, Traffic Safety Distance Education, HOP!, Facebook Chat Bot Application (license exam preparation tests), Public Service Announcements, Social Media Channels, MEB EBA TV ⁶⁷

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67 The television channel launched by the TR Ministry of National Education for primary school students during the pandemic where lessons are broadcasted.

Electric Vehicles	Employees, Affiliates and Subsidiaries, Investors, OEM, Community	Perception Studies, Information Meetings, Workshops	Import and promotion of electric vehicles, investment in charging stations, awareness-raising activities on electric vehicles.
Environmental Risk Management	Affiliates and Subsidiaries, Investors, OEM, Community	Workshops, Efficiency Analyses, Preliminary Evaluation Studies, Corporate Reports, Investor Presentations, Social Media	Sustainability Reporting, Internal awareness-raising activities, internal communication activities, efficiency analyses, ISO 14001 Environmental Management System Certificate, ISO 50001 Energy Management System Certificate, SPP Investment, Environment Committee
Climate Change	Affiliates and Subsidiaries, Investors, OEM, Community	Workshops, Surveys and Awareness-raising Activities	Sustainability Reporting, Risk Management and early detection of risks activities, ISO 14001 Environmental Management System Certificate, ISO 50001 Energy Management System Certificate, SPP Investment, Environment Committee, Environment and Energy Policy

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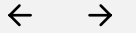
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Appendix 1.3

AA1000AP Standard Index

Principle	Method	Section and Page Number in Report
Inclusivity	Evaluating feedback from all key stakeholders through various channels, and identifying material issues	Sustainability Management, 21 Materiality, Material Issues and Goals, 32-35 Stakeholder Engagement, 41 GRI Content Index, 182
Materiality	Identifying material issues by utilizing AA1000SES	Sustainability Management, 21 Materiality, Material Issues and Goals, 32-35 Stakeholder Engagement, 41 GRI Content Index, 182
Accountability	Sustainability report prepared in global standards being the first and foremost, having a sustainability management focused on regular information and stakeholder engagement strategy, to be accountable for stakeholder expectations through all communication channels.	Sustainability Management, 21-22 Stakeholder Engagement, 41 Stakeholder Dialogue Platforms 143 GRI Content Index, 182
Impact	Impact management activities, as well as risks and opportunities approach Integrated Management Systems	Sustainability Management and Strategy, 21 Capital-Impact Table, 31 Stakeholder Engagement, 41 Stakeholder Dialogue Platforms 143 Employee Development and Training, 75 Digital Transformation, 27-28, 54-57 Circular Economy, 39 Materiality, Material Issues and Goals, 32-35 Integrated Management Systems, 50



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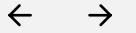
United Nations Global Compact (UNGC) Index

Doğuş Otomotiv became a signatory in 2010 by committing to make the 10 principles of the United Nations Global Compact a part of its business strategies. Since 2010, it has been transparently sharing its performance within the scope of 10 principles on human rights, employee rights, environment, and anti-corruption with the public in its Sustainability Report.

As in previous years, Doğuş Otomotiv's sustainability performances in line with its material issues, targets and vision are included in the Sustainability Report in 2021 as well.

This report demonstrates Doğuş Otomotiv Servis ve Tic. A.Ş.'s efforts to make the 10 principles of the United Nations Global Compact and in a broader sense, the United Nations Sustainable Development Goals, a part of its way of conducting business, and its support for 10 principles and 17 goals.

UNGC Criteria	Sections of the Report with Declarations
Implementation of the Ten Principles into Strategies and Operations	
1. COP (UNGC Communication on Progress) demonstrates the dissemination of UNGC principles by integrating them into the Company's corporate functions and business units. 2. COP announces dissemination of UNGC Principles across the Company's value chain.	Sustainability Management, 21 Responsible Product and Service Performance, 50 Supply Chain Management, 57-62 Subsidiaries, 92
Robust Human Rights Management, Policy and Procedures	
3. COP includes the Company's strong commitments to human rights, its strategy and policies. 4. COP describes the effective management systems the Company uses to be able to integrate human rights principles into its operations. 5. COP describes the effective monitoring and evaluation mechanisms it uses to integrate human rights principles into the Company's operations.	Human Rights, 78 Human Rights Policy, 78 <i>Our Ethical Principles</i> <i>Ethics Code</i> Human Rights Section, 78
Robust Labor Management Policies and Procedures	
6. The COP includes the Company's strong commitments to human rights, its strategy and policies. 7. COP describes the effective management systems the Company uses to be able to integrate human rights principles into its operations. 8. COP describes the effective monitoring and evaluation mechanisms it uses to integrate human rights principles into the Company's operations.	Human Rights Policy, 26 Employees and the Workplace Policy, 69 Employees and the Workplace, 65 Equality at Work Platform, 79 <i>Ethics Code</i> <i>Our Ethical Principles</i> GRI Index, 182 Subsidiaries, 92 Supply Chain Management, 57-62 Authorized Dealers and Service Centers, 87 <i>Sustainability Policies</i>



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<p>Robust Environmental Management Policies and Procedures</p>	
<p>9. COP contains the Company's commitments, strategies or policies regarding environmental protection.</p> <p>10. COP describes effective management systems that the Company has put in place to integrate environmental principles into its operations.</p> <p>11. COP defines the Company's effective monitoring and evaluation mechanisms for environmental protection.</p>	<p>Risk Management, 50-54</p> <p>Environmental and Energy Policy, 113-114</p> <p>Climate and Environment, 108</p> <p>ISO 14001 Environmental Management System, 63</p> <p>Sustainability Management, 21</p> <p>Integrated Management Systems, 63</p> <p>Supply Chain management, 57-62</p> <p>Subsidiaries, 92</p> <p>Authorized Dealers and Service Centers, 92</p>
<p>Anti-Corruption Management Policies and Procedures</p>	
<p>12. COP defines its strong commitments, strategies, and policies in the fight against corruption.</p> <p>13. COP defines effective management systems to be able to integrate anti-corruption principles into its activities.</p> <p>14. COP describes effective monitoring and evaluation mechanisms to be able to integrate the fight against corruption activities into the Company's operations.</p>	<p><i>Anti-Corruption Policy</i></p> <p><i>Ethics Code</i></p> <p><i>Our Ethical Principles</i></p> <p>Risk Management, 50-52</p> <p>Compliance Management and Business Ethics, 52-54</p>
<p>Taking Action in Support of Broader UN Goals and Issues</p>	
<p>15. COP describes the Company's fundamental contribution to the UN goals and issues related to those goals.</p> <p>16. COP describes the Company's strategic investments to the community and its donations.</p> <p>17. COP describes the Company's contributions to the formulation of public policy and the activities for the advocacy of UN goals.</p> <p>18. COP explains co-operations established and collective actions taken.</p>	<p>UN Sustainable Development Goals Index, 149</p> <p>Traffic is Life! Program, 105</p> <p>Volunteering Programs, 106-107</p> <p>Community Investment, 7, 47, 105</p>
<p>Corporate Sustainability Governance and Leadership</p>	
<p>19. COP describes the commitments and leadership of the company's top executive.</p> <p>20. COP describes the Board's sustainability compliance and oversight responsibilities.</p> <p>21. COP describes the Company's stakeholder engagement.</p>	<p>Message from the Chairperson of the Board of Directors and Chief Executive Officer, 4-6</p> <p>Sustainability Management, 21</p> <p>Corporate Management, 116</p> <p><i>Stakeholder Engagement</i></p> <p>Stakeholder Dialogue Platforms, 143</p>

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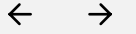
Appendix 1.5

United Nations Sustainable Development Goals Index

Along with 193 countries in the world committing to fulfill 17 goals that address significant world challenges by 2030, an important change process seems to be obligatory for the business world as well. This obligation requires companies not only to develop strategies in line with the objectives of the sustainable development goals (UN SDG) and reorganize their business processes accordingly, but at the same time to appraise their impacts. While 169 targets contained in the 17 goals include issues such as poverty, inequality, education, and the protection of the ecological environment, they also underline the importance of establishing co-operations in solving these problems. The most important feature of the UN SDG is its coverage. What is expected is to act with an action plan that covers not only underdeveloped and developing countries but also the developed nations.

In Doğu Otomotiv's corporate sustainability strategy, sustainability is defined as the methods we use while determining the solutions we develop for the social, economic, and environmental problems of our sector and our corporate behavior pattern that encapsulates all our operations. The primary responsibility of our company towards the community is to conduct its business affairs fairly as well as ensuring and protecting the trust vested to it by its stakeholders at the highest level. At the same time, it is also responsible for creating a fair, virtuous and honest working environment with its business partners in the regions where it operates and minimizing the possible negative impacts of its activities. For this reason, it monitors the sustainability performance of the Company as well as the performances of its authorized dealers and service centers and suppliers, and strives to raise awareness within its impact.

Most of Doğu Otomotiv's material issues coincide with the objectives of the UN SDG. Our Company shares the vision of working for a more just, peaceful and inclusive world as the UN aims. As Doğu Otomotiv, with the awareness that our material issues also open a new window for us to perceive corporate risks and opportunities, we seek to manage our impact at the maximum level by creating opportunities that can provide benefits for our employees, customers, investors, suppliers, affiliates, authorized dealers and service centers as well as all our business partner.



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Our Material Issues and UN SDG Targets

Material Issues	Definition of the Field	Relevant SDG	Supporting Strategies and Programs	2021 Targets	2021 Realized	2022 Targets
Ethics and Compliance	Doğuş Otomotiv's understanding of business ethics embodies the highest ethical standards in our corporate policies, in way of doing business and our behavior pattern. In other words, it is the manifestation of moral standards in every area of our business life. Our Company units fully reflect an ethical business approach beyond moral traditions and values to our technological assets, financial and operational activities, in short to all our business processes.	  	<p>Ethics Code and related sustainability policies</p> <p>Reporting and internal audit</p> <p>Compliance function and Compliance Working Group, Compliance Sub-Working Group</p>	<p>Completion of Code of Ethics training for 100% of our employees</p> <p>Adding a commitment to comply with the Ethics Code clause to the contracts made with our suppliers (all our suppliers with purchases of 5 Million TL or over until 2023)</p> <p>Creation of compliance matrix within the scope of Ethics Code training for Volkswagen Business Partners</p> <p>Publication of information security policy and completion of ISO 27000 Information Security Certification by the end of 2021</p> <p>Giving Law on the Protection of Personal Data (KVKK) Information training to Authorized Dealers and Service Center Managers (at least 50% of them to be completed in 2021)</p>	<p>Ethics Code training was given to 100% of our employees.</p> <p>A commitment to comply with the Ethics Code clause has been added to the contracts signed with our suppliers. Until 2023, it will be applied to all our suppliers with a purchase of 5 million TL or over.</p> <p>11 procedures related to the Information Security Policy were implemented.</p> <p>KVKK Information training was given online to the 200 Managers of Total Authorized Dealers and Service Centers.</p> <p>Our Protection of Personal Data (KVKK) Compliance score was 74%.</p>	<p>Completion of providing compliance trainings to 70% of our employees (Dogus Otomotiv)</p> <p>Obtaining ISO 270001 Certification.</p> <p>Putting into operation five different certification procedures within the scope of Integrated Management Systems</p> <p>KVK Compliance score target 80%</p> <p>Creation of compliance matrix within the scope of Ethics Code training for Volkswagen Business Partners.</p>
Employee Development and Trainings	Doğuş Otomotiv has placed the development of its employees to the core of its human resources policy. In this regard, ensuring, monitoring and encouraging the vocational development of our employees through ongoing training programs and development strategies is among our most important goals.	 	<p>Cooperation with vocational high schools</p> <p>Cooperation with TEV</p> <p>Increasing the number of female employees</p> <p>OHS policies and trainings</p> <p>Child labor policies</p> <p>DIM employment</p> <p>DRIVE Program</p>	<p>Carrying continuing education opportunities to digital platforms so that all employees benefit from and can easily access</p> <p>Increasing the remote working rate to 75% due to the pandemic</p> <p>Reaching a 95% satisfaction rate in online training programs</p> <p>Collaborations and trainings to be continued aiming to raise the digital literacy of all our employees to the highest level, under the umbrella of the Digital Competence Program (GO-DGTL Academy)</p>	<p>Our continuing education opportunities continued throughout the year.</p> <p>Apart from their computers, our employees were able to easily access the GO Platform with their mobile phones.</p> <p>Due to the pandemic, we worked remotely at a rate of 75% in 2021.</p> <p>We achieved 95% satisfaction in training programs.</p> <p>In 2021, Digital Transformation, Basic Digital Awareness micro-trainings, Customer Experience and Trends (UI/UX), whereas RPA and Data Science programs with Sabanci University were completed.</p>	<p>Coverage of the trainings organized throughout the year to be 90%.</p> <p>Enriching the educational content on the GO Platform and increasing the video tutorials' viewing rate.</p> <p>Activation of the GO platform mobile application</p> <p>Achieving a 95% satisfaction rate in online education programs</p> <p>Collaborations and trainings to be continued aiming to raise the digital literacy of all our employees to the highest level, under the umbrella of the Digital Competence Program (GO-DGTL Academy)</p>

