

Focusing on Sustainability

Our mission since 2009 has been to lead the automotive in Corporate Responsibility, expanding our impact, little by little, to raise awareness among our stakeholders in this regard, which has become our Company's way of doing business.

Corporate Responsibility is a part of our strategy and vision... The content and scope of our 6th Corporate Responsibility Report were created in line with the priorities and expectations of our stakeholders, and we are proud to share our achievements and our goals, in every region we operate, with the support of nearly 14,000 talented, visionary and innovative employees.



We are a key actor in economic development, considering our investments, supply chain, customers, network of Authorized Dealers, and the employment we have created.



We are among the first companies in Turkey to define and announce human rights policy, and continue to explain the importance of human rights and Doğuş Otomotiv policy in our impact.



Environment

We sell 14 globally famous brands in the distributorships of Doğuş Otomotiv, all of them actively seeking to decrease their environmental impact.

We are working to reduce our environmental impact in our service areas.



Community

As an important representative of the sector which directly contributes to the development of social welfare, we improve and monitor our performance in community development, cooperation, dialogue and business ethics, which are among our impact.



Our employees share our goal of providing the best and highest

quality service, advancing to greater success. We invest in our employees, who are the most valuable asset of our company.



Product and Service Responsibility

Our customers are the key stakeholders in our responsibility area. Responsible reliable and sustainable customer relationship management is among the focus areas of our Corporate Responsibility Approach.

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Our commitments concerning environmental, economic, social, and ethical factors shape our strategic decisions and support our sustainability vision. As Doğuş Otomotiv, we strive hard to manage these risks correctly as well and make plans to use emerging opportunities in ways that would benefit our Company and our stakeholders.

General Standard Disclosure Strategy and Analysis

Message from the Chairman of the Board of Directors^(G4-1)

Dear Stakeholders,

As Doğuş Otomotiv, we are aware of the importance of providing accurate, transparent, and comprehensive information to you regarding our corporate performance, and we have been reporting our corporate responsibility performance regularly for the last six years. Our commitments concerning environmental, economic, social, and ethical factors shape our strategic decisions and support our sustainability vision. As Doğuş Otomotiv, we strive hard to manage these risks correctly as well and make plans to use emerging opportunities in ways that would benefit our Company and our stakeholders.

As we strive to meet the requirements of being a sustainable company, we take care to preserve our values and to continue our progress by placing the vision, mission, and strategies of our Company at the center of our business model. We regard the Doğuş Otomotiv Corporate Responsibility Report as an integral addendum to annual report.

Doğuş Otomotiv takes compliance with laws and regulations as its fundamental starting point, and targets a sustainability performance at international standards.

Doğuş Otomotiv has chosen to maintain a proactive approach to sustainability issues, developing creative solutions. This approach offers competitive advantage as well. The priorities of the business world change every day. Numerous different factors such as openness to change, innovative market conditions and changes in laws and regulations have carried companies to a higher level, while also rendering their processes more costly. As always, sustainability for Doğuş Otomotiv is: the methods we use to determine solutions that we will develop regarding social, environmental, economic, and ethical problems of our industry, and our corporate attitude vis-a-vis all our operations.

We have continued to create added value for the society where we live in with the sustainability policy we have followed in environmental, social, and broad economic areas and the resultant applications.

Our company has been the leader of this change as it simplified its processes and carried out projects that would create added value for the Company and society; it has taken precautions regarding environmental and social problems, and shared its methods of solution in a transparent manner. Within this context, we have also been monitoring the risks and opportunities created by climate change.

Doğuş Otomotiv celebrated its 20th anniversary in 2014, and as a very important development in Turkey in terms of sustainability, the BIST Sustainability Index was opened with BIST30. In 2015, BIST50 will also be integrated to the index, which will play a crucial role for Turkish companies to bring their sustainability performances on par with global standards and for international investors to read these performances accurately. By accepting the index as a performance tool; some issues as corporate transparency, accountability and sustainability will be providing the opportunity to improve our competence relating to risk management.

It is widely agreed throughout the world that reporting parameters must be developed so that corporate responsibility can be reported more accurately and evaluated more rationally. Hence, the G3.1 framework of the Global Reporting Initiative, which we had been using for six years as our reporting standard, has decided to adopt a new standard in 2015. Doğuş Otomotiv has been preparing since 2013 for the G4 standard, which will allow companies to monitor their corporate responsibility approach from the vantage point of management and process. We are proud to be among the leading companies in Turkey that have adopted the G4 in 2014.

We are well aware that the most intensive and difficult part of applications regarding corporate responsibility is spreading this strategy and policies throughout the company and integrate them to business processes. With that aim in mind, we have focused in 2014 on spreading the work we have done and on integration processes. We have accelerated the work we conducted with our Authorized Dealers, the most important milestone of our value chain, in order to increase their awareness of corporate responsibility and to support them in developing the habit of reporting; as a result, the number of Authorized Dealers and Service Centers included in our report has risen to 10. In our supply chain model, we have begun applying corporate responsibility principles. In addition, we have included vdf, one of our subsidiaries, in our report, thus carrying one step further our efforts of expanding the reach of our report, which we had begun in the previous year.

In 2014, we have accelerated our information and awareness efforts we had begun the previous year concerning business ethics, one of the milestones of corporate responsibility. With its unique educational content, we have given over 377 employees one-to-one Code of Ethics training.

Our goal in 2015 is to give all Doğuş Oto employees one-to-one training as well, in order to share with them our perspective on business ethics and our management approach.

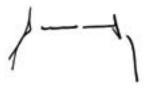
In 2014, we continued with the same determination and conviction our efforts for the "Traffic is Life!" Platform, which we have defined to be one of our priorities in terms of our impact and made the foundation of our Community Engagement program. After a decade of information and awareness efforts for 10 years, we have reached the point where we are officially invited to the United Nations Economic and Social Council, and our "Traffic is Life!" program has been chosen by the UN as an "exemplary highway safety program."

As part of our collaboration with vocational high schools, we have opened the fifth Volkswagen Laboratory at Adıyaman Besni Osman Isot Vocational and Technical Anatolian High School in 2014, and the total number of our graduates has reached 308.

I am convinced that the success we have reached in 2014 will constitute the fundamental of our achievements in 2015. I would like to thank first and foremost all the employees of Doğuş Otomotiv for their contribution to this process, their collaboration, and their valuable efforts. In addition, I would also like to thank in the name of the Doğuş Otomotiv Board of Directors our Authorized Dealers and Service Centers, our shareholders, and all our other stakeholders for their support.

Sincerely,

Aclan Acar Chairman





We have embarked upon our journey of sustainability with the aim of ensuring the economic growth of Doğuş Otomotiv and the continuity of the employment it creates, and have always given our natural resources as well as our human resources the value they deserve.

CEO's Message(G4-1,G4-2)

Dear Stakeholders,

We believe that, in order to increase our operational efficiency and carry our Company to the future, creating social benefits for the communities living in the regions where we undertake our activities is important just as much as our financial achievements. We have embarked upon our journey of sustainability with the aim of ensuring the economic growth of Doğuş Otomotiv and the continuity of the employment it creates, and have always given our natural resources as well as our human resources the value they deserve. In 2014, issues concerning sustainability continued to be among the most important items on the agenda for both the Board of Directors and the Executive Committee.

On December 31, 2015, the G3.1 principles of the Global Reporting Initiative (GRI), which we have taken as a reference since 2009 in preparing the content of our corporate responsibility reports, will be replaced by the G4 Reporting Framework. Our 2014 Corporate Responsibility report has been based on the GRI G4 guidelines in accordance option comprehensive with the aim of becoming one of the first companies in Turkey to have made the transition to G4 prior to 2015. The G4 Reporting Framework has been developed to induce companies to attach greater importance to the reporting process and to encourage them to create report content in line with the material areas in their industry and the expectations of their key stakeholders. Having created the content of its corporate responsibility reports and its annual targets with a focus on stakeholder participation and an eye for its priority areas since 2009, Doğuş Otomotiv attaches special importance to the transition to the G4 reporting process. In this way, we will be able to impart to our stakeholders and society in general the perspective and performance of Doğuş Otomotiv regarding sustainability in a much more transparent, trustworthy, and comprehensive manner.

Canvassing our social, environmental, economic and ethical performances we have demonstrated in line with our priority focus areas throughout 2014 as Doğuş Otomotiv and Doğuş Oto, our corporate responsibility report also reflects our pledge and targets regarding these areas.