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<p>Diversity and Gender Equality</p>	<p>Doğuş Otomotiv is against all forms of discrimination. It applies a zero-tolerance policy to harassment inflicted based on religion, language, race, color, gender, age, ethnicity, disability, citizenship, or other social status. In this direction, it has been carrying out activities for female employees within the scope of Equality at Work Program since 2015.</p>		<p>Employment enhancing activities (Authorized Dealers and Service Centers)</p> <p>Equality at Work Platform</p> <p>Coaching and training programs for female executives</p> <p>Female student mentoring programs</p> <p>Number of Female Executives on the Board of Directors</p>	<p>Continuing the activities carried out to increase the percentage of female employees</p> <p>Increasing the percentage of female employees to 31% by 2025</p> <p>Publication of the Policy for the Prevention of Violence Against Women</p>	<p>Every year, events are organized in which guest speakers gave talks to raise awareness for people with disabilities and attended by all our employees.</p> <p>The rate of Female Executives on the Board of Directors was 33%.</p> <p>The Policy for the Prevention of Violence against Women was published</p>	<p>Continuing awareness-raising activities within the scope of the Equality at Work Platform.</p> <p>Continuing the efforts to increase the percentage of female employees and increasing this percentage to 37% by 2025.</p> <p>Organizing awareness-raising seminars where the positive contribution of employee diversity of the Company to the business life is explained.</p>
<p>Community Engagement</p>	<p>Within Doğuş Otomotiv's sustainability policies, the objectives of protecting the social welfare of the community we live in and managing our possible negative impacts are particularly observed. Starting with our primary stakeholders within our impact, the community includes the segments affected by all our activities that require social approval. Engagement, on the other hand, includes dialogue platforms and programs that we have created to meet the expectations of the community and to be a transparent and accountable company.</p>		<p>Traffic is Life!</p> <p>Volunteering Platform</p> <p>Doğuş Otomotiv Ethics Code</p> <p>Ethics Code trainings</p>	<p>Taking part in the formal education programs with the Traffic is Life! Program to raise awareness and provide training especially for children and young people who have reached the driving license age.</p> <p>Championing inequality alleviation through employment-creating engagements and educational support</p> <p>Contributing to the understanding of the importance of corporate business ethics in the society</p> <p>Achieving the goals of community engagement through collaborations.</p>	<p>In 2021, the Traffic is Life! Platform shifted its focus to the reflections of life in the city, increasing mobility and technology in our daily lives that came about with urbanization. Analyzing the changing technology and media consumption trends correctly, the platform followed the strategy of being active on social media and digital platforms to be able to reach its target audience efficiently.</p> <p>Traffic is Life! continued its training activities on the online platform for most of 2021, and in cooperation with the Istanbul Provincial Directorate of National Education under the slogan "It's teachers who set an example for students," "Road Safety Seminars" seminars were delivered to approximately 600 teachers.</p> <p>By joining together with 289 Vocational High School students destined to enter the automotive industry in the future again on the online platforms, information on both the automotive industry and Traffic Safety was provided.</p>	<p>Continuing the activities of the Traffic is Life! Program to create a positive culture in traffic and raise awareness in 2022.</p> <p>Giving priority to education.</p> <p>Continuing to cooperate with the relevant public institutions and giving trainings that will be supported by the studies to be carried out with the experts, especially in Vocational High Schools.</p> <p>Giving Traffic Safety Trainings to teachers and students</p> <p>Depending on the pandemic conditions, giving face-to-face traffic awareness training to primary school students in Istanbul pilot schools, apart from online trainings provided.</p> <p>Addressing traffic and psychology in traffic issues on social media channels, with the theme of Stay Calm in Traffic, Stay as Yourself with experts, and supporting content to be created to inform the community.</p>

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Occupational Health and Safety	Doğuş Otomotiv is committed to providing a safe workplace for all its employees and fulfilling its environmental responsibilities.	 	<p>Occupational Health and Safety Management</p> <p>Management of non-financial risks</p> <p>Business Continuity activities</p> <p>Immediate Action mechanisms</p>	<p>Working with a mechanical system for carrying heavy materials by switching to the vacuum pallet truck system in the spare parts warehouse.</p> <p>Within the scope of Covid-19 measures, conducting a survey to understand the needs and demands of the employees.</p> <p>Following the introduction of the Audi Skelex Ergonomic Power System in six Doğuş Oto locations, expanding its use in Authorized Dealers and Service Centers (the system is started to be used in two more Authorized Dealers and Service Centers in 2020)</p>	<p>80% of the determinations in occupational health and safety hazard and risk studies have been completed, and the deadline for the remaining actions was not ended yet.</p> <p>Vacuum pallet truck system was put into practice in spare parts warehouses.</p> <p>The demands and opinions of the employees were taken by conducting a Covid-19 survey, and these were evaluated at the emergency management meeting.</p> <p>Audi Skelex system started to be implemented at Doğuş Oto locations. Also recommended for authorized dealers.</p>	<p>Establishing Occupational Health and Safety Management (ISO 45001) system,</p> <p>Selecting a person responsible for ISO 45001 from all departments and ensuring their participation in OHS processes at the highest level.</p> <p>Organizing an event to raise awareness of employees during the occupational health and safety week.</p> <p>Ensuring emergency coordination with Doğuş Holding.</p>
Waste Management	Doğuş Otomotiv continues its efforts to reach more data every year to improve its environmental management system. Doğuş Otomotiv regularly measures the waste generated from its operations, by going beyond legal requirements, works to minimize its environmental impact, and collaborates with various institutions to fully execute its recycling strategy.	 	<p>Practices related to waste management</p> <p>Environmental awareness activities</p> <p>Live Your Life Plastic-Free Program</p> <p>ISO 14001 Environmental Management System</p>	<p>Continuing the awareness-raising activities of the Live Your Life Plastic-Free Program,</p> <p>Reducing the amount of direct waste by 5% in 2023 compared to 2021,</p> <p>Reducing the amount of hazardous waste per vehicle sold by 3% in 2023 compared to 2021.</p>	<p>Live Your Life Plastic-Free Program continued with awareness-raising activities on social media, as the work from method was switched in 2021.</p> <p>The amount of hazardous and non-hazardous waste generated per vehicle sold decreased by 5% compared to the previous year.</p>	<p>Reducing the amount of hazardous and non-hazardous waste by 5% compared to 2021,</p> <p>Continuing the Live Your Life Plastic-Free Program with various activities in 2022 following the return to office program.</p> <p>Placing an application for the Zero Waste Certificate.</p> <p>Reducing the amount of direct waste by 5% compared to 2021 (since there was no work in the offices, a reliable data could not be collected, and this has been updated as the 2022 target)</p> <p>Reducing hazardous and non-hazardous waste generated per vehicle sold by 5% compared to the previous year.</p>

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<p>Climate Change</p>	<p>Doğuş Otomotiv has gathered its environmental policy under five main headings: Water, Waste, Energy, Logistics and Environmentally Friendly Products. Doğuş Otomotiv takes its environmental impacts into consideration when making its management and operational decisions; evaluates its direct and indirect environmental impacts arising from its operations and commits to reduce them. Assumes itself responsible to the community, beyond required by laws and regulations, for protecting nature and using natural resources.</p> <p>Strives to ingrain the same level of environmental awareness to its employees, their families, and the companies with which it cooperates. Aspires to establish necessary systems to measure, monitor and improve its environmental impacts. For the environmentally friendly products with high standards of the brands it distributes to be better promoted, understood and sold, it establishes collaborations within the value chain and provides awareness. Commits to regularly review its environmental policy and, when deemed necessary, to set new goals and objectives appendant to it.</p>	    	<p>Live Your Life Plastic-Free Program</p> <p>Environmental policies</p> <p>Digital Transformation Programs</p> <p>Waste Management Practices</p> <p>Activities and practices urging Suppliers, Authorized Dealers and Service Centers to implement waste management systems</p> <p>ISO 14001 Environmental Management System and Environmental Risk Management</p> <p>Business Continuity policies</p> <p>Activities to prevent cutting down trees through environmental management and waste management practices</p> <p>Intermodal Transport</p> <p>Logistics building Solar Power Plant Investment</p>	<p>Starting ISO 14064 Greenhouse Gas Emissions reporting activities until the end of 2021</p> <p>Completion of the installation of ISO 50001 Energy Management System until the end of 2022</p> <p>Until the end of 2022, making SPP Investments in our Authorized Dealers and Service Centers, primarily in the Logistics building, minimizing the electricity consumption, and meeting 62% of the annual electricity need with SPPs.</p> <p>In the second phase of the SPP Investment, until 2022, with an investment of approximately 188.7 million USD in our entire Authorized Dealer and Service Center network, meeting the 97% of the electricity needs SPPs,</p> <p>Completing giving environmental awareness trainings for all employees by the end of 2022,</p> <p>Encouraging the participation of employees in environmental awareness programs within the scope of the volunteering platform</p>	<p>The carbon footprint was measured in accordance with ISO 14064 and was published for the first time in the 2021 sustainability report.</p> <p>ISO 50001 installation work was completed.</p> <p>SPP investment was completed.</p> <p>Providing environmental and energy management trainings to 60.63% of our employees was completed.</p>	<p>Obtaining ISO 50001 Energy Management Certification.</p> <p>Successful completion of ISO 14001 interim audits.</p> <p>With the completion of the SPP investment, a 20% emission reduction target in our electricity consumption-based emissions compared to 2021.</p> <p>Providing environment and energy trainings to 100% of Doğuş Otomotiv employees,</p> <p>Providing environmental and energy trainings to 50% of third-party employees,</p> <p>Conducting environmental awareness programs within the scope of the volunteering program.</p>
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<p>Digital Transformation</p>	<p>In line with its vision and mission, Doğu Otomotiv aspires to strengthen its cost management, implement digital transformation in all possible business processes, create "fan customers" and be an efficient Company that develops sustainably for all of our employees, business partners, customers and shareholders.</p>	 	<p>Digitization practices of Human Resources processes</p> <p>Agile Project Management</p> <p>Digital Board</p> <p>Data analytics studies with machine learning/artificial intelligence</p> <p>GO-DGTL Academy activities</p> <p>Data Roadmap</p>	<p>Digital Business Development Projects</p> <p>Planning of activities on electric and connected vehicles</p> <p>Integration of digital projects into all channels</p> <p>Digital operations</p> <p>Implementation of Contact-Free Customer Applications</p>	<p>Digital Business Development Projects (Number of completed projects: 64)</p> <p>Activities on electric and connected vehicles</p> <p>Integration of digital projects into all channels</p> <p>Digital operations</p> <p>Implementation of Contact-Free Customer Applications</p> <p>Go-DGTL Academy Digital Competency Development Program – Phase 2</p> <p>Data Science Trainings</p> <p>RPA Trainings</p> <p>Customer Experience Trainings</p>	<p>Dissemination of Digital Transformation projects and practices in the company, implementation of the data roadmap</p> <p>Business Agility Activities</p> <p>Digital Project</p> <p>Portfolio management</p> <p>Data roadmap</p> <p>Go-DGTL Academy Digital Competency Development Program – Phase 3</p> <p>Agile Product Owner (PSPO) Trainings</p> <p>Cyber Security and Authorized Dealer Data Safety Activities</p> <p>ISO 27001</p> <p>Digital Maturity Index</p>
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<p>Risk Management</p>	<p>Corporate Risk Management, which we have created to make the approach of defining uncertainties in a timely manner, evaluating them with the right methods and taking measures in accordance with the targets into a way of doing business throughout our Company, is developed as a corporate culture extending from our management bodies to our employees at the lowest level. Our risk composition, which is considered on a process and scenario basis within the scope of probability and possible impact, has been expanded to include non-financial risks, including our health, security, law, technology, environment, business continuity and sustainability sensitivities in recent years. Risk measurement and evaluation parameters, the use of common terminology, business continuity approach, and related reporting and stakeholder information activities are also strengthened accordingly.</p>	 	<p>Environmental Risk Management Studies</p> <p>Establishing the Compliance Function</p> <p>Publication of the Compliance Policy</p> <p>Early Detection of Risk Committee</p> <p>Corporate Governance and Sustainability Committee</p> <p>Sustainability Report</p> <p>Sustainable Purchasing Policies</p> <p>Sustainability Awareness at Authorized Dealers and Service Centers</p> <p>Financial Risk Report</p> <p>Risk Maturity Study and Strategic Risk Management Plans</p> <p>Business Continuity Plan</p>	<p>Environmental Management System Certification</p> <p>Investment and awareness-raising activities in the Sustainable Supply Chain</p> <p>Integrating 80% of our suppliers with the highest purchases in terms of total turnover into the management model</p> <p>New scenario studies after the Covid-19 outbreak and their integration into the model</p>	<p>ISO 14001 Environmental Management System certification was obtained.</p> <p>All factors that will affect business continuity related to Covid-19 have been added to our risk model and are managed together with other risks.</p> <p>The risk categorization study has been completed for our suppliers with a purchase of 5 million TL or over. Following this study, 30 of our suppliers were audited.</p> <p>A risk inventory study was conducted for Doğu Holding risk management processes.</p>	<p>Four sustainability report data updates per year</p> <p>Completion of short-term actions</p> <p>Integration of Ethics Code into the system in purchasing processes</p>
<p>New Products and Services</p>	<p>As a company operating in all areas of sales and service activities in the automotive industry, our sustainability strategy at Doğu Otomotiv is based on risk prediction systems. In this direction, all research and development activities carried out for the future of the market are closely monitored. The Business Development Unit plans its activities in this context.</p>	 	<p>Establishment of Business Development Unit</p> <p>Digital Transformation Unit</p> <p>Electric Vehicles Working Group</p> <p>New Business Ideas Workshop</p> <p>Doğu Holding InvenDO collaborations</p>	<p>Implementation of Start-Up programs until 2023,</p> <p>Implementation of digital projects, digital products and services prioritized within the scope of digital project portfolio studies,</p> <p>Ethical Signature Initiative</p> <p>Working on new business models in cooperation with Doğu Otomotiv and Doğu Oto,</p> <p>D-One Service Procurement</p> <p>D-One first customer acquisition</p>	<p>D-One's first customer acquisition project was implemented.</p> <p>InvenDO collaborations continued in 2021, and it was decided to continue negotiations with two initiatives in 2022.</p> <p>The number of digital projects was realized to be 64.</p>	<p>Continuing InvenDO collaborations and concluding negotiations with the two initiatives started in 2021.</p> <p>Continuing digital transformation projects and increasing the project portfolio to over 200.</p>

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<p>Second-hand Vehicle Market</p>	<p>Efforts are continuing to develop the second-hand vehicle market in a corporate sense, to increase the brand sales volume, and to ensure customers to carry out their vehicle purchase and sale activities feeling safe and secure.</p>		<p>All employees to obtain professional competence certificates</p> <p>DOD.com.tr and DOD Mobile application</p> <p>101 Point Control and Warranty Services</p>	<p>Improving DOD.com.tr and DOD Mobil application with additional features and expanding the impact of the platforms</p> <p>Creation of new supply and sales channels</p>	<p>Obtaining professional competence certificates was completed by all employees.</p> <p>The project for the end-to-end renewal of DOD.com.tr and the DOD Mobil was conceptualized, and relevant activities were carried out throughout the year.</p> <p>Existing supply channels have been strengthened, and the business model has been enriched.</p> <p>The project for DOD Auction platform was conceptualized; new sales channel positioning was done.</p>	<p>Professional competence certificates of newly recruited employee will be completed.</p> <p>The new DOD.com.tr and DOD Mobil are targeted to go live in May 2022.</p> <p>Leasing and clearing modules on DOD.com.tr and DOD Mobil will be implemented in June 2022.</p> <p>DOD Auction platform will be launched in June 2022, in such a way that serves DOD Authorized Dealers.</p> <p>Data and machine learning projects will be implemented over DOD.com.tr and DOD Mobile, and the DOD Vehicle Recommendation System will go live.</p>
<p>Sustainable Supply Chain Management</p>	<p>As its field of activity is direct imports, distributorship, authorized dealership and service center, and logistics services, sustainable supply chain management is among Doğu Otomotiv's material issues. Not only in environmental issues but also in social and economic development topics, the processes that we manage in the Supply Chain with a risk management, audit and development approach enable us to move towards more systematic and concrete targets, as well as allowing us to continue to be a part of the change and solution by creating more awareness.</p>		<p>Corporate Governance and Sustainability Performance Evaluation Program of Our Authorized Dealers and Service Centers</p> <p>DRIVE Program</p> <p>Including Sustainability-related fields to Supplier Selection and Audit Criteria</p> <p>Supplier Risk Categorization Study</p>	<p>The current situation analysis and implementation of incentive mechanisms in the field of Corporate Governance and Sustainability at our Authorized Dealers and Service Centers will be completed by 2025.</p> <p>Risk categorization studies of our suppliers will start in 2021.</p> <p>The Project of Expanding SPP investments in Authorized Dealers and Service Centers will be completed in 2022</p>	<p>The program was started in 2021 with our four Authorized Dealers and Service Centers, the results will be analyzed in 2022, and a dissemination program will be developed.</p> <p>Risk categorization studies have been completed for our suppliers with a purchase of over 5 million TL. Preliminary information and data entry through the system for our suppliers found to be in the risky category will be completed in 2022.</p> <p>A survey was conducted with our Authorized Dealers and Service Centers on SPP Investments. As a legal entity, 75% of our authorized dealers stated that they are willing to invest in SPP.</p>	<p>In 2022, 20% of our Authorized Dealer and Service Center network to be included in the evaluation program,</p> <p>The transition of our Authorized Dealers and Service Centers to renewable energy will be monitored and encouraged in the medium and long term for 2022 and beyond.</p>

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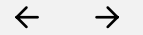
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Appendix 1.6

Corporate Governance Principles Sustainability Compliance Index

(According to the Communiqué of the Turkish Capital Markets Board)

NR	PRINCIPLE CODE	PRINCIPLE TOPIC	COMPLIANCE STATEMENT	BACKGROUND	JUSTIFICATION	COMPENSATORY ACTION	COMPLIANCE PLAN
A – GENERAL PRINCIPLES							
A1 – Strategies, Policies and Targets							
1	A.1.1	The Board of Directors determines ESM material issues, risks and opportunities and creates ESM policies accordingly. In terms of the effective implementation of the said policies, intra-partnership directives, business procedures, etc. can be prepared. The Board of Directors takes decisions for these policies and discloses them to the public.	YES Sustainability management procedures as a whole and their related <i>policies</i> are publicly disclosed on the website.				
2	A.1.2	Determines the Partnership Strategy in accordance with ESM policies, risks and opportunities. Determines and publicly discloses short and long-term objectives in line with the partnership strategy and ESM policies.	YES Doğuş Otomotiv completed its sustainability risk and opportunities identification study in 2020 and published them in its 2020 Sustainability report. The Integrated Management Systems Activation efforts, which were started in 2021, will be completed in 2021. Within the scope of these studies, risk and opportunity studies are carried out specifically for each for their own field and will be included in Integrated Management Systems in 2022.				



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A2 – Implementation / Monitoring

3	A 2.1	Identifies the committees/units responsible for the implementation of ESM policies and discloses them to the public. The responsible committee/unit reports the activities carried out within the scope of the policies to the Board of Directors at least once a year and in any case within the maximum periods determined for the disclosure of annual activity reports to the public specified in the relevant regulations of the Board.	<p>YES</p> <p>Detailed information on Doğu Otomotiv Sustainability Management is disclosed every year within the scope of the <i>Sustainability Report</i>.</p>				
4	A 2.2	Creates implementation and action plans in line with the determined short and long-term goals, and discloses them to the public.	<p>YES</p> <p>Doğu Otomotiv's Sustainability Strategy targets are announced every year within the scope of the sustainability report. <i>Doğu Otomotiv Sustainability Reports</i> are published every year in June in compliance with the BIST Sustainability Index deadlines, covering the previous year's performances.</p>				

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5	A 2.3	Determines ESM Key Performance Indicators (KPI) and states them comparatively on a yearly basis. Presents KPIs together with local and international industry comparisons if verifiable data is available.	<p>PARTIALLY</p> <p>Doğuş Otomotiv reports its Company performances in accordance with the GRI Standards Reporting Principles in June every year in line with the sustainability material issues determined in compliance with the AA1000SES Standard. Although possible data are presented with a three-year comparison, due to some variables such as changes in laws and regulations, internal and external factors, and since our Company does not have a reporting precedent in its segment, it may make industry comparisons on similar factors within the Company.</p> <p>Since 2009, our company has been submitting comprehensive reports in line with international standards. All reports are available on the website.</p>	<p>Since there are still no national and international precedent factors in the segment in which it operates in the industry, our Company conducts comparative studies with close by industries. The sustainability reports of the Company published for the last 13 years are available to the public on its website.</p>	N/A	N/A	Comparison studies can be planned in the future when publicly available information at global standards is shared by its competitors or peers.
6	A 2.4	Discloses its sustainability performance, and remedial innovative activities for business processes or products and services.	<p>YES</p> <p>Doğuş Otomotiv discloses its sustainability performance and improvement activities in the areas it has determined in accordance with global standards throughout its life cycle, within the scope of its <i>sustainability report</i> every year.</p>				
A3 – Reporting							
7	A 3.1	Reports its sustainability performance, targets, and actions at least once a year, and discloses them to the public. Discloses information on sustainability activities within the scope of its annual report.	<p>YES</p> <p>Doğuş Otomotiv discloses its sustainability performance and improvement activities in the areas it has determined in accordance with global standards throughout its life cycle, within the scope of its <i>sustainability report</i> every year.</p>				

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8	A 3.2	Sharing information that is important for the stakeholders in terms of understanding the position, performance, and development of the partnership in a direct and concise manner is essential. It may disclose detailed information and data on its corporate website separately, and prepare individual reports that directly address the needs of different stakeholders.	YES Doğuş Otomotiv website has a separate section for Sustainability. In this section, both the Company's report and the material issues determined in the field of ESG, as well as all its strategies and policies are included. Although Doğuş Otomotiv does not publish separate reports for each stakeholder group, it follows all the standards in the world to meet the expectations of its stakeholders and publishes <i>reports in accordance with these standards.</i>				
9	A 3.3	It takes the utmost care in terms of transparency and reliability. Within the scope of the balanced approach, it objectively explains all kinds of developments about material issues in its disclosures and reports.	YES Doğuş Otomotiv Materiality Study was carried out twice in 13 years. The results of the studies carried out with a methodology in accordance with the AA1000SES Standard are published in the <i>relevant section</i> of both the sustainability report and the website.				
10	A 3.4	Provides information about which of its activities are related to the United Nations (UN) 2030 Sustainable Development Goals.	YES Doğuş Otomotiv's activities in addressing its material issues related to sustainability in line with the UN Sustainable Development Goals started in 2017, and since then, the UN SDG Index has been included in its <i>sustainability reports.</i>				

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11	A 3.5	Gives an account on the lawsuits filed against and/or concluded concerning environmental, social, and corporate governance issues.	<p>YES</p> <p>Doğuş Otomotiv has been publishing a comprehensive report application-level in accordance with the GRI Standards Reporting Framework since its first sustainability report. Every year, it publishes all the accounts it gives on the lawsuits filed against environmental, social, ethical, and corporate governance issues over the <i>GRI Indexes</i>.</p>				
A.4 - Verification							
12	A 4.1	Discloses its sustainability performance metrics to the public, if verified by independent third parties (independent sustainability assurance providers) and strives to increase such verifications.	<p>YES</p> <p><i>Doğuş Otomotiv Sustainability Report</i> has been verified by PwC Turkey within the scope of limited assurance for the last three years. Relevant documents are included in the report.</p>				
B – Environmental Principles							
13	B.1	Discloses its policies and practices, action plans, environmental management systems (known by the ISO 14001 standard), and programs in the environmental management area	<p>YES</p> <p>Doğuş Otomotiv holds ISO 14001: 2015 Environmental Management System certificate.</p>				
14	B.2	Complies with environmental laws and other relevant regulations, and discloses them.	<p>YES</p> <p>Doğuş Otomotiv complies with all environmental laws and regulations and monitors the process through the ISO 14001 compliance obligations document. Our company has an appointed environmental officer. There is also an Environment Committee in place that reports directly to the Corporate Governance and Sustainability Committee.</p>				

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15	B.3	Discloses the constraints on the limits of the environmental report, reporting period, reporting date, data collection process, and reporting conditions which will be included in the report to be prepared within the scope of the Sustainability Principles.	<p>YES</p> <p>Doğuş Otomotiv has been announcing its sustainability performance at the comprehensive reporting application level regularly every year since 2009, using the GRI Standards reporting framework and in line with the material issues it has determined in accordance with the AA1000SES Standard methodology. All details regarding environmental data are disclosed to the public in accordance with <i>reporting</i> principles. Explanations on data methodology and scope are included in the scope heading of the report.</p>				
16	B.4	Discloses the highest-level person in the partnership, the relevant committee members, and their duties who are responsible for dealing with environment and climate change-related issues.	<p>YES</p> <p>Doğuş Otomotiv has a Corporate Governance and Sustainability Committee, which is designated as the top committee directly reporting to the Board of Directors, responsible for the management of all sustainability issues, including issues related to the environment and climate change. The Sustainability Council reports directly to this committee. There is also an Environmental Committee and an appointed Environmental Manager. Doğuş Otomotiv is the first company in its segment to accept climate change as a financial risk and announce its <i>policies</i> in this regard.</p>				

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17	B.5	Discloses the incentives it offers for the management of environmental issues, including the achievement of objectives	<p>PARTIALLY</p> <p>Doğuş Otomotiv annually discloses its environmental data in line with its material issues and shares its targets with the public under possible headings. It also encourages its subsidiaries, authorized dealers, service centers and suppliers throughout the entire value chain to disclose their environmental data. It has added sustainability principles to its categorization and audit processes in purchasing processes with its suppliers and has started to include these stakeholders in its <i>sustainability report</i> since 2015.</p>	Together with the start of the ISO 14001 process, concrete targets will also be shared	Together with the start of the ISO 14001 process, concrete targets will also be shared	Together with the start of the ISO 14001 process, concrete targets will also be shared	Together with the start of the ISO 14001 process, concrete targets will also be shared. Within the scope of the 2021 Sustainability Report, environmental data and targets have been disclosed to the public in accordance with the ISO 14064 Carbon Emission Management standard.
18	B.6	Discloses how environmental issues are integrated into business goals and strategies.	<p>YES</p> <p>Doğuş Otomotiv has been disclosing its environmental data in line with the material issues it has determined in accordance with the AA1000SES Standard since 2009. Material issues were reviewed in 2018 in line with the changing conditions and stakeholder expectations, and since then, reporting has started in line with the new material issues. All details regarding integration into business strategies are published within the scope of the <i>Sustainability Report</i>.</p>				
19	B.7	Discloses sustainability performances of its business processes or products and services and its activities to improve this performance.	<p>YES</p> <p>All the performances are disclosed to the public with the <i>sustainability reports</i>.</p> <p>Details and statements can be found within the context of the GRI Index.</p>				

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20	B.8	Discloses how it manages environmental issues and integrates suppliers and customers into its strategies, not just in terms of direct operations but throughout its partnership value chain	<p>YES</p> <p>Doğuş Otomotiv has started to include not only its subsidiaries, but also its suppliers, authorized dealers and service centers in its Sustainability Report since 2014. It also manages and encourages data collection processes after one-on-one briefings. Four Authorized Dealers and Service Centers participated in the pilot study of the Corporate Governance and Sustainability Evaluation Program at Authorized Dealers and Service Centers, which was launched in 2021. As the evaluation method, IFC (International Financial Corporation) Corporate Governance Self-Assessment Principles for Family Businesses and SMEs are taken as a basis. In 2022, assessment activities will be disseminated throughout our Authorized Dealer and Service Center Network, and will be published within the scope of sustainability reports. Within the scope of the Supply Chain, risk categorization activities are also carried out for the sustainability risks of the suppliers. Integration activities into purchasing processes continue.</p>				
21	B.9	Discloses whether it is involved in policy making processes on environmental issues (industrial, regional, national and international), its cooperation with environmental associations, related organizations and non-governmental organizations, and if any, its duties and activities it supports.	<p>NO</p> <p>Doğuş Otomotiv is not yet involved in the process of creating public policies on environmental issues in line with its environmental material issues. However, it monitors and follows the developments through the industrial unions and associations of which it is a member. (TUYID, ODD etc.) It also disposes of its wastes through business partnership with PETDER and ÇEVKO in accordance with environmental laws and regulations</p>	Studies are carried out to establish co-operations with unions and associations working on environmental issues, if deemed necessary and in line with the Company's material issues; and cooperation alternatives for the future are being evaluated.	This will be evaluated in cases where cooperation with a non-governmental organization is deemed necessary in line with concrete objectives.	This will be evaluated in cases where cooperation with a non-governmental organization is deemed necessary in line with concrete objectives.	This will be evaluated in cases where cooperation with a non-governmental organization is deemed necessary in line with concrete objectives.