Our Company is fully aware of its responsibilities vis-a-vis society and shared lifeworld, and at the root of its financial success in 2014 lies our human-oriented approach. We have continued our work for the last 20 years by offering services that focus on unconditional customer satisfaction while at the same time investing in our human resources, and today we are happy to be the leading automotive distributor of Turkey. Adopting the motto, "Happy employees are necessary for happy customers" we have worked for the last 20 years knowing that our most precious asset is our human resources.

In order to motivate our employees, we have reached high quality standards in our career development, recognition, and reward systems. In 20 years, Doğuş Otomotiv grew from a sapling into a tree with strong roots. Throughout these two decades, we have acted as an exemplary corporate citizen; having happy employees gave us a sense of joint success and we received countless awards for creating happy customers.

In 2014, the Turkish automotive industry contracted. In line with the Doğuş Otomotiv economic sustainability strategies, however, most of the brands making up our portfolio succeeded in increasing their unit sales and market shares. Many of our brands reached their highest sales figure ever, and Volkswagen remained the market leader for the second consecutive year in passenger car and light commercial vehicle sales. Similarly, Doğuş Otomotiv fortified its market leadership since the previous year with the results obtained in 2014. Our success in a great number of quality targets such as customer and authorized dealer satisfaction, lowered levels of work repetition at our service centers, and transportation rates in spare parts constitutes the real factor behind the continuous increase of Doğuş Otomotiv's market share for the last six years.

As Doğuş Otomotiv, we have built our fundamental business approach on customer satisfaction and conduct all our activities within the framework of quality-focused service. We take innovative steps towards our goal of creating "fan customers" by taking service quality as well as product quality to the highest level. In 2014, we have executed an important project in this respect and opened the "Value and Care Center" to offer support to all our brands throughout the life span of our customers and to increase service variety. We have aimed to bring our customer relations quality to the highest level with our vision of offering personalized, timely, and value-adding solutions and services; the Value and Care Center was established with this vision. It will evaluate and manage all kinds of customer demands on a brand basis and will meet customer needs and expectations in areas such as road assistance, appointment management, surveys, and second-hand sales.

In 2014, we have added another project to previous ones aimed at having our Authorized Dealers and After-sales Service Centers embrace our corporate responsibility and sustainability approach. Designed to improve the human resources management process at 566 sales and after-sales service points in 46 provinces, the DRIVE (Doğuş Otomotiv's Course is to Human Resources and Training) project addresses our sales and after-sales services network comprising 8,150 employees. The pilot program launched simultaneously at 10 Authorized Dealers and After-sales Service Centers aims to obtain sustainable success in work results through making their corporate structure in terms of human resources more effective and creating customer satisfaction.

In 2014, we continued our efforts to inform our employees and Authorized Dealers and After-sales Service Centers concerning our Ethics Line, operated by an independent firm in order to ensure the reliability of the system and of Doğuş Otomotiv's Code of Ethics, which was established in 2012 as an important first in Turkey. 377 employees including 70 blue-collars received one-to-one Code of Ethics training, while 12 Authorized Dealers and After-sales Service Centers were briefed about the Code of Ethics as part of our corporate responsibility consultancy. We plan to continue taking business ethics seriously and providing training in this area for our employees and other stakeholders.

We have expanded the "Traffic is Life!" platform with determination over the years, and in 2014 it embraced collaborations with ministries and a variety of public institutions, finding a place in the primary education curriculum as well as college programs.

Aiming to increase social awareness regarding traffic safety, the platform was selected by the United Nations Road Safety Work Commission the best application in this field in 2014. Our presentation at the UN meeting, attended by ministry-level representatives of 116 countries, was met with great interest and taken as example for similar applications, which was a development that gave us great satisfaction in 2014, crowning our all other successes.

In the period ahead, we plan to continue our comprehensive investments in efficiency, infrastructure, human resources, service network, and corporate social responsibility.

In 2015, we will continue to see our employees as the most valuable investment of our Company, work to provide the best quality service in order to be irreplaceable for our customers, support our Authorized Dealers and After-sales Service Centers as our closest business partners, encourage the development of our suppliers, and with the help of our investors and shareholders, bolster our position as the pioneer and leader of the automotive industry in Turkey. As in previous years, I would like to thank from the bottom of my heart all of our stakeholders who have been the creators and supporters of our success in 2014.

Sincerely,

E. Ali Bilaloğlu CEO



Material Issues and Actions Defined for Sustainability

The following table summarizes the corporate priorities of Doğuş Otomotiv determined in the area of sustainability, its policies created in line with these priorities and its process management approach. Details about these actions were explained comprehensively within the scope of the Doğuş Otomotiv 2014 Corporate Responsibility Report.

Material Issues	Actions	
Economic Development		
Financial Efficiency	Demonstrating a successful performance in 2014 as before, Doğuş Otomotiv achieved sales revenues of TL 7,693 million and a net profit of TL 253 million. Our market share reached 20.1% in 2014.	
Economic Fluctuation	The automotive market in Turkey began the year with a contraction of almost 30%, due to the increase in exchange rates in the first months of 2014, constraints promoting savings, and a serious increase in SCT, enacted as of January 1st, 2014. However, a substantial recovery was achieved in sales, as concerns about the economy shrank. Thus, the automotive market completed 2014 with a decrease of about 10% compared to the previous year, with total sales volume of 768 thousand vehicles. Considering all current conjunctures, the decline, foreseen by Doğuş Otomotiv, was managed properly and an increase in the market share was achieved.	

Material Issues Actions Relations with OEM (Original The harmony achieved in OEM-Doğuş Equipment Manufacturer) Otomotiv-Authorized Dealer triangle, coupled with the alignment of targets among our brands, created another dimension of Doğuş Otomotiv's success. Having a wide range of products appealing to different segments, Doğuş Otomotiv had the opportunity to produce a variety of customer experiences, the successful applications of brands in more than one area for different brands. Creative solutions, developed through close cooperation and coordination between the brand managements, are appreciated and taken as reference by our supplier brands. Benchmark presentations made to Audi and Volkswagen in 2014 are some proud examples we achieved. Our sales success is considered to be an example by other distributors abroad and our practices are presented as exemplary cases to business partners by the Volkswagen Group. Supply Chain Management Continuing studies to enhance "Doğuş Otomotiv Three-Way Supply Chain Management" approach, begun in 2013, and activities to contribute to the business processes of our business partners in our supply chain and their awareness in social, environmental, ethical and economic responsibility areas, continued in 2014. In 2015, we will carry out pilot studies in three basic service suppliers and provide necessary feedback by monitoring performance. A supplier satisfaction survey was first conducted in 2014. **Environment** Water Consumption Studies to reduce water consumption resulting from Doğuş Otomotiv and Doğuş Oto operations, and to promote awareness on

resulting from Doğuş Otomotiv and Doğuş Oto operations, and to promote awareness on water saving among our Authorized Dealers and After-sales Service Centers continued in 2014. The number of Authorized Dealers and After-sales Service Centers included in the 2013 report was 6, rising to 12 in 2014. The water consumption of new Authorized Dealers and After-sales Service Centers was monitored as well. We aim to raise the number of Authorized Dealers and After-sales Service Centers to 15 in the 2015 report, and we will begin to monitor the water consumption of 3 suppliers.

Material Issues	Actions
Waste Management	The Doğuş Otomotiv Waste Management Process was further developed in 2014 and a program was initiated to recycle packaging waste, especially in Şekerpınar.
Energy Consumption	Doğuş Otomotiv aims to conduct activities to reduce energy consumption in a more systematic way, starting studies on the Environmental Management System in 2015.
Logistics Management	Through the intermodal transportation system, used to reduce environmental impact resulting from logistics operations, we continued to reduce our carbon foot print in 2014. We also continued optimization studies in spare parts transportation.
Environmentally-Friendly Products	Doğuş Otomotiv is the distributor of the world's most environmentally-friendly brands which seek to minimize their environmental impacts. Compared to the previous year, 3.7 % decrease was achieved in CO ₂ emissions per vehicle sold in 2014.
Employees	
Sustainable Employment	126 and 276 people were recruited for Doğuş Otomotiv and Doğuş Oto respectively in 2014. In addition, the DRIVE (The Route of Doğuş Otomotiv is towards Human and Training) Program was initiated, targeting the human resources management processes of 566 Authorized Dealers and After-sales Service Centers in 126 provinces. A pilot study was launched in 10 Authorized Dealers and After-sales Service Centers in 2014, and we aim to reach an employment chain consisting of 8,150 employees.

Material Issues	Actions
Employee Satisfaction	Several programs were implemented in Doğuş Otomotiv in 2014 to increase Employee Satisfaction and Loyalty, create "Fan" Employees for "Fan" Customers, and become "the Most Preferred Company" in Turkey. ² These studies will also continue in 2015.
Employee Health and Safety	In 2014, 6,229 hours of Occupational Health and Safety training were provided to 2,760 employees in Doğuş Otomotiv and Doğuş Oto. Seminars on epidemics were organized and employee participation was encouraged.
Equal Rights	"Equal rights to equal work" policy is applied in for employees Doğuş Otomotiv without any discrimination. In addition, necessary studies were conducted in line with our target of increasing women employees. They now represent 22.5% of our total workforce.
Dialogue with Employees	A number of studies were conducted in 2014 within the scope of the "Fan Employee" program, to develop our dialogue platforms with employees. Doğuş Otomotiv Suggestion System 'I Have an Idea' Platform continued to improve dialogue with the employees, as they did in previous years. Face to face focus group studies, values studies and perception studies are among the activities carried out in this scope in 2014.
Human Rights	
Discrimination	Efforts to increase the number of female employees continued in 2014. The Code of Ethics trainings were initiated and face to face Code of Ethics³ trainings were provided for 377 Doğuş Otomotiv employees; their opinions were taken and their knowledge levels measured. Doğuş Otomotiv's discrimination related policies were explained in detail within the scope of the training.

Studies conducted for customer satisfaction are described in detail in relevant sections of the report.
 Doğuş Otomotiv's discrimination related policies and practices are explained in detail within the scope of the Code of Ethics. http://www.dogusotomotiv.com.tr/dogusotomotiv_files/24022015_Dogus_Otomotiv_Code_of_Ethics.pdf, (Pages: 3, 5, 13-14)

Material Issues	Actions
Freedom of Association	Doğuş Otomotiv was among the first companies in Turkey to publish its Human Rights Policy in 2010. The policy is shared with all of our employees and third parties through the Company's website and the Code of Ethics. In 2014, 12 Authorized Dealers and After-sales Service Centers were directly informed about the subject.
Child and Forced Labor	Child and forced labor is strictly prohibited within the scope of Doğuş Otomotiv Human Rights Policy. Doğuş Otomotiv's commitments related to human rights are based on the United Nations Global Compact, of which we are a signatory, and the Universal Declaration of Human Rights.
Rights of Local Communities	Doğuş Otomotiv continues its operations in line with the "social approval" of the people living the regions where we operate. In 2014, we also continued activities in displaying sensitivity on this subject.
Customers	
Customer Health and Safety	The trainings conducted within the scope of our Traffic is Life! platform were provided for our customers in 2014 as well. Volkswagen Commercial Vehicles Brand continued to provide Economic and Safe Driving Techniques training in every province of Turkey. Kalitek Quality Control Project was also carried on in 2014.
Customer Satisfaction	Doğuş Otomotiv monthly Customer Satisfaction Surveys (CSS) were carried out in 2014 as well. In addition to the survey, which resulted in 109.93 points in sales and 101.59 in after-sales services (out of 120 points), 213 mystery customer applications were performed. Volkswagen has risen to the second place in the world in this regard, according to the results of the Customer Satisfaction Survey carried by the manufacturer.

Material Issues	Actions
Training and Informing	In 2014, Economic and Safe Driving Techniques Training continued, and social media channels were actively used as well to inform our customers accurately and completely.
Responsible Marketing	Doğuş Otomotiv conducts its activities with Corporate Responsibility awareness. In line with this approach, We also act within the scope of competition law and permission marketing in all of our operations in the value chain.
Community Engagement	
Safety in Traffic	In 2014, we continued working to increase the awareness of children and young people regarding safety in traffic.4
Business Ethics	Doğuş Otomotiv Code of Ethics trainings began in 2014; 377 people were provided with face to face training. We aim to complete the trainings in 2015 to include Doğuş Oto employees as well.
Community Development	Doğuş Otomotiv's cooperation with Vocational High Schools was further increased in 2014. The 5th Volkswagen Laboratory was initiated, and the number of schools supported reached 114. The support provided to Darüşşafaka Educational Institutions for equal opportunities in education is still ongoing.
Cooperation and Dialogue	Doğuş Otomotiv, a signatory of The United Nations Global Compact, which is among the important keystones of organizational support to Community Development, continued to contribute as a member of the Board of Directors of Turkey network in 2014. We also participated at WEPs Conference in Geneva and presented our exemplary applications.

 $^{^4}$ The studies conducted within the scope of Traffic is Life! platform in 2014 were described in detail under the Community section of the report.

Doğuş Otomotiv Focus Areas Performance Criteria (G4-2)

Topics	2013	2014
Economic Development		
Net Sales (TL million)	6,603	7,693
Number of Suppliers	675	718
Local Purchase Amount (TL million)⁵	339.2	320.6 ⁶
Local Employment Rate (%)	11.92	8.68
Environment		
Water Consumption Amount (m³) – per Vehicles Sold	0.57	0.46
Amounts Paid for Waste Disposal (TL)	84,372.5 ⁷	154,949 ⁸
Hazardous Waste Disposal Cost (TL/Ton)	618	737
Packages Recycled Through ÇEVKO (kg)	237,007	439,131
Battery Recycle Rate (%)	115.3	112.92
Electricity Consumption (kWh)	3,577,363	3,685,381
Natural Gas Consumption (kWh)	380,025	295,419
CO ₂ Emissions per Vehicles Sold (kg)	133	128
Employees		
Number of Employees	1,959	2,137
Employee Satisfaction Rate (%)	Performed every second year	70.2
Work Accident Rate (%)	0.01	0.03
% of employees represented in the OHS committees9	3.9	4
% of Female Employees (%)10	22	22.5
Number of Suggestions through the Suggestion System	970	1,282
Number of Suggestions Implemented	285	330
Training Provided for Employees (man/hour) - Doğuş Otomotiv	25	50

⁵ Local Purchase value excluding vehicle imports and purchases from Doğuş Group companies.

⁶ Payments to suppliers were TL 377,717,835.01 in 2014, including Doğuş Oto, Volkswagen Commeecial Vehicles, Volkswagen Pssenger Cars, Audi, SEAT, Gebze After-sales

Service Center, Scania, Krone and Meiller brands.

7 This year 48 After-sales Service Centers were added to the figure for Doğuş Otos (6) in 2012 Corporate Responsibility Report.

8 55 After-sales Service Centers were included.

Figure is only for Doğuş Otomotiv. Other related ratios are explained in detail in the relevant section of the report.
 Average ratio of Doğuş Oto and Doğuş Otomotiv

Topics	2013	2014
Human Rights		
Percentage of Employees Trained for Human Right (%)	100	100
Number of Authorized Dealers Informed about Human Rights	6	12
Percentage of Authorized Dealers Informed about Human Rights (%)	100	100
Customers		
Customer Satisfaction Rate (out of 120)	Sales Average: 108.67 After-sales Service Average: 100.81	Sales Average: 109.93 After-sales Service Average: 101.59
Authorized Dealer Satisfaction Rate	Sales: 4.6 After-sales Service: 4.7	Sales: 4.57 After-sales Service: 4.70
Community Engagement		
The Number of Employees trained for Code of Ethics	-	377
The Number of Authorized Dealers Informed about Code of Ethics	6	12
The Number of Dealers Informed about Code of Ethics	Did not start.	Will start in 2015.
Investments for Community Development Purposes (TL Million)	3.15	3.4

Risk Management

Corporate Risk Management, established with the aim of identifying uncertainties that may affect the Company, managing the risk-taking profile and providing reasonable assurance to reach corporate objectives, has an effective structure for determining strategies that may be influenced by employees and senior management, and is applied throughout the company. Triggering causes such as updated business objectives, new arrangements and the requests of shareholders support a realistic risk management.

The Early Risk Detection Committee carries out studies for the early diagnosis of the situations that may endanger the Company's assets, development and continuity, to implement necessary measures and to manage risk effectively. The Committee, who reviews the efficiency of risk management and internal control systems at least once a year, submitted evaluation reports to the Board every two months and shared them with the auditor.