22	B.10	Periodically reports the information on environmental impacts in a comparable way in the light of environmental indicators (Greenhouse gas emissions (Scope-1 (Direct), Scope-2 (Energy indirect), Scope-3 (Other indirect)), air quality, energy management, water and wastewater management, waste management, biodiversity impacts).	<p>YES</p> <p>Doğuş Otomotiv has been publishing its environmental data comparatively, in line with its priorities, within the scope of sustainability reports since 2009. ISO 14001: 2015 Environmental Management System certification obtaining process was completed in 2021. Although emissions were disclosed in previous years, Scope 1-2-3 and total carbon footprint data were disclosed for Doğuş Otomotiv for the first time within the scope of the 2021 <i>2021 Sustainability Report</i>. Since there is no comparable data with previous years, only the data for 2021 has been disclosed in this way. However, the sustainability reports of the past years can be examined for the consumption levels of the previous years.</p>				
23	B.11	Discloses the details of the standards, protocols, methodologies, and base year it uses to collect and calculate its data.	<p>YES</p> <p>Doğuş Otomotiv uses the methodology recommended by GRI Standards and the reporting rules of local laws and regulations in disclosing its environmental data. The data is collected and consolidated by the members of the Sustainability Council, which is assembled within the Company and includes employees from each unit. As of 2021, environmental data have been calculated and disclosed in accordance with ISO 14064. It will be disclosed in the same in the following years as well.</p>				

24	B.12	Describes the status of environmental indicators for the report year in comparison with the previous years (increase or decrease).	<p>YES</p> <p>There have been changes in comparable data between the years 2009 and 2017 as well as 2018 and 2020 due to the change of material issues. Since the same factors are reported in the reports published regularly starting from 2018, necessary comparisons can be made as of then. Environmental data started to be reported in accordance with ISO 14064, as of 2021.</p>				
25	B.13	Sets out short and long-term goals to reduce its environmental impact and discloses these goals. These goals are recommended to be set based on Science, as proposed by the United Nations Conference of the Parties on Climate Change. If progress has been made in the reporting year on the relevant goals it has previously set, provides information on the matter.	<p>YES</p> <p>Doğuş Otomotiv publishes its environmental performance within the scope of its Sustainability Reports in accordance with international standards. At the same time, as a UNGC signatory since 2010, it also includes the UNGC index in its reports and discloses its <i>commitments</i>.</p>				
26	B.14	Discloses its strategy and actions to combat the climate crisis.	<p>YES</p> <p>Doğuş Otomotiv has disclosed to the public that it accepts climate change as a financial risk, together with its economic development policy. In addition, through its <i>environment and energy management policies</i>, all strategies are disclosed within the scope of the sub-impacts policy.</p>				
27	B.15	Discloses its programs or procedures to prevent or minimize the potential adverse impact of the products and/or services it offers; discloses its actions implemented to reduce greenhouse gas emissions of third parties.	<p>YES</p> <p>In line with the <i>management of the environmental impact of products and services policy</i> and all actions taken for the impact performance are disclosed within the scope of material issues.</p>				

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28	B.16	Discloses the actions it has taken to reduce its environmental impacts, the total number of projects and initiatives it carries out, and the environmental benefits/revenues they provide and costs they incur.	YES Disclosed within the scope of <i>Sustainability Report</i> .				
29	B.17	Reports its total energy consumption data (excluding raw materials) and discloses its energy consumptions as Scope-1 and Scope-2.	YES Disclosed within the scope of its <i>Sustainability Report</i> in 2021 in accordance with ISO 14064.				
30	B.18	Provides information on electricity, heat, steam and cooling energies produced and consumed in the reporting year.	YES Disclosed within the scope of its <i>Sustainability Report</i> in 2021 in accordance with ISO 14064.				
31	B.19	Conducts studies on increasing the use of renewable energy, transitioning to zero or low carbon electricity, and discloses these studies.	YES Doğuş Otomotiv will complete its SPP investment in 2022, which started in 2021, and will switch to renewable energy. Details are included in the <i>2021 Sustainability Report</i> .				
32	B.20	Discloses its renewable energy production and usage data.	YES Doğuş Otomotiv does not produce energy. However, it strives to show all the necessary sensitivity to provide the energy it uses from 100% renewable energy sources. Energy consumption data is disclosed within the scope of its sustainability reports. At the same time, solar energy panel investment was started with an investment of 2.4 million dollars on the roof of the Logistics building in the Şekerpınar site in 2021, and it will be operational in 2022.				
33	B.21	Creates energy efficiency projects, and discloses its energy consumption and emission reduction amounts achieved by means of these projects.	YES Doğuş Otomotiv carries out efficiency studies in required areas, and the benefits and reductions are disclosed every year within the scope of its <i>sustainability reports</i> .				

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34	B.22	Reports the amount of water withdrawn, used, recycled and discharged from underground or above ground, their sources and their procedures (total water withdrawal by source, water sources affected by withdrawal; percentage and total volume of recycled and reused water, etc.).	YES Water consumption is among Doğu Otomotiv's primary material issues. It has been reporting water consumption per vehicle sold since 2009, and has been working on reducing consumption. Comprehensive data is included in the Sustainability Report comparatively. Doğu Otomotiv aims to report its Water Footprint as of 2022 as well.				
35	B.23	Discloses whether its operations or activities are included in any carbon pricing system (Emissions Trading System, Cap & Trade or Carbon Tax).	NO	It is not among the material issues of the Company. It has not been considered within the scope of limited stakeholder expectations.	It is not among the material issues of the Company. It has not been considered within the scope of limited stakeholder expectations.	It is not among the material issues of the Company. It has not been considered within the scope of limited stakeholder expectations.	It is not among the material issues of the Company. It has not been considered within the scope of limited stakeholder expectations.
36	B.24	Discloses its carbon credit information accumulated or purchased during the reporting period.	NO	It is not among the material issues of the Company. It has not been considered within the scope of limited stakeholder expectations.	It is not among the material issues of the Company. It has not been considered within the scope of limited stakeholder expectations.	It is not among the material issues of the Company. It has not been considered within the scope of limited stakeholder expectations.	It is not among the material issues of the Company. It has not been considered within the scope of limited stakeholder expectations.
37	B.25	Discloses the details if carbon pricing is applied within the partnership.	NO	It is not among the material issues of the Company. It has not been considered within the scope of limited stakeholder expectations.	It is not among the material issues of the Company. It has not been considered within the scope of limited stakeholder expectations.	It is not among the material issues of the Company. It has not been considered within the scope of limited stakeholder expectations.	It is not among the material issues of the Company. It has not been considered within the scope of limited stakeholder expectations.
38	B.26	Discloses all mandatory and voluntary platforms where it discloses its environmental information.	YES Doğu Otomotiv publicly shares all its sustainability data on its website within the basic indicators of the standards. Apart from declarations made to public authorities as required by legal obligations, it is evaluated in the BIST Sustainability Index in line with these data.				

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C – Social Principles							
C1 – Human Rights and Employee Rights							
39	C 1.1	Creates a Corporate Human Rights and Employee Rights Policy, in which full compliance with the Universal Declaration of Human Rights, ILO Conventions ratified by Turkey, and the legal framework and legislation regulating human rights and working life in Turkey is committed. Publicly discloses the policy in question and the roles and responsibilities associated with its implementation.	YES Doğuş Otomotiv's human rights policy covers material issues and sub-policies related to the employees and workplace policy, under the human rights chapter and meets the requirements within the scope of Doğuş Otomotiv Ethics Code principles. All necessary details and performances are disclosed on the website and <i>sustainability reports</i> .				
40	C 1.2	Ensures equal opportunity in its recruitment processes. Considering the impact of its supply and value chain, includes fair workforce, improvement of labor standards, women's employment and inclusion issues (such as non-discrimination of women, men, religious beliefs, language, race, ethnicity, age, disability, refugees, etc.) in its policies.	YES <i>Employees and the Workplace Policy, Equal Opportunity Policy and Doğuş Otomotiv Ethics Code, Sustainable Procurement Policy</i>				
41	C 1.3	Discloses the measures taken throughout its value chain to protect the rights of certain groups (low-income groups, women, etc.) who are sensitive to certain economic, environmental and social factors, or for the protection of minority rights/ equal opportunities.	YES <i>Equality at Work Program Human Rights Policy Anti-Discrimination Policy</i>				
42	C 1.4	Reports the developments regarding the prevention and corrective practices against discrimination, inequality, human rights violations, and forced labor. Discloses its regulations in place on not employing child labor.	YES <i>Diversity and Equal Opportunity Policy Human Rights Policy Doğuş Otomotiv Ethics Code Prevention of Discrimination Policy Child Labor Management Approach UNGC Commitment</i>				

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43	C 1.5	Discloses its investments on employees (training, personal development policies), as well as its compensation, fringe benefits, unionization rights, work/life balance solutions and talent management policies. Establishes mechanisms for the resolution of employee complaints and disputes and determines dispute resolution processes. Discloses, on a regular basis, the activities carried out to ensure employee satisfaction.	<p>YES</p> <p>All relevant details are disclosed every year within the scope of <i>sustainability reports</i>. At the same time information about the Ethics Code, Ethics Hotline and all related processes are included within the scope of the <i>Ethics Code</i>.</p>				
44	C 1.6	Creates occupational health and safety policies and discloses them to the public. Discloses measures taken to prevent occupational accidents and to protect health as well as accident statistics.	<p>YES</p> <p>Occupational Health and Safety is among Doğu Otomotiv's priority material issues in terms of sustainability. <i>Policies</i> can be found on the website. Relevant data are published comparatively in the Sustainability Report. Efforts to obtain ISO 45001 Occupational Health and Safety</p> <p>Certification has started in 2021. The certificate is targeted to be obtained in 2022.</p>				
45	C 1.7	Creates personal data protection and data security policies, and discloses them to the public.	<p>YES</p> <p>Development activities have been carried out in accordance with all legal regulations on the <i>Protection of Personal Data</i>; the process is managed at the most advanced level. At the same time, the ISO 27001 Information Security Management System activation work was started in 2021; certification is planned to be obtained in 2022.</p>				

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46	C.1.8	Creates an ethics policy (including activities such as work ethics, compliance processes, advertising and marketing ethics, clear disclosure, etc.) and discloses it to the public.	YES Doğuş Otomotiv <i>Ethics Code</i> has been published on the website accessible to all our stakeholders as a publicly disclosed commitment since 2012.				
47	C.1.9	Discloses its activities within the scope of community investment, social responsibility, financial inclusion, and access to finance.	YES Doğuş Otomotiv discloses its <i>community engagement policies</i> and their performances in its sustainability report, whereas its data on access to finance and inclusion in its annual report. Doğuş Otomotiv community engagement programs and volunteering platforms determined within the scope of its social responsibility are also published in <i>sustainability reports</i> every year.				
48	C.1.10	Organizes information meetings and training programs for employees on ESM policies and practices.	YES All trainings provided and practices implemented regarding sustainability, as well as information on the policies set, are published every year within the scope of <i>sustainability reports</i> after being updated.				
C2 – Stakeholders, International Standards, Initiatives							
49	C.2.1	Carries out its activities concerning sustainability by considering the concerns and priorities of all stakeholders (employees, customers, suppliers and service providers, public institutions, shareholders, community and non-governmental organizations, etc.).	YES Doğuş Otomotiv identified its key stakeholders using the AA1000SES methodology in a workshop conducted in 2009 and focused its sustainability strategy on stakeholder engagement. All relevant strategies and practices are disclosed on the <i>stakeholder engagement platforms</i> and the website. Current performances are included in the <i>sustainability reports</i> .				

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50	C 2.2	Establishes a customer satisfaction policy regarding the management and resolution of customer complaints, and discloses it to the public.	YES <i>Customer Management</i> and its related strategies and practices are disclosed in detail within the scope of <i>sustainability reports</i> .				
51	C 2.3	Conducts its communication with stakeholders in a continuous and transparent manner; discloses with which stakeholders, for what purpose, on what subject, and how often it communicates, as well as announcing the progress made in its sustainability activities.	YES Doğuş Otomotiv identified its key stakeholders using the AA1000SES methodology in a workshop conducted in 2009 and focused its sustainability strategy on stakeholder engagement. All relevant strategies and practices are disclosed on the <i>stakeholder engagement platforms</i> and the website. Current performances are included in the <i>sustainability reports</i> .				
52	C 2.4	Publicly discloses the international reporting standards it has adopted (Carbon Disclosure Project (CDP), Global Reporting Initiative (GRI), International Integrated Reporting Council (IIRC), Sustainability Accounting Standards Board (SASB), Task Force on Climate-Related Financial Disclosures (TCFD), etc.).	YES Doğuş Otomotiv has been publishing a sustainability report every year since 2009 in line with the GRI Global Reporting Initiative framework. It publishes a comprehensive reporting level report according to the GRI Standards, the last reporting framework of the initiative. <i>Doğuş Otomotiv 2021 Sustainability Report</i> includes related indexes and an index for SASB Indicators.				