Risks addressed under the rubrics possibility, potential impact and process, are classified as financial, operational, strategic, compliance and external-environmental risks. Within the scope of risk management, which considers risks monitored by the General Directorate responsible for Financial and Administrative Affairs and other related general directorates, the Board of Directors, the Audit Committee and the Early Risk Detection Committee are additionally informed by the Executive Committee Presidency.

Details on Internal Control and Internal Audit Activities are available in 2014 Annual Report¹¹.

Doğuş Otomotiv Risk Management Approach 12(G4-2)

Doğuş Otomotiv Risk Management Approach has been formed in line with following purposes¹³:

- Ensure compliance of Company's corporate strategy with risk management,
- Create decision-making processes to expand the company's vision regarding corporate risks to include social, environmental, economic and ethical risks,
- Manage a quality oriented purchasing system which
 has a strategic and comprehensive risk approach,
- Make sure that legal regulations and conditions in commercial terms are applied equally to all parties,
- Continuously increase the confidence of shareholders and stakeholders in the Company by improving corporate foresight ability,
- Ensure long-term sustainability, create structures resistant to all risks and support the habit of intervention in the right time,
- Create a risk management model that will benefit from opportunities efficiently and proactively.

¹¹ For detailed information: Doğuş Otomotiv 2014 Annual Report: http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201532315139576_Dogus%20Otomotiv_2014_ENG_WEB3.pdf, (Pages: 94-95)

¹² Doğuş Otomotiv Risk Management Approach is explained in detail within the scope 2014 Annual Report. http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201532315139576_Dogus%20Otomotiv_2014_ENG_WEB3.pdf (Pages: 107- 109)

¹³ Within the scope of Doğuş Otomotiv Risk Management Approach, the systematic approach and impact analysis related to the control of social, environmental, economic and ethical risks will be initiated in 2015 and explained in the 2016 reporting period.⁶⁴⁻²⁾

Organizational Profile

Corporate Profile(G4-3, G4-4, G4-6, G4-7, G4-8, G4-9, G4-23)

Celebrating its 20th year in 2014, Doğuş Otomotiv Sanayi ve Ticaret A.Ş. started its operations as a Volkswagen AG distributor in 1994. Restructuring and changing its commercial title in 1999, our company collected all automotive operations¹⁴ and related brands under a single roof with its current title in 2004. 15 We are Turkey's leading distributor in the wholesale import market. We represent 14 international brands - each one a leader in its field: passenger cars, light commercial vehicles, heavy commercial vehicles, industrial and marine engines, and cooling systems. These brands are: Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, Porsche, Bentley, Lamborghini, Bugatti, SEAT, Skoda, Scania, Krone and Meiller. Additionally, Doğuş Otomotiv provides services to the marine engines market through the Scania Engines brand, in the cooling systems market through the Thermo King brand and in the used vehicle market through the DOD brand.¹⁶

Doğuş Otomotiv has the largest brand portfolio and the largest service network in its sector, in Turkey. With its sales-after-sales services network consisting of more than 2,000¹⁷ employees and 550 sales and After-sales Service Centers, Doğuş Otomotiv is the leading automotive importer of Turkey and one of the largest automotive distributors.¹⁸

In addition to activities in the fields of import and distribution, Doğuş Otomotiv is expanding its service portfolio in accordance with its strategy of participating in all stages of the automotive value chain. The Company has conducted significant investments in the field of production in recent years, as well as providing services in the fields of consumer financing, spare parts and accessories trade, logistics and customer services, used car trading, fleet leasing, fast service, vehicle inspection and insurance. The "Meiller Doğuş Damper Factory", which started to operate in cooperation with the leading damper brand, Meiller, in Sakarya in 2008; additionally a trailer factory in Tire, Izmir, started to operate at the end of 2012, in cooperation with Krone Company in the field of production.

Doğuş Otomotiv also invests internationally to carry its successful operation in Turkey abroad with the aim of becoming a global company. We have been providing Porsche Authorized Dealer and After-sales Service, with the name of D-Auto Suisse SA, in Lausanne, Switzerland since 2009 as a result of trust based close cooperation with AG Group. Within the scope of international activities, we opened D-Auto LLC company, headquartered in Erbil, North Iraq, as a Volkswagen and Audi distributorship in 2014.

Having started in the automotive industry in 1963, Genoto has continued its operations under the name of Doğuş Oto Pazarlama ve Ticaret A.Ş. since 2004. For the seven brands (Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, Porsche, SEAT, Skoda and DOD) it represents, Doğuş Oto sells new and used car, spare parts and accessories, and provides insurance, finance and after-sales support services for its customers in a total of 32 Authorized Dealers and 30 Authorized After-sales Service Centers in Istanbul, Ankara and Bursa, increasing service quality each year. Doğuş Oto's operations are provided on a total area of 200,000 m² with 1,469 employees, including 687 blue-collar and 782 white-collar employees, 47% of whom have university education. (G4-4,G4-6,G4-8)

Doğuş Otomotiv has shown once again in 2014 that it is the leading distributor of Turkish automotive industry representing 14 brands, including the most powerful automotive brands of the world, its car park consisting of more than 1,200,000 vehicles, over 550 customer contact points, more than 2,000 employees, over 80 different models offered to customers in a wide range of products, 157,340 retail vehicle sales (including heavy vehicles) and 21,120 used car sales.

2014 financial indicators of Doğuş Otomotiv, its final status in the ownership and legal structure are described in detail in 2014 Annual Report¹⁹. (G4-7, G4-9)

¹⁶ Doğuş Otomotiv Sanayi ve Ticaret A.Ş. is governed from the center in which built-in management units are available in Şekerpınar District, Anadolu Street, No. 22 Şekerpınar, Çayırova – Kocaeli – Turkey. The legal center of Doğuş Otomotiv Sanayi ve Ticaret A.Ş. and Doğuş Oto Pazarlama ve Ticaret A.Ş is Maslak District, G45, Ahi Evran Polaris Street No: 4 Maslak. Sisli – Istanbul – Turkey. 1845)

⁴ Masians, Sign – Istalibut – Turkey.****

The changes occurred in the legal structure and ownership status of Doğuş Otomotiv in 2014 are described in detail in 2014 Annual Report.. http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201532315139576_Dogus%20Otomotiv_2014_ENG_WEB3.pdf, (Page:78)^{IG4-13, G4-23)}

¹⁶ For detailed information about the products services in Doğuş Otomotiv and our organization, please visit www.dogusotomotiv.com.tr^(G4-4)

¹⁷ Doğuş Oto employees are included.

¹⁸ The data related to Doğuş Otomotiv economic performance is available in "Doğuş Otomotiv 2014 Performance by Figures" section of the report.

¹⁹ For detailed information: Doğuş Otomotiv 2014 Annual Report: http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2015323151320263_Dogus%20Otomotiv_2014_ENG_WEB4.pdf



Sustainability approach, one of the strategic priorities of Doğuş Oto, requires us to adopt a management approach that respects the environment and society, and is honest, ethical and transparent.

Message from the CEO of Doğuş Oto

To Our Esteemed Stakeholders,

I am pleased to report that 2014 ended with significant successes, breaking a sales record with 46,865 new vehicle sales including 8,613 Audi, 28,427 Volkswagen Passenger Cars, 5,844 Volkswagen Commercial Vehicles, 3,340 SEAT, 462 Porsche and 179 Skoda cars. Our share in the total market for passenger and light commercial vehicles in Turkey increased to 6.1 %.

Customer satisfaction has always been among our most important targets. Within this scope, daily customer talks, continuing in 5N1K format, are very valuable for us: the opinions, suggestions and feedback of our customers are collected during the talks and evaluated. Other steps we took to get to know our customers more closely included NPS research, conducted to assist customer relations management as well as the determination of marketing strategies. Areas for improvement were identified in line with these findings, and studies were initiated to provide excellent service in these areas as well. The studies conducted for highest customer satisfaction in sales and after-sales service areas resulted in several awards: Doğuş Oto Maslak achieved the first place in Turkey Audi Twincup competition; Doğuş Oto Çankaya won the second place in Turkey in "Seat Top Service People" technician category; Doğuş Oto Bursa achieved the first place in the best after-sales service contest organized by Castrol.

In order to improve employee productivity, we conducted studies to reduce the repetition of work orders, especially in After-sales Services. The rate of repeated repairs, 5.7% at the beginning of the year, fell to 3.3% at the end. Within the scope of cost reduction efforts, 9% cost savings were achieved by minimizing supply diversity.

We continued to make new investments to provide better service for our customers in 2014. The construction of the new building in the Kartal Region, scheduled to be completed in January, 2016, gained momentum in 2014. The Skoda Authorized Dealer began service in Esenyurt region.

In addition to the effort we are making to increase our transparency level, we believe that our most important asset is our employees. Without compromising our respectful attitude to human rights, we strive to create a safe and fair working environment and give importance to vocational training. In order to enable all units to acquire the necessary competency, $10^{th}-11^{th}-12^{th}$ wave of the Lean Leadership Trainings were completed in 2014.

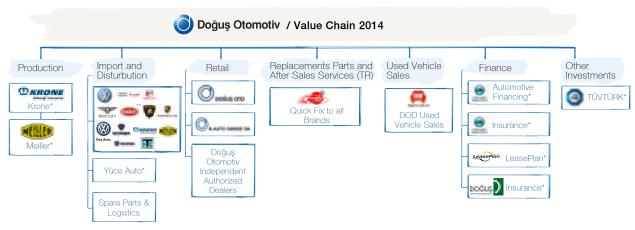
We support the social development of our employees and volunteer programs with Doğuş Oto Orchestra and Doğuş Oto Theatre. Our orchestra, consisting of 12 people, performed nine times during the year. Our theater of 10 people, newly established in 2014, provides encouragement for the love of arts for our employees, and underlines the importance of community engagement.

Sustainability approach, one of the strategic priorities of Doğuş Oto, requires us to adopt a management approach that respects the environment and society, and is honest, ethical and transparent. Doğuş Oto aims to become a pioneer and role model in the field of sustainability in addition to financial success. Our Company will continue to work without compromising corporate responsibility and fulfill its responsibilities for the future with all the values.

Respectfully Yours,

Zafer Başar CEO Doğuş Oto

Corporate Structure(G4-17)



- * Subsidiaries
- ** Representative Offices

Governance of Employment (G4-10)



More than 2,000 employees of Doğuş Otomotiv and Doğuş Oto carry our Company to successs, with their energies and competencies. Within the scope of our strategies to carry our employees to a valuable status among our business partners and company assets, providing a fair and safe working environment for our employees is a part of the future vision of Doğuş Otomotiv.

Doğuş Otomotiv's target of becoming "The Most Preferred Employer" was monitored by Human Resources Department within the scope of corporate strategies and plans, and all developments were shared with the Board of Directors throughout the year. Targets related to the subject are also among the targets of relevant employees and managers. The aim of Doğuş Otomotiv's employment policy is to become

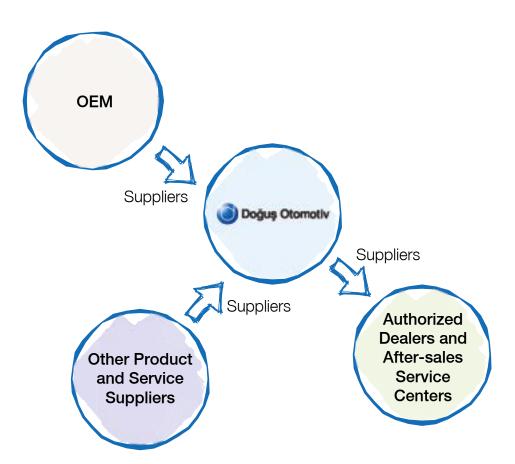
a company that is highly preferred through sustainable Human Resources practices, making employees feel they are valuable, and creating a common culture. Doğuş Otomotiv employees are the most important basis for the organization, enabling the implementation of strategies for the sustainable and profitable growth of our Company. Employment policies, applied in line with the targets of quality employment, permanent and mutual trust, continuous dialogue and development, have always been a part of Doğuş Otomotiv's strategic vision.

Explanatory statements on Doğuş Otomotiv employees are explained in detail in the Corporate Responsibility Performance in Figures section of the report. (G4-10)

Supply Chain

Doğuş Otomotiv works with a number of supplier business partners including OEMs in the country and abroad. Doğuş Otomotiv prefers to purchase local goods and services, considering its economic development strategy for the region in which it operates. Doğuş Otomotiv maintains its operations with more than 1,200 local suppliers, including those of the brands represented. During the reporting period, purchased local goods and services by Doğuş Otomotiv Central Purchasing Unit were TL 320,600,000²⁰; including Doğuş Oto, Volkswagen Commercial Vehicles, Volkswagen Passenger Cars, Audi, SEAT, Gebze After-sales Service Center, Scania, Krone²¹ and Meiller, this figure mounts up to TL 424,687,347.01.

Doğuş Otomotiv started to work on the "Three-Way Supply Chain Management Model" in 2013. OEMs²² forming the most important stage of our supply chain, and their high standard practices such as the quality control processes are the most important factors that enhance the model. Transferring the chain effect of the model to Doğuş Otomotiv suppliers and Authorized Dealers and After-sales Service Centers brings quality, high standard practices and development in our suppliers and Authorized Dealers and After-sales Service Centers.



²⁰ Suppliers include local suppliers, which Doğuş Otomotiv purchased good and services from in 2014. Purchases of goods and services made from Doğuş Group Companies are not included in this figure.

²¹ A share transfer agreement was signed on 29.01.2015 to transfer 49% of shares of Krone Doğus Treyler Sanayi ve Ticaret A.S., owned by our Company and Doğus Holding, to Fahrzeugwerk Bernard Krone GmbH. The transfer of shares will be completed after acquiring the necessary permission from the Turkish Competition Authority.

²² For Volkswagen AG Sustainability Report: http://www.volkswagenag.com/content/vwcorp/content/en/sustainability_and_responsibility.html

Doğuş Otomotiv Supply Chain Management (G4-12)

Import Process

Doğuş Otomotiv represents 14 of the world's leading brands in Turkey. The whole import process is managed in accordance with laws and regulations in global standards.

Intermodal Transport
System is used in Import
Transportation Logistics,
1,483,633 kg of CO₂ savings
were achieved thanks to
this system in 2014.

Local Suppliers

Doğuş Otomotiv purchases goods and services to maintain its operations from the local suppliers. Thanks to audits and briefings that increase the product and service quality, the awareness of local suppliers is raised and quality processes are developed.



100% of total purchase of Doğuş Otomotiv Central Purchasing Unit was provided from local suppliers in 2014.

Recycling

Through the Doğuş Otomotiv Waste Management System, 270,000 kWh energy and 260 tons of CO_2 were saved with the recovery of batteries, 3,353 tons of CO_2 with the recovery of waste engine oil, 1,000 tons of CO_2 emissions with the recovery of warranty scrap. With the recovery of packaging wastes 13,408 trees were prevented from being cut and logistics related 5,600 tons of CO_2 emissions were avoided.

Storage and Logistics Management

management

systems.

With its car park consisting of nearly 2 million vehicles Doğuş Otomotiv acts as a large logistics center. Doğuş Otomotiv delivers spare parts to 146 distribution points in Turkey thanks to its advanced storage and logistics

66,400 It fuel savings were achieved in 2014 with logistics cage export operations.

Authorized Dealers and After-sales Service Centers

Doğuş Otomotiv delivers products and services in 566 Sales and After-sales Service Points throughout Turkey. Studies

to increase social and environmental awareness in our Authorized Dealers and After-sales Service Centers, designed to provide service in accordance with OEM, were initiated in 2013.

366 Authorized Dealer and After-sales Service Center audits were performed in 2014.

Customers

Nearly 900,000 customers of Doğuş Otomotiv have an environmentally-friendly customer profile, developed quality and service perception, and high expectations. With the highest service approach, Doğuş Otomotiv delivers its products and services to a customer portfolio

with high sensitivity

With the permission of our customers receiving service from Doğuş Otomotiv, 482,582 waste parts were disposed without harming the environment.

Commitments to External Initiatives

Precautionary Approach (G4-14)

The process of determining risks and opportunities in Doğuş Otomotiv is carried out in each unit of the Company and in each area of activity, in a healthy and systematic way. Doğuş Otomotiv has been developing a comprehensive risk management policy while managing necessary processes to ensure the implementation of related policies in all operations.

Starting from the idea that a proper management of risks is crucial for the sustainability and success of our Company's operations, internal audit and control structures are conducted in line with to this process.