53	C 2.5	Discloses to the public the international organizations or principles it is a signatory or member of (Equator Principles, United Nations Environment Program Finance Initiative (UNEP-FI), United Nations Global Compact (UN GC), United Nations Principles for Responsible Investment (UNPRI), etc.), as well as announcing the international principles it adopts (such as the International Capital Markets Association (ICMA) Green/Sustainable Bond Principles).	<p>YES</p> <p>Doğuş Otomotiv has been a signatory to the UN GC United Nations Global Compact since 2010, and the relevant indexes are published on the website and within the scope of its <i>sustainability reports</i>.</p>				
54	C 2.6	Makes concrete efforts to be included in Borsa Istanbul Sustainability Index and international sustainability indexes (Dow Jones Sustainability Index, FTSE4Good, MSCI ESM Indexes etc.).	<p>YES</p> <p>Doğuş Otomotiv has been included in the BIST Sustainability Index since 2014-2015 Period. Monitoring and planning studies on international indexes continue.</p>				
D – Corporate Governance Principles							
55	D.0	Shows maximum effort to comply with the Corporate Governance principles that must be complied with within the scope of the Capital Markets Board's Corporate Governance Communiqué No. II-17, as well as all other Corporate Governance principles.	<p>YES</p> <p>Doğuş Otomotiv fully complies with the Corporate Governance Compliance Principles, and is <i>evaluated</i> annually by an independent evaluation office.</p>				

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56	D.1	Considers sustainability-related matters, the environmental impact of its activities, and the principles in this regard while determining its corporate governance strategy.	YES At Doğu Otomotiv, sustainability-related matters are managed by the <i>Corporate Governance and Sustainability Committee</i> , which is established directly under the Board of Directors.				
57	D.2	Takes the necessary measures to comply with the principles with respect to stakeholders and to strengthen the communication with them, as specified in the Corporate Governance Principles. Seeks the opinions of stakeholders in determining the measures and strategies concerning sustainability.	PARTIALLY Detailed information is provided in the Corporate Governance Compliance Report and <i>Sustainability Report</i> .	No study has been conducted on seeking the opinions of stakeholders. However, in stakeholder engagement processes, the views of key stakeholders were considered when determining strategies and material issues.	No study has been conducted on seeking the opinions of stakeholders. However, in stakeholder engagement processes, the views of key stakeholders were considered when determining strategies and material issues.	No study has been conducted on seeking the opinions of stakeholders. However, in stakeholder engagement processes, the views of key stakeholders were considered when determining strategies and material issues.	No study has been conducted on seeking the opinions of stakeholders. However, in stakeholder engagement processes, the views of key stakeholders were considered when determining strategies and material issues.
58	D.3	Strives to raise awareness about the issue of sustainability and its importance through social responsibility projects, awareness-raising events and trainings.	YES Sustainability is addressed strategically throughout our value chain, which includes all our stakeholders, and information-providing activities are carried out through face-to-face trainings and meetings, including with third parties. Social responsibility is encouraged at Doğu Otomotiv through the volunteering platform. In addition, the Traffic is Life! Program is carried out as a community engagement program. Related details are disclosed to the public within the scope of the Corporate Governance Compliance Report and the <i>Sustainability Report</i> .				

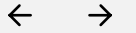
59	D.4	Strives to be a member of international standards and initiatives on sustainability and to contribute to their relevant activities.	<p>PARTIALLY</p> <p>Concerning sustainability, Doğu Otomotiv follows all the standards in the world and voluntary codes and applies them in company processes in accordance with a timetable. It observes global standards in its declarations open to the public, such as its reports and the Ethics Code. In addition, other global initiatives are regularly monitored as well. ISO 14001 activation was completed, and certification was obtained. Furthermore, ISO 14064 and ISO 27001, ISO 45001, ISO 9001 as well as ISO 50001 efforts also started in 2021.</p>	Studies are in progress.	Studies are in progress.	Studies are in progress.	Studies are in progress.
60	D.5	Discloses its policies and programs to combat bribery and corruption as well as its policies and programs devoted to taxation integrity.	<p>YES</p> <p>Doğu Otomotiv Anti-Bribery and Anti-Corruption policy is available on the website. In addition, all relevant management approaches are covered within the scope of the <i>Ethics Code</i>.</p>				

Appendix 1.7

AIAG (AUTOMOTIVE INDUSTRY ACTION GROUP⁶⁸) INDEX

Title	Explanation	Performance	Included in
Business Ethics	<p>Integrity and transparent business practices are at the core of sustainable and successful business activities. In addition to complying with national laws and regulations, companies' supply chains are expected to comply with the following topics:</p> <ul style="list-style-type: none"> • Combat against Corruption • Business Practices That Prevent Competition • Protection of Intellectual Property • Respect for the Company and Personal Data • Exportation Controls • Conflicts of Interest 	<p>Doğuş Otomotiv Ethics Code contains detailed information about the company's basic policies and practices under the relevant headings.</p> <p>Performances related to Compliance Management and Business Ethics are included in the 2021 Sustainability Report.</p>	<p><i>Doğuş Otomotiv Ethics Code</i> Compliance Management and the Business Ethics, 52</p>

68 Global Automotive and Sustainability Guiding Principles describe the outlines of automotive companies' expectations from their suppliers. They were developed by the Automotive Industry Action Group (AIAG).



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Environmental Standards	<p>Companies are expected to adopt effective environmental protection methods. It is also expected of companies to implement effective environmental management throughout their supply chains to reduce the environmental footprint of their products and services throughout their business lifecycle. All products produced within the supply chain, and goods and raw materials used in processes, must comply with environmental standards in their design, development, distribution, use, disposal or recycling. Such a comprehensive approach includes, but is not limited to:</p> <ul style="list-style-type: none"> · Reducing energy and water consumption · Reducing carbon emissions · Increasing the use of renewable energy · Increasing appropriate waste management practices · Training the employees <p>Companies are expected to provide support with a proactive approach in order to find solutions to environmental problems and to be encouraging in the penetration of environmentally friendly technologies to increase.</p>	<p>Doğuş Otomotiv has ISO 14001 Environmental Management System certification. In addition, it regularly implements measurement, evaluation and encouraging practices in both its Authorized Dealers and Service Centers, as well as its suppliers and affiliates. Relevant performances are included in its annual Sustainability Report.</p>	<p>Supply Chain Management, 57</p> <p>Subsidiaries, 92</p> <p>Authorized Dealers and Service Centers, 87</p>
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Decent Work and Human Rights	<p>Child Labor and Young Workers</p> <p>Child labor should never be tolerated and the age of employment must comply with the laws of the region in which the company operates.</p>	<p>Doğuş Otomotiv Ethics Code contains detailed information about the company's basic policies and practices under the relevant headings.</p>	<p><i>Doğuş Otomotiv Ethics Code</i> Supply Chain Management, 57 Subsidiaries, 92 Authorized Dealers and Service Centers, 87</p>
	<p>Remunerations and Other Rights</p> <p>The salaries paid to the employees and the side benefits provided should not be disproportional to their peers' and the minimum wage, overtime and other side benefits should be provided in accordance with the laws of the country in which the company operates.</p>	<p>Doğuş Otomotiv regulates salaries and side benefits in accordance with its Human Resources and Employees and Workplace Policies. Comprehensive explanations on the subject are provided in detail under the Employees and 2021 Sustainability Performance chapter of the Sustainability Report and in the Doğuş Otomotiv Ethics Code.</p>	<p><i>Doğuş Otomotiv Ethics Code</i> Supply Chain Management, 57 Subsidiaries, 92 Authorized Dealers and Service Centers, 87 Employees, 65 <i>Sustainability Policies</i></p>
	<p>Working Hours</p> <p>Working hours, including overtime, must comply with the laws of the country in which the company operates.</p>	<p>Doğuş Otomotiv regulates salaries and side benefits in accordance with its Human Resources and Employees and Workplace Policies. Comprehensive explanations on the subject are provided in detail under the Employees and 2021 Sustainability Performance chapter of the Sustainability Report and in the Doğuş Otomotiv Ethics Code.</p>	<p><i>Doğuş Otomotiv Ethics Code</i> Supply Chain Management, 57 Subsidiaries, 92 Authorized Dealers and Service Centers, 87 Employees, 65 <i>Sustainability Policies</i></p>
	<p>Forced and Compulsory Labor</p> <p>Forced or compulsory labor of any kind, including human trafficking, must not be tolerated.</p>	<p>Doğuş Otomotiv regulates salaries and side benefits in accordance with its Human Resources and Employees and Workplace Policies. Comprehensive explanations on the subject are provided in detail under the Employees and 2021 Sustainability Performance chapter of the Sustainability Report and in the Doğuş Otomotiv Ethics Code.</p>	<p><i>Doğuş Otomotiv Ethics Code</i> Supply Chain Management, 57 Subsidiaries, 92 Authorized Dealers and Service Centers, 87 Employees, 65 <i>Sustainability Policies</i></p>
	<p>Freedom of Association</p> <p>Employees must be able to establish communication directly with management about working conditions without fear of retaliation, intimidation, or harassment. Employees must have the right to join or not join an employee organization, seek representation and participate in employee councils in accordance with the law.</p>	<p>Doğuş Otomotiv regulates salaries and side benefits in accordance with its Human Resources and Employees and Workplace Policies. Comprehensive explanations on the subject are provided in detail under the Employees and 2021 Sustainability Performance chapter of the Sustainability Report and in the Doğuş Otomotiv Ethics Code.</p>	<p><i>Doğuş Otomotiv Ethics Code</i> Supply Chain Management, 57 Subsidiaries, 92 Authorized Dealers and Service Centers, 87 Employees, 65 <i>Sustainability Policies</i></p>
	<p>Health and Safety</p> <p>Employees must have safe and decent working conditions at or above existing standards regarding occupational health and safety.</p>	<p>Doğuş Otomotiv regulates salaries and side benefits in accordance with its Human Resources and Employees and Workplace Policies. Comprehensive explanations on the subject are provided in detail under the Employees and 2021 Sustainability Performance chapter of the Sustainability Report and in the Doğuş Otomotiv Ethics Code. In addition, ISO 45001 Occupational Health and Safety Management System activation was completed in 2021. Certification will be obtained in 2022.</p>	<p><i>Doğuş Otomotiv Ethics Code</i> Supply Chain Management, 57 Subsidiaries, 92 Authorized Dealers and Service Centers, 87 Employees, 65 <i>Sustainability Policies</i> Integrated Management Systems, 63</p>
	<p>Harassment and Discrimination</p> <p>All forms of harassment and discrimination against employees should never be accepted.</p>	<p>Doğuş Otomotiv regulates salaries and side benefits in accordance with its Human Resources and Employees and Workplace Policies. Comprehensive explanations on the subject are provided in detail under the Employees and 2021 Sustainability Performance chapter of the Sustainability Report and in the Doğuş Otomotiv Ethics Code.</p>	<p><i>Doğuş Otomotiv Ethics Code</i> Supply Chain Management, 57 Subsidiaries, 92 Authorized Dealers and Service Centers, 87 Employees, 65 <i>Sustainability Policies</i></p>

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SASB⁶⁹ Index

1. Sustainability Disclosure Topics and Accounting Metrics

Topic	Accounting Metric	Category	Unit of Measure	SASB Code	Section of Information
Energy Management in Retail and Distribution	(1) Total energy consumed	Quantitative	(GJ)	CG-MR-130a.1	Climate and the Environment Doğuş Otomotiv uses mains electricity in all its operations. The total amount of energy consumed is included in the relevant section of the Report. The energy provider company has a declaration that it supplies the electricity it distributes from 100% renewable energy sources. In addition, our company made an SPP investment in 2021 and aims to provide 45% of the electricity it uses from solar energy by 2022.
	(2) Percentage grid electricity		(%)		
	(3) Percentage of renewable energy				
Information Security	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	CG-MR-230a.1	Digital Transformation Doğuş Otomotiv completed the activation of the ISO 27001 Information Security Management System in 2021 and started the process to obtain certification in 2022.
	(1) Number of data breaches	Quantitative	(Number)	CG-MR-230a.2	No data security violation encountered in 2021.
	(2) Percentage involving personally identifiable information (PII)		(%)		
(3) Number of customers affected					

69 Indicators that comply with the Multiline and Specialty Retailers and Distributors Sectoral Supplement published by the (SASB) Sustainability Accounting Standards Board were disclosed within the scope of this index.

Labor Practices	(1) Average hourly wage ⁷⁰ (2) Percentage of in-store employees earning minimum wage by region	Quantitative	(Local Currency) (%)	CG-MR-310a.1	(1) 27.17 TL (2) Have no employees earning minimum wage.
	(1) Voluntary turnover rate for in-store employees ⁷¹ (2) Involuntary turnover rate for in-store employees ⁷² .	Quantitative	(Ratio in %)	CG-MR-310a.2	(1) 45% (2) 6%
	Total amount of monetary losses as a result of legal proceedings associated with labor law violations.	Quantitative	(Local Currency)	CG-MR-310a.3	No monetary loss was materialized during the 2021 reporting period.
Workforce Diversity and Inclusion	(1) Percentage of gender and racial/ethnic group (2) Representation for management Percentage of gender and racial/ethnic group for all other employees	Quantitative	(%)	CG-MR-330a.1	Percentage of Female Executives 29.56% Percentage of Female Employees 23.83% In the 2021 Sustainability Performance section of our report, our data by gender breakdown is included. However, there is no racial/ethnic group breakdown data. Any racial/ethnic origin discrimination is strictly prohibited within the scope of Doğuş Otomotiv's Ethics Code, and no such inquiries are made.
	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	Quantitative	(Local Currency)	CG-MR-330a.2	No financial loss occurred.
Product Sourcing, Packaging and Marketing	Revenue from products third-party certified to environmental and/or social sustainability standards.	Quantitative	(Local Currency)	CG-MR-410a.1	Product and Service Responsibility Doğuş Otomotiv operates as the Turkish distributor of Volkswagen AG Group brands.

70 It is calculated on monthly average of 225 hours.

71 The number of those who voluntarily quit their job at Doğuş Otomotiv during the year due to reasons such as resignation, marriage or military service is 154. The rate given is the ratio of those who voluntarily quit their jobs for various reasons to all employees who quit.

72 Calculated over permanent employees with indefinite-term contracts.

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	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products.	Discussion and Analysis	N/A	CG-MR-410a.2	Waste Management
	Discussion of strategies to reduce the environmental impact of packaging.	Discussion and Analysis	N/A	CG-MR-410a.3	Waste Management

2. Activity Metrics

Activity Metric	Category	Unit of Measure	SASB Code	Section of Information
(1) Number of retail locations	Quantitative	(Number)	CG-MR-000.A	(1) 539
(2) Number of Distribution Centers				(2) 2
(3) Total area of retail space	Quantitative	(m ²)	CG-MR-000.B	(3) 479,826 m ² (Only the area of Authorized Dealers and Service Centers of approximately 40% of Doğuř Otomotiv as a legal entity. Data collection process for all the locations is ongoing.)
(4) Total area of distribution centers				244,227 m ² (It is the total area of Doğuř Oto and Brand Showrooms. Service centers areas are also included.)
				(4) 245,000 m ² (31,000 m ² closed area)

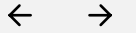
Appendix 1.9

Global Reporting Initiative (GRI Standards 2016)

Comprehensive Application-Level Index (Self-Declared)

Doğuş Otomotiv 2021 Integrated Sustainability Report has been prepared in accordance with the GRI Standards 2016 “Comprehensive” application-level and self-declared.

GRI Standards	Disclosure	Place of Information/ Website links/ Explanation
GRI 101 (GRI Standards 2016)		
General Disclosures		
GRI 102 General Disclosures 2016	Organizational Profile	Masthead, 210
	102-1 Name of the organization	
	102-2 Activities, brands, products, and services	General Information, 11-13 Products and Services, 15-17
	102-3 Location of headquarters	Masthead, 210
	102-4 Location of operations	General Information, 11-24
	102-5 Ownership and legal form	Shareholding Structure, 11
	102-6 Markets served	General Information, 11-13
		Authorized Dealers and Services Network, 16 Value Chain, 15



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GRI 102 General Disclosures 2016	102-7	General Information, 11-24
	Scale of the organization	Financial Performance, 44-49
	102-8	Employees, 67
	Information on employees and other workers	2021 Sustainability Performance, 122
	102-9	Supply Chain Management, 57-62
	Supply Chain	
	102-10	Supply Chain Management, 57-62
	Significant changes to the organization and its supply chain	2021 Sustainability Performance, 122 There were no changes in the issued capital of Doğuř Otomotiv during the reporting period. Information about the new openings of Authorized Dealers and Services, new Doğuř Oto regions related to supply chain developments can be found in the relevant parts of the 2021 Corporate Sustainability Report.
	102-11	<i>Doğuř Otomotiv Precautionary Approach</i>
	Precautionary principle or approach	
	102-12	<i>Agreements, Principles and Initiatives Signed outside the Organization</i>
	External initiatives	
102-13	Memberships and Co-operations, 43	
Membership of associations		
Strategy	Message from the CEO and the Chairperson, 4-6	
102-14		
Statement from senior decision-maker		
102-15	Materiality, Priority Areas and Goals, 32-35	
Key impacts, risks, and opportunities	Risks and General Overview, 36-37	

GRI 102 General Disclosures 2016	Ethics and Integrity	<i>Doğuş Otomotiv Vision, Mission, Strategy, Commitments and Values</i>
	102-16 Values, principles, standards, and norms of behavior	<i>Ethics Codev</i>
	102-17 Mechanisms for advice and concerns about ethics	Compliance Management and Business Ethics, 52-54 <i>Doğuş Otomotiv Vision, Mission, Strategy, Commitments and Values</i> <i>Ethics Code</i>
	Governance	Corporate Governance, 116
	102-18 Governance Structure	<i>Corporate Governance Compliance Report</i> <i>Corporate Governance Principles Compliance Form</i>
	102-19 Delegating authority	Sustainability Management, 21
	102-20 Executive-level responsibility for economic, environmental, and social topics	Sustainability Management, 21
	102-21 Consulting stakeholders on economic, environmental, and social topics	Sustainability Management, 21

GRI 102 General Disclosures 2016	102-22	Corporate Governance, 116
	Composition of the highest governance body and its committees	
	102-23	Corporate Governance, 116
	Chair of the highest governance body	The Chairman of the Board of Directors is also officiated as Chief Executive Officer
	102-24	Corporate Governance, 116
	Nominating and selecting the highest governance body	<i>Corporate Governance Compliance Report</i>
	102-25	<i>Annual Report, 31, 117</i>
	Conflicts of interest	<i>Ethics Code</i>
	102-26	<i>Corporate Governance Compliance Report</i>
Role of highest governance body in setting purpose, values, and strategy	<i>Corporate Governance Principles Compliance Form</i>	
102-27	<i>Annual Report, 13</i>	
Collective knowledge of highest governance body	<i>Corporate Governance Compliance Report, 114-119</i>	
102-28	<i>Corporate Governance Compliance Report, 116</i>	
Evaluating the highest governance body's performance		
102-29	Sustainability Management, 21	
Identifying and managing economic, environmental, and social impacts	<i>Annual Report, 92-94</i> <i>Corporate Governance Compliance Report, 116</i>	

GRI 102 General Disclosures 2016	102-30	Sustainability Management, 21
	Effectiveness of risk management processes	<i>Corporate Governance Compliance Report, 116</i>
	102-31	Sustainability Management, 21
	Review of economic, environmental, and social topics	<i>Corporate Governance Compliance Report, 116</i>
	102-32	Sustainability Management, 21
	Highest governance body's role in sustainability reporting	<i>Corporate Governance Compliance Report, 116</i>
	102-33	Sustainability Management, 21
	Communicating critical concerns	<i>Corporate Governance Compliance Report, 116</i>
102-34	Sustainability Management, 21	
Nature and total number of critical concerns	<i>Corporate Governance Compliance Report, 116</i>	
102-35	<i>Corporate Governance Compliance Report, 118-119</i>	
Remuneration policies		
102-36	<i>Corporate Governance Compliance Report, 118-119</i>	
Process for determining remuneration		

GRI 102 General Disclosures 2016	102-37	Stakeholders' involvement in remuneration	<i>Remuneration Policy</i>
	102-38	Annual total compensation ratio	Privacy Restriction – As it is not a standard disclosure in the country which we operate, not a separate but a total amount is disclosed in financial report. <i>Financial Report, 45</i>
	102-39	Percentage increase in annual total compensation ratio	Privacy Restriction – As it is not a standard disclosure in the country which we operate, not a separate but a total amount is disclosed in financial report. <i>Financial Report, 45</i>
	102-40	Stakeholder Engagement List of stakeholder groups	<i>Stakeholder Engagement</i>
	102-41	Collective bargaining agreements	There is no labour union in our Company, hence 0% of the employees are covered by collective bargaining agreements
	102-42	Identifying and selecting stakeholders	Stakeholder Engagement, 41-42 Doğuş Otomotiv identified all its key stakeholders in line with AA1000SES standard in workshops, where all departments participated in 2009 and the list with the details of identifying process are disclosed since then in <i>web site</i> and sustainability reports.

<p>GRI 102</p> <p>General Disclosures 2016</p>	102-43	<p>Approach to stakeholder engagement</p> <p>Stakeholder Dialogue Platforms, 143-145</p> <p>Several Sustainability Council and Corporate Governance and Sustainability Committee meetings were held for the report preparation process, and the feedback collected from stakeholders at various stakeholder platforms were thereby considered in this process.</p>
	102-44	<p>Key topics and concerns raised</p> <p>Materiality, Priority Areas and Goals, 32-35</p> <p>We identified the <i>key topics</i> and concerns of Stakeholders in the materiality analysis conducted in December 2017.</p> <p>The key impacts disclosed in this report are evolved from the results of this Materiality study, where the issues and concerns of each stakeholder group, collected through several dialogue platforms, were considered and assessed. Since employees from all departments participated, who collectively had broad knowledge about each stakeholders' opinions and concerns, and shared them in detail during the study, key topics and concerns of all stakeholder groups were considered.</p>
	Reporting	Scope of the Report, 8
	102-45	
	Entities included in the consolidated financial statements	
	102-46	Report Profile, 7
Defining report content and topic boundaries		
102-47	Materiality, Priority Areas and Goals, 32-35	
List of material topics		

GRI 102 General Disclosures 2016	102-48	Report Profile, 7
	Restatements of information	
	102-49	Report Profile, 7
	Changes in reporting	
	102-50	Report Profile, 7
	Reporting period	
	102-51	Report Profile, 7
	Date of most recent report	Doğuş Otomotiv publishes its Corporate Sustainability Report every year since 2009. 2021 Corporate Sustainability Report is the Company's 13th Sustainability Report.
	102-52	Report Profile, 7
Reporting cycle		
102-53	Masthead, 210	
Contact point for questions regarding the report		
102-54	Report Profile, 7	
Claims of reporting in accordance with the GRI Standards	GRI Content Index, 182 Doğuş Otomotiv 2021 Corporate Sustainability Report is prepared according to GRI Standards 2016 with the Comprehensive Content, and it is self-declared.	
102-55	Report Profile, 7	
GRI Content Index	GRI Content Index, 182 Doğuş Otomotiv 2021 Corporate Sustainability Report is prepared according to GRI Standards 2016 with the Comprehensive Content, and it is self-declared.	

	102-56 External Assurance	PwC Reporting Guidelines, 204 Independent Assurance Statement, 207 The 2021 Corporate Sustainability Report of Doğu Otomotiv had limited auditing services from PricewaterhouseCoopers Turkey. As shown in the details of the report's audit section, the accuracy of data has been reviewed in limited scope in accordance with the ISAE 3000 (revised version) standard. Detailed information can be found in Reporting Guidelines and Independent Assurance Statement in the Sustainability Report.
Material Topics Disclosure GRI 200 (GRI Standards 2016) Economic Performance	Management Approach 103-1 Explanation of the material topic and its Boundary	Materiality, Priority Areas and Goals, 32-35 Detailed information about Doğu Otomotiv's key impacts and material issues can be found at the <i>Strategy and Management</i> and <i>Impact and Materiality</i> Sections of Doğu Otomotiv Sustainability Web Site. <i>Doğu Otomotiv Sustainability Policies</i>
	103-2 The management approach and its components	Detailed information about Doğu Otomotiv's key impacts and material issues can be found at the <i>Strategy and Management</i> and <i>Impact and Materiality</i> Sections of Doğu Otomotiv Sustainability Web Site. <i>Doğu Otomotiv Sustainability Policies</i>
	103-3 Evaluation of the management approach	Detailed information about Doğu Otomotiv's key impacts and material issues can be found at the <i>Strategy and Management</i> and <i>Impact and Materiality</i> Sections of Doğu Otomotiv Sustainability Web Site. <i>Doğu Otomotiv Sustainability Policies</i>
	201-1 Direct economic value generated and distributed	Doğu Otomotiv Performance in Numbers 2021, 45 Economic Value Generated and Distributed, 49

<p>Material Topics Disclosure</p> <p>GRI 200 (GRI Standards 2016)</p> <p>Economic Performance</p>	201-2	Impact Management, 37-39
	Financial implications and other risks and opportunities due to climate change	Risks and Opportunities in Terms of Our Material Issues, 34-35 Doğuş Otomotiv Capital-Impact Table, 31 Climate and Environment, 108
	201-3	There is no salary-based pension contribution at Doğuş Otomotiv.
	Defined benefit plan obligations and other retirement plans	
	201-4	Doğuş Otomotiv has not received any significant financial assistance from government in 2021.
	Financial assistance received from government	
	Market Presence	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i>
	103-1/103-2/103-3 Management Approach	
202-1	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i>	
Ratios of standard entry level wage compared to local minimum wage	Minimum salaries at entry level in Doğuş Otomotiv and Doğuş Oto are above the standard local minimum wages determined by laws and regulations and vary according to the positions.	
202-2	All the senior management of Doğuş Otomotiv are hired from the local community.	
Proportion of senior management hired from the local community		
Indirect Economic Impacts	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i>	
103-1/103-2/103-3 Management Approach		
203-1	Electric Vehicles, 115	
Infrastructure investments and services supported		

Material Topics Disclosure GRI 200 (GRI Standards 2016) Economic Performance	203-2	Authorized Sales and Service Centers, 87
	Significant indirect economic impacts	Subsidiaries, 92
		Supply Chain Management, 57-62
		Every year, Doğuş Otomotiv monitors the direct economic impact of its Affiliates, Authorized Dealers and Services and Suppliers, includes their performances in the Company's Sustainability Reports with a detailed data collection process.
	Procurement Practices	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i>
	103-1/103-2/103-3	
	Management Approach	
204-1	Financial Performance, 122-131	
Proportion of spending on local suppliers		
Anti-Corruption	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i>	
103-1/103-2/103-3	<i>Ethical Principles</i>	
Management Approach		
205-1	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i>	
Operations assessed for risks related to corruption	<i>Ethical Principles</i>	
	<i>Ethics Code</i>	
205-2	Compliance Management and Business Ethics, 52-54	
Communication and training about anti-corruption policies and procedures	<i>Ethical Principles</i>	
	<i>Ethics Code</i>	