Doğuş Otomotiv involves of its senior managers in all its strategic and operational decision making processes that directly affect their own units.

Risk management is considered a part of the planning process not only in operational and financial processes but also as a prediction mechanism in all new practices, investments and operations.

Our performance in social, environmental, economic and ethical areas is evaluated within risk management approach as well, including both possible negative risks and areas that will create opportunities.

Contracts, Principles and Initiatives Signed outside the Organization (G4-15)

Doğuş Otomotiv signed the United Nations Global Compact in 2010 and made commitments related to its 10 principles. Since 2013, we are on the Board of Directors of the initiative in Turkey network.

Memberships and Collaborations (G4-16)

- AHK The Turkish-German Chamber of Industry and Commerce
- AKÜDER Accumulator and Recycling Industrialists Society
- ÇEVKO Environmental Protection and Packaging Waste Recovery and Recycling Trust
- DEIK Foreign Economic Relations Board
- DENTUR Turkish Marine Industry Association
- IAA International Advertising Association
- ITO Istanbul Chamber of Commerce
- KALDER Turkish Quality Association

- ODD Association of Automotive Distributors
- PETDER Turkish Petroleum Industry Association
- RVD Advertisers Association of Turkey
- TAID Association for Heavy Commercial Vehicles
- TKYD Corporate Governance Association of Turkey
- TOBB The Union of Chambers and Commodity Exchanges of Turkey
- TÜSİAD Turkish Industry and Business Association
- UNGC United Nations Global Compact

Identified Material Issues and Scope (G4-17, G4-23)

Doğuş Otomotiv's direct or indirect subsidiaries, shareholding structure and consolidated financial statements are disclosed in 2014 Annual Report. Financial data available in Doğuş Otomotiv 2014 Corporate Responsibility Report parallel the data published in the annual report. However, the scope of Corporate Responsibility Report includes Doğuş Otomotiv Sanayi ve Ticaret A.Ş. and Doğuş Oto Pazarlama ve Ticaret A.Ş. The economic, social and environmental data of LeasePlan, one of our subsidiaries, was also included in the report in 2013, but, after the signature of the sales contract between our Company, representing 49% of total capital of LPD Holding A.Ş., Doğuş Group and LeasePlan Corporation N.V on 05.11.2014, necessary legal permissions were received and the company was sold. LeasePlan will not be included the report in the next years. Within the scope of our strategy to include our affiliates and subsidiaries in the value chain in Corporate Responsibility performance of Doğuş Otomotiv, the performance of vdf Servis ve Ticaret A.Ş., one of our subsidiaries, was included in the report. In addition to subsidiaries, the performances of 12 Authorized Dealers and After-sales Service Centers²³ were added to 2014 Corporate Responsibility Report.

Method For Determining Material Issues (G4-18)

Doğuş Otomotiv started its corporate responsibility and sustainability related performance studies according to global standards in 2009. Within the scope of Corporate Responsibility studies, which became part of corporate strategy of the Company, key stakeholders were determined and materiality matrix was created, taking into consideration the priorities of these stakeholders and their compliance

with corporate strategies. Our Corporate Responsibility Team, consisting of representatives of all units of the Company, came together in a workshop to determine material areas using AA1000SES Standard methodology. Doğuş Otomotiv shares information in accordance with its material areas in its Corporate Responsibility Report published publicly since 2011.

a. Determining Topics(G4-18, G4-19, G4-20)

Within the scope of materiality studies carried out in 2010, Doğuş Otomotiv took GRI G3 headings and subheadings as criteria while determining topics. During the studies made on these subjects, other topics, which are targeting directly the fields of activities of the Company and are related with the sector in which Doğuş Otomotiv operates and which have a direct effect on the Company and/or are

prioritized among key stakeholders on a regional or segments basis, were also included among the topics during the prioritization process (relations with OEMs, environmentally-friendly products, etc.). The selected topics were evaluated from the broader perspective considering both the expectations of the internal and external stakeholders and their impacts.

²² Authorized Dealers and After-sales Service Centers within the Report are (alphabetically): Acarlar Otomotiv Tic. ve San. A.Ş. (Istanbul), Aldo Otomotiv Servis İnşaat Taahhüt Turizm Gida San. ve Tic. A.Ş. (Mersin), Altur Otomotiv San. ve Tic. A.Ş. (Istanbul), Başaran Otomotiv Otelcilik Tur. İnş. San. ve Tic. A.Ş. (Antalya), Demoto Demireller Otomotiv Pazarlama Maden İnş. San. ve Tic. Ltd. Şti. (Afyon), General Oto Servis ve Tic. A.Ş. (Istanbul), Lena Otomotiv San. ve Tic. A.Ş. (Aydın), Mercan Satış ve Servis Hizmetleri Tic. Ltd. Şti. (Edirne), Opat Otomotiv İnşaat Elektronik Tur. Gida Paz. San. Tic. A.Ş. (Mersin), ÖzSa Otomotiv Tic. ve San. A.Ş. (Kayseri), Tamaş Motorlu Araçlar San. ve Tic. Ltd. Şti. (Istanbul), Vosmer Otomotiv Tic. ve San. A.Ş. (Izmir).

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

Institutions and organizations within the value chain of Doğuş Otomotiv and included in the report, are described in the "Report Scope" section. We regularly continue studies so as to include other organizations within our impact in the report content. Studies related

to our suppliers were initiated in 2014. Data collection studies and steps to include them within the report will be carried out in 2015. (G4-19, G4-20)

b. Prioritization(G4-20, G4-21)

Doğuş Otomotiv determined its material areas within the report by using AA1000SES (Accountability Stakeholder Engagement Standard)²⁴ method. The focus areas emerged as a result of materiality studies were evaluated as to their short, medium and long-term effects, and the issues with long term effect were also included in the focus areas. The whole value chain of Doğuş Otomotiv was taken into account while prioritizing. Doğuş Otomotiv Materiality Areas are regularly communicated to the companies in the value chain. The scope of the report is expanded every year in this direction.

The prioritization within the scope of materiality studies is categorized in five topics:

- a. Issues that have financial effect in the short-term
- b. Issues covered by strategic corporate policies
- c. Issues considered as material by our peers or competitors
- d. Priority issues among the expectations of stakeholders
- e. Issues already covered by existing laws and regulations or they are in development stage

c. Verification

Doğuş Otomotiv material areas were reviewed by the Executive Board of Doğuş Otomotiv and its final edition, reflecting the data collected with necessary feedback mechanisms, was approved by the Board of Directors of Doğuş Otomotiv. Since 2010, data collection processes have been managed and reported based on these material areas.

In the dialogue platforms carried out with all key

stakeholders every year, feedback is collected regarding material areas within the scope of the report. The collected feedback is assessed and the content of the report is prepared appropriately (Corporate Responsibility questions of employee satisfaction survey, Authorized Dealers and After-sales Service Center visits, investor meetings, press conferences, etc.).

d. Reviews

Doğuş Otomotiv is among the first companies in Turkey to report its corporate responsibility performance using global standards. In addition to being among the first companies to emphasize the importance of reporting in accordance with the focus areas by using the impact framework, Doğuş Otomotiv is also among the first to create a corporate responsibility strategy and a reporting culture based on

materiality and stakeholder engagement. In 2015, our company determined its targets to conduct studies for material areas by organizing a stakeholder panel, and to update the scope of the report in line with changing stakeholder expectations and developing and changing market movements.

2015 Topics Regarding Material Areas	2015 Targets	Objective
Stakeholder Feedback	Stakeholder Panel	Assessing whether a revision of material areas is necessary or not, from the perspective of representatives of key stakeholder.
Strategic Corporate Responsibility Management	Establishing a Corporate Responsibility Committee reporting to the Board of Directors	Reviewing material areas by the committee in line with priorities of the Board of Directors.
Expanding the Scope of the Report	Increasing the number of Authorized Dealers and After- sales Service Centers and subsidiaries included in the scope of the report.	Informing our value chain and increasing their awareness on transparency to broaden the scope of Corporate Responsibility Report in line with the impact.
Supply Chain Management	Selecting and informing 3 pilot business partners in our supply chain and including our expectations regarding Corporate Responsibility focus areas in supplier contracts.	Increasing the Corporate Responsibility awareness of our suppliers in the value chain and informing them about non- financial risks.
Environmental Management System	Determining necessary policies to establish Environmental Management System, creating risk map.	Establishing an Environmental Management System in Şekerpınar and implementing policies.

Repeated Information(G4-22)

Unless stated otherwise, the information and performance declared within the scope of Doğuş Otomotiv 2014 Corporate Responsibility Report belong to the financial year between January 1st,

2014 and December 31st, 2014. Materiality Topics, strategies and policies were determined in 2010 and, published in our report every year.

Stakeholder Engagement(G4-25)

Doğuş Otomotiv determined its key stakeholders as a result of the workshops held in accordance with AA1000SES Stakeholder Participation Standard methodology. Doğuş Otomotiv conducts stakeholder engagement studies to create dialogue platforms with stakeholders, which directly affect or are directly affected by Doğuş Otomotiv's operations, to provide benefits for all parties, understand their expectations with a clear and transparent communication strategy and respond to these expectations. Our stakeholder engagement strategy entails regular questioning of the expectations of Doğuş Otomotiv key stakeholders on social, environmental, economic and ethical issues, responding to these expectations in an open and transparent manner, and making the expectations of our stakeholders a part of our business plans. As in other companies, our stakeholder engagement process is a constantly developing and renewed process. Expectations that change during the engagement process and relations that develop due to dialog platforms require this. The Stakeholder Panel Doğuş Otomotiv plans to organize in 2015 expects to develop a clear and comprehensible feedback mechanism.

Doğuş Otomotiv Stakeholder Engagement

Process(G4-26, G4-27, G4-37)

Employees

Why do we engage?

- Doğuş Otomotiv believes that strongly motivated and happy employees are the basis of its corporate success.
- We want to establish an accurate, timely and open communication with our employees.
- We make arrangements to increase the productivity of our Company with the feedback from our employees.
- We increase the awareness of our employees and inform them on sustainability related issues.

How do we engage?

Human Resources Practices including DinamİK, D-Human Performance and Development Management System, Briefings and Events organized within the scope of the Human Resources Communications Plan, Internal Bulletins, Employee Satisfaction and Loyalty Surveys, the Suggestion System 'I Have an Idea' Platform, Vision and Strategy Meetings, Executive Briefings, CEO Messages, Trainings, Picnics, End of Year Meals, Seniority Incentive Awards, Birthday Gifts, Birth Gifts, Women's Day Celebrations, Festival Celebrations, Intranet System, Turkuaz, Request Management System, Corporate Briefings, Daily News Reflection Reports, Happy Hours

Engagement Subjects

- Corporate strategies, developments, objectives
- Rewarding and collecting suggestion
- Trainings and development programs
- Performance management
- Innovation and change
- Corporate Responsibility focus areas
- Occupational health and safety
- Commitment, satisfaction and motivation
- Leadership programs

Engagement Frequency Direct and open communication channels in all processes On request Monthly and annual regular programs and meetings How do we measure Employee turnover engagement? Employee loyalty and satisfaction surveys Assessing and evaluating trainings Score cards Performance interviews Subsidiaries and Affiliates Why do we engage? We aim to grow in line with joint corporate strategies and targets in the Doğuş Otomotiv value chain and to become the best service provider. We ensure our customers access to all the services they need in automotive value chain by creating new business opportunities. We are strengthening our collaborations. How do we engage? Briefings, Presentations, Fairs and Events, Website, Online Reporting Systems, Daily News Reflection Reports **Engagement Subjects** Growth targets Strategic Management Need and expectation analysis Structural changes and briefings Sales and marketing support **Engagement Frequency** Regular meetings during the year and additional events when needed Board of Directors Meetings How do we measure Annual reporting (Annual Report, Corporate Responsibility Report) engagement? Meetings and feedback **Authorized Dealers and After-sales Service Centers** Why do we engage? Our Authorized Dealers and After-sales Service Centers are our most important business partners, directly in relation with customers of Doğuş Otomotiv, to provide customer satisfaction.

- We conduct joint studies with our Authorized Dealers and Aftersales Service Centers to help them represent Doğuş Otomotiv in the most excellent level by supporting their organizational development as well as their quality and efficiency.
- By increasing the service quality in our Authorized Dealers and After-sales Service Centers, we enable our business partners, having an important position in our value chain, to grow healthily, and contribute to economic development.
- We support them to increase their Sustainability and Corporate Responsibility awareness, and develop their consciousness for transparent corporate reporting.

How do we engage?

Authorized Dealer Meetings, Audits, Visits, Internet Based Communication Portal, Authorized Dealer and After-sales Service Satisfaction Survey (DSS), Briefings, Trainings, Workshops, Market Researches, Top Team Contest, Spare Parts and Logistics Unit, Letters from the CEO and the Chairman of the Board of Directors, Communication Bulletins, Regular Visits, Factory Tours and Roadshows.

Engagement Subjects

- Quality processes
- Authorized Dealer and After-sales Service Center Satisfaction
- Sales and marketing support programs
- Authorized Dealer and After-sales Service Centers human resources support program
- Vehicle sales targets
- Logistic support

Engagement Frequency

- Regular dealer meetings
- Dealer audits and visits
- On request

How do we measure engagement?

- Authorized Dealer and After-sales Service Center satisfaction survey
- Visits and expectation analysis

Customers

Why do we engage?

- In line with our customer oriented corporate strategy, we develop our products and services to further increase the satisfaction of our customers each passing day.
- We increase our service quality by regularly evaluating customer feedback.
- We create new opportunities.
- We increase our customers' sustainability and Corporate Responsibility related awareness as well.

How do we engage?

Fairs and Events, Website, Customer Satisfaction Surveys, Customer Relations Management Unit (CRM), Mystery Customer Researches (NPS), Lost Customer Research, Customer Life Cycle (CLC), Studies, e-bulletins, e-mail Announcements, Test Drives, 24 Hour Information and Help Lines, Free Mobile Service, Mobile Help Center, Warranty Services, Market Researches, Safe and Economic Driving Techniques Trainings, Young European Truck Driver Competition, Seasonal Maintenance Campaigns, Seminars, Loan Campaigns, Certified Advanced Driving Techniques Trainings, Auto-Fix Express Service Points, Vehicle Insurance Services, Spare Parts and Logistics, Insurance Services, Advertising and Announcements, Brand Websites, Doğuş Otomotiv Value and Care Centre (DIM), Authorized Dealers and After-sales Service Points, DOD Service Points

Engagement Subjects	 Product and service quality, value development and innovation Product availability Customer satisfaction and loyalty Timely, complete and accurate solutions to customer expectations Collection of feedback and evaluation Corporate Responsibility and Sustainability Accurate and complete informing
Engagement Frequency	Continuous and regular dialogue platforms during the year
How do we measure engagement?	 Customer satisfaction surveys Seminars and events, launches Website and social media monitoring and evaluations
Investors	
Why do we engage?	 We aim to create a positive investment environment that is aware of and trusts all activities, achievements and targets of Doğuş Otomotiv. We build systems to deliver information related to our Company to investors in an accurate, complete, timely and transparent manner. We develop risk management studies to reduce our financial and non-financial risks and continuously monitor our audit processes. We publish our studies for being a sustainable company in our Corporate Responsibility Report.
How do we engage?	Investor Presentations, Website, Annual Reports, Corporate Governance Compliance Reports, Briefings, Conferences and Roadshows, Showroom and Logistics Center Visits, Investor Relations Department, Special Case Explanations, Media Tools, Ratings
Engagement Subjects	 The Company's annual performance The Company's corporate strategies and expectations Economic, social and environmental risks and opportunities Improvements that were achieved about key performance indicators determined according to the stakeholder expectations of the Company and market requirements
Engagement Frequency	 Regular investor meetings Legal disclosure platforms Continuous and regular website announcements Annual reports
How do we measure engagement?	 Doğuş Otomotiv Share Value Annual General Assembly Meetings Investor Presentations and Feedback