Material Topics Disclosure GRI 200 (GRI Standards 2016) Economic Performance	205-3	In 2021, no cases of corruption were encountered in the Company, and no lawsuits were filed.
	Confirmed incidents of corruption and actions taken	In 2021, the contracts of some employees at Doğuş Oto were terminated, as their behavior fell under the scope of the regulation stating that “the behavior of the employee not complying with ethics and loyalty, such as abusing the employer’s trust, stealing, revealing the employer’s professional secrets” found in paragraph e of the sub-section “II-Conditions that do not comply with the Rules of Ethics and Goodwill and the Similar” of Article 25 of the Labor Law No. 4857. In 2021, one employment contract was terminated at Doğuş Otomotiv.
	Anti-Competitive Behavior 103-1/103-2/103-3 Management Approach	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i> <i>Ethics Code</i>
GRI 300 (GRI Standards 2016) Environmental Performance	206-1	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i>
	Legal actions for anti-competitive behavior, antitrust, and monopoly practices	There are no lawsuits filed against Doğuş Otomotiv in 2021 due to anti-competitive practices.
	Energy 103-1/103-2/103-3 Management Approach	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i>
	302-1 Energy consumption within the organization	Doğuş Otomotiv Capital-Impact Table, 31 Energy Consumption, 141 CO ₂ Emissions, 114
	302-2 Energy consumption outside of the organization	Energy Consumption, 141 CO ₂ Emissions, 114
302-3 Energy intensity	Energy Consumption, 141 CO ₂ Emissions, 114	

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GRI 300 (GRI Standards 2016) Environmental Performance	302-4	Climate and Environment, 108
	Reduction of energy consumption	Energy Efficiency, 114-115
	302-5	Climate and Environment, 108
	Reductions in energy requirements of products and services	Energy Efficiency, 114-115
	Water 103-1/103-2/103-3 Management Approach	<i>Doğuş Otomotiv Sustainability Policies and Management Approaches</i>
	303-1	Climate and Environment, 108
	Water withdrawal by source	2021 Sustainability Performance, 122 Doğuş Otomotiv Şekerpınar establishment and Doğuş Oto locations use water from the resources of their municipalities.
	303-2	There are no water sources significantly affected by withdrawal of water. Doğuş Otomotiv uses water from the distribution system of local municipalities.
	303-3	Company does not use recycled or reused water.
	Water recycled and reused	
Emissions 103-1/103-2/103-3 Management Approach	<i>Doğuş Otomotiv Sustainability Policies and Management Approaches</i> Environmental Risk Management, 50, 112 Integrated Management Systems, 63	
305-1	Emissions, 114-115	
Direct (Scope 1) GHG emissions	2021 Sustainability Performance, 122	

GRI 300 (GRI Standards 2016) Environmental Performance	305-2	Emissions, 114-115
	Energy indirect (Scope 2) GHG emissions	2021 Sustainability Performance, 122
	305-3	Emissions, 114-115
	Other indirect (Scope 3) GHG emissions	2021 Sustainability Performance, 122
	305-4	It is not applicable since our company does not manufacture but distributes vehicles.
	GHG emissions intensity	
	305-5	Climate and Environment, 108
	Reduction of GHG emissions	Emissions, 114-115 Environmental Risk Management, 50, 112
	305-6	It is not applicable since our company does not manufacture but distributes vehicles.
	Emissions of ozone-depleting substances (ODS)	
305-7	It is not applicable since our company does not manufacture but distributes vehicles.	
Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions		
Effluents and Waste	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i>	
103-1/103-2/103-3		
Management Approach		
306-1	Doğuş Otomotiv discharges its wastewater, which is supplied from the local municipalities, directly into the city sewage system. 100% of the used water is discharged to the city sewage systems in the operation areas.	
Water discharge by quality and destination		
306-2	Waste Management, 112-113	
Waste by type and disposal method	2021 Sustainability Performance, 122	

GRI 300 (GRI Standards 2016) Environmental Performance	306-3 Significant spills	There was no leakage caused by activities of Doğu Otomotiv. The Company's operations have no risk of dangerous leakage in significant quantities. Wastes carrying leakage risk (batteries, etc.) are classified according to their types and sent to the relevant companies for proper disposal, in compliance with laws and regulations
	306-4 Transport of hazardous waste	Waste Management, 112-113 2021 Sustainability Performance, 122 Wastes carrying hazardous risk are classified according to their types and sent to the relevant companies for proper disposal, in compliance with laws and regulations.
	306-5 Water bodies affected by water discharges and/or runoff	Doğu Otomotiv has no operations which significantly affect habitat because of the discharge of water.
	Environmental Compliance 103-1/103-2/103-3 Management Approach	Doğu Otomotiv <i>Sustainability Policies and Management Approaches</i>
	307-1 Non-compliance with environmental laws and regulations	Doğu Otomotiv was not fined in 2021 for not complying with environmental laws and regulations. To reduce environmental impacts, approximately TL 106,374 was invested by Doğu Otomotiv in 2021. Environmental investments include payments to various organizations for waste disposal and environmental taxes.
	Supplier Environmental Assessment 103-1/103-2/103-3 Management Approach	Doğu Otomotiv <i>Sustainability Policies and Management Approaches</i>
	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management, 57-62 Suppliers, 58-60

	308-2 Negative environmental impacts in the supply chain and actions taken	Supply Chain Management, 57-62 Suppliers, 58-60
GRI 400 (GRI Standards 2016) Social Performance	Employees 103-1/103-2/103-3 Management Approach	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i> Human Resources Management, 65
	401-1 New employee hires and employee turnover	2021 Sustainability Performance, 122
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits, 70-71
	401-3 Parental leave	At Doğuş Otomotiv, 14 female employees have taken maternity leave in 2021, and 100% of those have returned to work. At Doğuş Oto, these figures were 9 employees and 67% returning to work, respectively in 2021. No male employees have taken paternity leave in 2021.
	Labor/Management Relations 103-1/103-2/103-3 Management Approach	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i>
	402-1 Minimum notice periods regarding operational changes	Legal notice periods are applied in Doğuş Otomotiv.
	Occupational Health and Safety 103-1/103-2/103-3 Management Approach	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i> Integrated Management Systems, 63

GRI 400 (GRI Standards 2016) Social Performance	403-1	Employee representation in formal joint management-worker health and safety committees	2021 Sustainability Performance, 122
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Occupational Health and Safety, 72-72 2021 Sustainability Performance, 122
	403-3	Workers with high incidence or high risk of diseases related to their occupation	Occupational Health and Safety, 72-72 2021 Sustainability Performance, 122 There is no occupational process at Doğu Otomotiv that can be considered as a high incidence or high risk of specific diseases.
	403-4	Health and safety topics covered in formal agreements with trade unions	There is no labour or trade unions in Doğu Otomotiv.
	Training and Education 103-1/103-2/103-3 Management Approach		Doğu Otomotiv <i>Sustainability Policies and Management Approaches</i>
	404-1	Average hours of training per year per employee	2021 Sustainability Performance, 122
	404-2	Programs for upgrading employee skills and transition assistance programs	Employee Development and Training, 75
	404-3	Percentage of employees receiving regular performance and career development reviews	The performance and career development of all the employees are regularly monitored every year, regardless of gender.

GRI 400 (GRI Standards 2016) Social Performance	Diversity and Equal Opportunity 103-1/103-2/103-3 Management Approach	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i> <i>Ethics Code</i>
	405-1 Diversity of governance bodies and employees	2021 Sustainability Performance, 122
	405-2 Ratio of basic salary and remuneration of women to men	2021 Sustainability Performance, 122
	Non-discrimination 103-1/103-2/103-3 Management Approach	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i> <i>Ethics Code</i>
	406-1 Incidents of discrimination and corrective actions taken	No incidents of discrimination are reported during the reporting period.
	Freedom of Association and Collective Bargaining 103-1/103-2/103-3 Management Approach	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i> <i>Ethics Code</i>
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Doğuş Otomotiv respects freedom of association of its employees. There is no labour union in the Company.
	Child Labor 103-1/103-2/103-3 Management Approach	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i> <i>Ethics Code</i>
	408-1 Operations and suppliers at significant risk for incidents of child labor	The criterion of not employing child labor was included in the supplier audits that started in 2014. No case of child labor was recorded in Doğuş Otomotiv, Doğuş Oto, and its suppliers in 2021.
	Forced and Compulsory Labor 103-1/103-2/103-3 Management Approach	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i> <i>Ethics Code</i>

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GRI 400 (GRI Standards 2016) Social Performance	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	No cases of forced or compulsory work were reported at Doğu Otomotiv, Doğu Oto and their suppliers in 2021.
	Security Practices 103-1/103-2/103-3 Management Approach	Doğu Otomotiv <i>Sustainability Policies and Management Approaches</i> <i>Ethics Code</i>
	410-1 Security personnel trained in human rights policies or procedures	All security staff are informed on legal issues including personal rights and human rights as part of the mandatory trainings they take in the certification process.
	Rights of Indigenous Peoples 103-1/103-2/103-3 Management Approach	Doğu Otomotiv <i>Sustainability Policies and Management Approaches</i> <i>Ethics Code</i>
	411-1 Incidents of violations involving rights of indigenous peoples	No complaint regarding violations involving rights of indigenous people was reported in 2021.
	Human Rights Assessment 103-1/103-2/103-3 Management Approach	Doğu Otomotiv <i>Sustainability Policies and Management Approaches</i> <i>Ethics Code</i> There are no operational processes in the Company those need to be additionally audited on human rights issues.
	412-1 Operations that have been subject to human rights reviews or impact assessments	No grievances related to human rights were reported for Doğu Otomotiv through formal mechanisms during the reporting period.

GRI 400 (GRI Standards 2016) Social Performance	412-2 Employee training on human rights policies or procedures	Doğuş Otomotiv provides Human Rights training within the scope of Ethics Code and Compliance trainings. In addition, in 2021, Human Rights training was given to the committee members established to carry out the Human Rights Material Issues Activities of Doğuş Otomotiv.
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Our company did not make an investment agreement or signed a contract that include human rights clauses or that underwent human rights screening.
	Local Communities 103-1/103-2/103-3 Management Approach	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i>
	413-1 Operations with local community engagement, impact assessments, and development programs	Doğuş Otomotiv's activities and operations do not have any impact on the local people in the regions where it operates. However, within the scope of community engagement activities, Traffic is Life! Program on Traffic Safety, which is of high importance within our impact, has been carried out for 17 years. Traffic is Life, 105
	413-2 Operations with significant actual and potential negative impacts on local communities	Activities of Doğuş Otomotiv and Doğuş Oto have no negative impact on the local community.
	Supplier Social Assessment 103-1/103-2/103-3 Management Approach	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i>
	414-1 New suppliers that were screened using social criteria	Supply Chain Management, 57-62 Suppliers, 58-60

GRI 400 (GRI Standards 2016) Social Performance	414-2	Supply Chain Management, 57-62
	Negative social impacts in the supply chain and actions taken	Suppliers, 58-60
	Public Policy 103-1/103-2/103-3	Doğuş Otomotiv was not involved in any lobbying activity, nor in any collaboration related to public policy development. This subject is not applicable since our company is not involved in developing public policies nor lobbying.
	Management Approach	
	415-1	Our company did not participate in any lobbying activities during the year and did not cooperate in the development of public policies. Doğuş Otomotiv does not provide financial or in-kind support to any political party or formation.
	Political contributions	
Customer Health and Safety 103-1/103-2/103-3	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i>	
Management Approach		
416-1	Doğuş Otomotiv monitors and assesses quality control processes related to health and safety impact of all products and services in line with international standards. This ratio is considered 100%.	
Assessment of the health and safety impacts of product and service categories		

GRI 400 (GRI Standards 2016) Social Performance	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	In 2022, no cases were encountered with the claim that regulations and voluntary codes regarding product labelling were not complied with.
	Marketing and Labeling 103-1/103-2/103-3 Management Approach	Doğuş Otomotiv <i>Sustainability Policies and Management Approaches</i>
	417-1 Requirements for product and service information and labeling	Doğuş Otomotiv provides all information related to its products and services in line with international standards, as requested by the manufacturing company. Doğuş Otomotiv complies with laws and regulations about complete and accurate product and service labeling. For the management approach of informing the customers correctly in our brands: <i>Doğuş Otomotiv Sustainability Policies and Management Approaches</i>
	417-2 Incidents of non-compliance concerning product and service information and labeling	Doğuş Otomotiv fully complies with all laws and regulations regarding its products and services. In 2021, no cases were encountered with the claim that regulations and voluntary rules regarding product labelling were not complied with.
	417-3 Incidents of non-compliance concerning marketing communications	There were no new lawsuits filed in 2021 that are related to responsible marketing principles.
	Customer Privacy 103-1/103-2/103-3 Management Approach	Doğuş Otomotiv fully complies with all laws, regulations, and voluntary codes regarding customer data privacy; applies international standards to protect the confidentiality of customer information. ISO 27001 Information Security Management System activation started in 2021, and certification will be received in 2022.
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no incidents recorded about complaints regarding customer confidentiality in 2021.

Annex-1: Doğu Otomotiv 2021 Corporate Sustainability Report – Reporting Guidance

This reporting guidance (“Guidance”) provides information on the data preparation and reporting methodologies of indicators within the scope of the independent audit in the 2021 Doğu Otomotiv (“Company”) Corporate Sustainability Report. These indicators include social indicators and environmental indicators. It is the responsibility of the Company’s management to ensure that appropriate procedures are in place to prepare the indicators mentioned above in line with, in all material respects, the Guidance.

The data included in this guideline is for the FY 21 (fiscal year ended December 31, 2021) and comprises only the relevant operations of Doğu Otomotiv Servis ve Ticaret A.Ş. (“Doğu Otomotiv”), excluding Doğu Otomotiv affiliates (Doğu Oto Pazarlama ve Ticaret A.Ş., Doğu Teknoloji vdf, Gebze Scania Servis and Skoda), Suppliers, Authorized Dealers and Aftersales Service Centers with the exception of following situations:

- For total number of employees, female employee ratio (%), salary ratio of female and male employees’ indicators, scope of the independent audit and this guidance contain the relevant information of Doğu Otomotiv and Doğu Oto.
- For waste amount indicators, within hazardous waste, battery waste and lubricant waste amount, scope of the independent audit and this guidance contain the relevant operations of Scania Gebze, Doğu Oto Pazarlama ve Ticaret A.Ş., and Authorized Aftersales Services, due to the fact that wastes are under the responsibility of Doğu Otomotiv.

1. General Reporting Principles

In preparing this guidance document, consideration has been given to following principles:

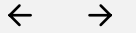
Information Preparation – to highlight to users of the information the primary principles of relevance and reliability of information; and

Information Reporting – to highlight the primary principles of comparability / consistency with other data including prior year and understandability / transparency providing clarity to users.

2. Key Definitions

For the purpose of this report, the Company defines:

Type	Indicator	Scope
Social Indicators	Number of employees	This indicator reflects the number of permanent employees working in the Doğu Otomotiv and Doğu Oto’s during the reporting period. Fixed term employees are not included in this term and reported separately.
	Female employee ratio	This indicator reflects the number of woman employees (permanent and full time).
	Salary ratio of female and male employees	This indicator reflects the ratio of the average salaries of the female employees to the average salaries of male employees during the reporting period. In calculating this ratio, the internal positions of the employees are taken into consideration and the Board of Directors is excluded.
	Recorded Incident Rate	This indicator reflects the ratio of recorded work accidents to total working hours during the reporting period.
	Injury-related Lost Day Rate	This indicator reflects the ratio of the number of lost days due to occupational recorded accidents during the reporting period to the total working time.
	Occupational Disease – related Lost Day Rate	This indicator reflects the ratio of the number of lost days to the total working time during the reporting period due to repeated or temporary illnesses due to the nature of the work or the conditions of execution of the work.
	Employee trainings (total man/hours)	This indicator reflects the total training hours provided by the Company to employees during the reporting period. The calculations were made taking into consideration the positions of the employees.
	Employee training (total man / hours per person)	This indicator reflects the ratio of the total training hours provided by the Company to the number of employees during the reporting period . The calculations were made taking into consideration the positions of the employees.



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Environmental Indicators	Energy	This indicator reflects the consumption of electricity, natural gas and diesel / gasoline.
	Energy consumption	This indicator reflects the energy used during the reporting period being the energy purchased during the period. Energy consumption data includes energy used in the operation of Şekerpınar Campus (Head Office Building, Training Building and Logistics Building) of the Company, including electrical systems, heating, lighting, air circulation, company owned cars and employee commuting.
	Water consumption	This indicator reflects the water used during the period.
	Waste	This indicator reflects the wastes arising generated by the Company's activities and which are the responsibility of the Company. There are four different types of waste (hazardous waste, battery waste, lubricant waste and packaging waste) which are the responsibility of the Company, even if not produced directly by the Company. Packaging waste includes materials such as paper, cardboard, plastic and wood.
	Waste Amount	This indicator reflects the amount of waste generated during the reporting period. For the recovery / disposal of these wastes produced by or under the responsibility of the company, cooperation is made with certain institutions or working with contracted waste management companies. The institutions cooperating for Waste Management are ÇEVKO (Environmental Protection and Packaging Waste Recovery and Recycling Foundation), PETDER (Turkish Oil Industry Association) and AKÜDER (Association of Accumulator and Recycling Industrialists).

3. Scope of Reporting

For FY21 and comparative periods presented, energy consumption and water consumption data of the Company is related to:

- Doğu Otomotiv Servis ve Tic. A.Ş. / Şekerpınar Campus (Head Office Building, Training Building and Logistics Building),
- Company owned cars,
- Employee commuting.

The information regarding the energy and water consumption of the Company's affiliates, suppliers and authorized dealers and aftersales service centers other than those mentioned above are included in the sustainability report, although they are not included in the scope of independent audit and this reporting guidance.

For FY20 and comparative periods presented, waste amount (disposed or recycled) relates to the waste generated in Turkey by the Company:

- Doğu Otomotiv Servis ve Tic. A.Ş. / Şekerpınar Campus
- Scania Gebze

- Doğu Oto Pazarlama ve Ticaret A.Ş
- Authorized Dealers and Aftersales Service Centers

Information on waste management produced by the Company's affiliates, suppliers and authorized dealers and aftersales service centers outside the waste generation areas mentioned above, but which are not under the responsibility of the Company, is included in the sustainability report, although it is not within the scope of independent audit and this reporting guidance.

4. Data preparation

Social Indicators

Female employee ratio

The following formula is used to calculate the female employee ratio.

Female employee ratio = Woman Employees (permanent and full time) / Total Number of Employees (permanent and full time)

Recorded Incident Rate

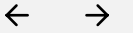
The following formula is used to calculate the recorded incident rate.

Recorded Incident Rate = Total Accidents / (Total number of working days number of employees in the related period)

Injury-related Lost Day Rate

The following formula is used to calculate the injury-related lost day rate.

Total number of lost days due to accidents / (Total number of working days x number of employees in the related period)



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Occupational Disease – Related Lost Day Rate

The following formula is used to calculate the occupational disease – related lost day rate.

Occupational Disease – Related Lost Day Rate = Number of Lost Days Due to Occupational Disease / (Total number of working days x number of employees in related period)

Environmental Indicators

Energy consumption

Energy consumption data are reported for electricity and primary fuel sources, which comprise natural gas, diesel and fuel oil. Electricity and natural gas consumption data are obtained from supplier meters and service provider invoices. Diesel and fuel consumption (for the use of generators, company owned cars and employee commuting) data are obtained from service provider invoices

The Company has used the following published conversion factors:

For electricity, since the electricity supply unit is billed in kWh, the only conversion factor is 1 kWh = 0.0036 GJ conversion factor)

For natural gas, since the natural gas supply unit is billed in m³, 1m³ * kcal (9155) * joule (4,186,8) / 109 conversion factor formula is used in the conversion to GJ.

For diesel, since the diesel supply unit is billed in lt, 1 liter * kg (0.83) * ton (1000) * kcal (10.200.000) * joule (4.186.3)] / 109 formula is used in conversion to GJ.

For density and conversion coefficient values “Enerji Kaynaklarının ve Enerjinin Kullanımında Verimliliğin Arttırılmasına Dair Yönetmelik (Resmi Gazete: 27 Ekim 2011/28097: Değ.03/09/2014-29108), EK-2: Enerji

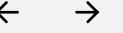
Kaynaklarının Alt Isıl Değerleri ve Petrol Eşdeğerine Çevrim Katsayıları” table is used.

Water consumption

Municipal water consumption is reported within the scope of water consumption data. Water consumption data is obtained from service providers’ meters and invoices.

5. Restatements

The measuring and reporting of carbon emissions data inevitably involves a degree of estimation. Restatements are considered where there is a change in the data of greater than 5 percent at the Company level.



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UNAFFILIATED DECLARATION OF ASSURANCE



Limited Assurance Report To Board of Directors of Doğuş Otomotiv Servis ve Ticaret A.Ş.

We have been engaged by the Board of Doğuş Otomotiv Servis ve Ticaret A.Ş. ("Doğuş Otomotiv" or "Company") to perform an independent limited assurance engagement in respect of the Selected Sustainability Information (the "Selected Information") stated in 2021 Doğuş Otomotiv Corporate Sustainability Report (the "2021 Corporate Sustainability Report") for the year ended 31 December 2021 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2021, which is subject to our independent limited assurance work, set out in the "2021 Corporate Sustainability Report" on pages of 45, 67, 115, 133, 137, 139, 140 and 141 and the scope of indicators marked with "(*)" for the year ended 31 December 2021 is summarised below:

Social Indicators

- Number of employees
- Female employee ratio
- Salary ratio of female and male employees
- Recorded Incident Rate
- Injury-related Lost Day Rate
- Occupational Disease – related Lost Day Rate
- Employee trainings (total man/hours)
- Employee training (total man / hours per person)

Environmental Indicators

- Energy
- Energy consumption
- Water consumption
- Waste
- Waste Amount

Our independent assurance report has been prepared only for the year ended 31 December 2021, and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with an "(*)" in the 2021 Corporate Sustainability Report, and therefore do not express any conclusion thereon.

PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.
BJK Plaza, Süleyman Seba Caddesi No:48 B Blok Kat:9 Akaretler Beşiktaş 34357 İstanbul-Turkey
T: +90 212 326 6060, F: +90 212 326 6050, www.pwc.com.tr Mersis Numaramız: 0-1460-0224-0500015



Criteria

While preparing Selected Information, the company used the principles in the Annex-1: Doğuş Otomotiv 2021 Corporate Sustainability Report – Reporting Guidance (the "Reporting Guidance") section on pages 204, 205 and 206 of the 2021 Corporate Sustainability Report.

The Company's Responsibility

The Company is responsible for the content of 2021 Corporate Sustainability Report and the preparation of the Selected Information in accordance with the Reporting Guidance. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud or error.

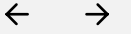
Inherent Limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time. It is important to read the Selected Information in the context of the Reporting Guidance.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.



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Our Responsibility

Our responsibility is to form a conclusion, based on limited assurance procedures, on whether anything has come to our attention that causes us to believe that the Selected Information has not been properly prepared in all material respects in accordance with the Reporting Guidance. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), *Assurance Engagements other than Audits or Reviews of Historical Financial Information*.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement under ISAE 3000. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- Made inquiries of the persons responsible for the Selected Information;
- Understood the process for collecting and reporting the Selected Information. This included analysing the key processes and controls for managing and reporting the Selected Information;
- Evaluated the source data used to prepare the Selected Information and re-performed selected examples of calculation;
- Performed limited substantive testing on a selective basis of the preparation and collation of the Selected Information prepared by the Company and;
- Undertook analytical procedures over the reported data.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's Selected Information for the year ended 31 December 2021, is not properly prepared, in all material respects, in accordance with the Reporting Guidance.



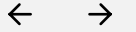
Restriction of Use

This report, including the conclusion, has been prepared for the Directors of the Company as a body, to assist the Directors in reporting Doğuř Otomotiv Servis ve Ticaret A.ř. 's performance and activities related to the Selected Information. We permit the disclosure of this report within the 2021 Corporate Sustainability Report for the year ended 31 December 2021, to enable the Directors to demonstrate they have discharged their governance responsibilities by commissioning a limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Directors Doğuř Otomotiv Servis ve Ticaret A.ř. as a body and Doğuř Otomotiv Servis ve Ticaret A.ř. for our work or this report save where terms are expressly agreed and with our prior consent in writing.

PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müřavirlik A.ř.

Mehmet Cenk Uslu, SMMM
Partner

Istanbul, June 20, 2022



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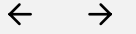
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Corporate Sustainability Council 2021

Member	Department/Unit
Ahsen Bayraktarođlu	DOD Marketing and Business Development
Bahadır Akyol	Administrative and Technical Affairs
Bengü Himmetli	İnternal Audit
Beste Tan	Volkswagen Passenger Car Marketing
Cem Kaya	Dealer Management
Çiđdem Çakmak	Financial Control and Risk Management
Damla Akinalp	Dođuş Oto Human Resources
Dilruba Ulaş	vdf Finance
Ebru Kantođlu	Digital Transformation and Corporate Communications
Firat Cebeci	Scania Marketing
Gamze Yazıcı	Financial Control and Risk Management
Gökberk Öfkeli	Value and Interest Center (DİM)
Gökçe Sönmez	Porsche Marketing
Koray Bebekođlu	Digital Transformation and Corporate Communications
Kübra Sarıgöl	Process Management
Murat Battalođlu	Škoda-Marketing
Nagihan Yurdusev	Dođuş Oto Marketing
Nermin Taşkin	Budget Planning
Özgecan Üstün	Process Management
Pınar Tuncer Dođanç	Corporate Brand Management
Selin Atacan	Audi-Lamborghini-Bentley Marketing
Selin Tükenmez	Volkswagen Commercial Vehicle Marketing
Sertaç Arda	Logistics Vehicle Distribution
Sibel Kundeş	Dođuş Teknoloji Corporate Communications
Sinem Bedir	Legal
Simge Ofıluođlu	Scania Marketing
Şeref Kurtarıcı	Volkswagen After Sales Services
Yađmur Gök	Dođuş Oto Marketing
Yavuz Arda Yıldız	Investor Relations
Zeynep İbrişim	Purchasing
Zeynep Karataş	D-Serve
Zeynep Korku	SEAT Marketing



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MASTHEAD

Doğuş Otomotiv Servis ve Ticaret A.Ş.

Management and Communication

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Registered Head Office

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www.dogusotomotiv.com.tr

Strategic Sustainability Management and Reporting Consultancy

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For your feedback, opinions, and suggestions

Ebru Kantoğlu

Corporate Communications and Sustainability Manager

EKantoglu@dogusotomotiv.com.tr

Pınar Tuncer Doğanç

Corporate Brand Manager

PTuncer@dogusotomotiv.com.tr

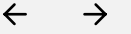
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Translation

Murat Senemoğlu



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