Suppliers	
Why do we engage?	 Doğuş Otomotiv is a part of the supply chain of the world's most important and prestigious brands as an automotive distributor and service provider. By providing high quality products and services, Doğuş Otomotiv suppliers play a key role in increasing the quality and superior service performance in Doğuş Otomotiv value chain. Increasing the awareness in sustainability related areas in our supply chain increases our service quality as well as reducing our risks.
How do we engage?	Supplier Assessments and Audits, Briefings, Annual Reports, Website, Supplier Quality Regulation, Supplier Visits
Engagement Subjects	 Increasing product and service quality Risk management approach in sustainability related areas Developing the ability to produce effective, efficient and timely solutions
Engagement Frequency	Annual auditsRegular evaluation and development activities
How do we measure engagement?	Supplier Satisfaction Surveys
OEM (Original Equipment M	anufacturers)
Why do we engage?	 Since our inception we have carried out the distributorship of the world's most prestigious car manufacturers and provided their services. We strive to implement the quality and service approach of OEMs at highest standards. The expectations of OEMs constantly increase our performance and improve our innovation ability.
How do we engage?	Briefings, Website, Visits, Spare Parts and Logistics Department, Collaboration Platforms
Engagement Subjects	 Product supply Distribution service Quality processes OEM standards Sales and marketing processes Customer satisfaction
Engagement Frequency	Annual meetings
How do we measure engagement?	Feedback mechanismsOEM audits and assessments

Local Community	
Why do we engage?	 We strive to produce permanent and sustainable solutions for local and national priorities in the regions we operate. We are among the companies playing a leading role in the social development with quality employment, Authorized Dealer and After-sales Service network and contributions to the local economy.
How do we engage?	Direct Communication Activities through Sponsorships, Promotion Meetings in Anatolian Provinces, Local Automotive Fairs, Traffic is Life!, Vocational School Collaborations, Conferences and Seminars at Universities, Career Days Participation, Roadshows
Engagement Subjects	 Safety in traffic Vocational Schools support programs Equality opportunity in education Employee volunteering
Engagement Frequency	Regular events during the year
How do we measure engagement?	 Regular feedback of the programs Surveys conducted with employees Various surveys and feedback mechanisms Brand perception surveys

Report Profile(G4-18)

The content, scope and general structure of Doğuş Otomotiv 2014 Corporate Responsibility was prepared in accordance with is based on the G4 Sustainability Reporting Guidelines. Global Reporting Initiative (GRI) G4 Content Index is provided separately in the last section of the report. (G4-32)

Doğuş Otomotiv reports its Corporate Responsibility performance annually (G4-30) and the most recent report was published in June, 2014, (G4-28, G4-29)

While calculating the data published in the report, the calculation methods suggested by GRI G4 Reporting

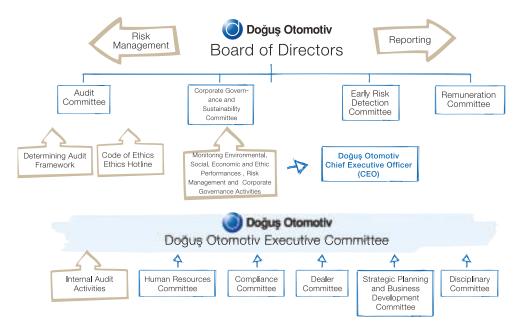
framework were used. Unconsolidated data was described with footnotes. We continue our studies to reach more accurate data and include all the companies in Doğuş Otomotiv value chain within the scope of the report.

Doğuş Otomotiv 2014 Corporate Responsibility Report was prepared in accordance with the principles of G4 Comprehensive Reporting is based on the G4 'in accordance' option comprehensive and did not take any external audit. (G4-33)

Corporate Governance²⁵

Corporate Governance and Compliance

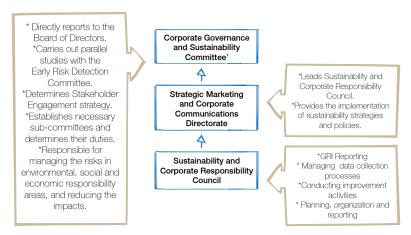
Structural Status (G4-34, G4-35)



Corporate Governance and Sustainability Committee^(G4-34, G4-35, G4-36)

Doğuş Otomotiv Corporate Governance and Sustainability Committee was established to implement corporate governance principles, and to provide the necessary management, consulting and coordination activities to fulfill the necessary needs of relevant organizations and stakeholders in line with the social, environmental, economic and ethical responsibilities of our Company.

Doğuş Otomotiv Corporate Governance and Sustainability Committee also monitors the performance of our Company on social, environmental and economic issues, determines targets in this regard, and carries out the management and coordination of the studies by conducting joint studies with the Early Risk Detection Committee and by establishing sub-committees when necessary. Early detection of social, environmental and economic risks in Doğuş Otomotiv, taking necessary measures regarding these risks, and all issues related to the management of our operations in line with these analyses are under the responsibility of the Corporate Governance and Sustainability Committee, which reports directly to the Board of Directors. (G4-36)



²⁵ Detailed information about Doğuş Otomotiv Corporate Governance Structure, the member of the Board of Directors, Committees and their duties is provided in 2014 Corporate Governance Compliance Report. http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201532315139576_Dogus%20Otomotiv_2014_ENG_WEB3.pdf (Pages:83-88) (84-34, 64-39.

The Strategic Planning and Business Development Committee, reporting directly to the Executive Committee and providing support to the Executive Committee for determining the strategies, policies and targets of the Company, is also responsible for evaluating the economic, social and environmental effects of these objectives and targets. (G4-42)

In addition, the performance of our Company on social, environmental, economic and ethical issues is regularly reported to both the Executive Committee and the Board of Directors every year. The duties and responsibilities of the Corporate Governance and Sustainability Committee were charged to the Executive Committee until the end of 2014. As of 2014 year end, studies related to the establishment of a Corporate Governance and Sustainability Committee were initiated and completed in early 2015. (G4-43)

During the annual performance evaluation of the Board of Directors and the Executive Committee of Doğuş Otomotiv, social, environmental and economic development of our Company, and issues such as the management of risks related to these subjects, are taken into consideration. (G4-44)

The Board of Directors of Doğus Otomotiv is directly responsible for the risk management of our Company and effective and pro-active management of these risks. This responsibility includes determination and management of the economic, environmental and social impacts, risks and opportunities. Processes related to the determination of the current status in the social, environmental and economic focus areas determined by Doğuş Otomotiv are delegated to the Corporate Governance and Sustainability Committee consisting of experienced members in various corporate areas of activity. Depending on the scope of the activities and financial evaluations, monitoring the internal processes is also carried out by this committee. The Corporate Governance and Sustainability Committee reports non-financial risks to the Board of Directors after examining their evaluation and making necessary arrangements and takes the approval of the Board of Directors. The opinions and feedback of key stakeholders on the subject are also included in the current situation analysis. These presentations are made at least twice a year. Doğuş Otomotiv Executive Committee closely monitors the process in which the risks and opportunities related to these impacts are evaluated, as well as the environmental and social impact. Analyses presented to the Board of Directors are

evaluated in terms of the priorities of the Executive Committee and necessary feedback is added to the presentation. (G4-45)

Corporate Risk Management was established to identify uncertainties that may affect the Company, to manage the risk-taking profile and to provide reasonable assurance to reach corporate objectives. It has an effective structure throughout the organization that is affected by employees, senior management and the Board of Directors, and it provides support for determining strategies.

The duties and responsibilities of the Early Risk Detection Committee are fulfilled as defined by the legislation, and the committee carries out studies regarding early detection of the causes that may endanger assets, development and continuity of the Company, implementation of necessary measures, and therefore effective management of risks. The committee carried out a total of six meetings, three times within Corporate Governance Committee, and three times in a separate structure since April 2014. (G4-47) In this context, reviewing the effectiveness of the risk management systems at least once a year, the committee presented status evaluation reports to the Board of Directors every two months and shared the reports with the auditor.

The risks handled under the rubrics of possibility, potential effect and process are classified as financial, operational, strategic, sustainability, Corporate Responsibility and external environmental risks. Risks are monitored by the General Directorate responsible for Financial and Administrative Affairs, and the relevant related general directorates, and communicated to the Board of Directors, the Audit Committee and Early Risk Detection Committee by the Executive Committee. (G4-4-6)

The process regarding the approval of the content of Doğuş Otomotiv Corporate Responsibility Report is managed by the Corporate Governance and Sustainability Committee. When the Executive Committee or any management level entity provides feedback regarding the content of the report, sharing the content of this feedback with the Board of Directors and monitoring its evaluation are among the responsibilities of the Corporate Governance and Sustainability Committee. (G4-48, G4-49)

No assessment that can be considered critical about the content of Doğuş Otomotiv 2014 Corporate Responsibility Report was made. (G4-50) Remuneration principles of Board members and managers who have administrative responsibility were written, submitted to the General Assembly and shared with the public in electronic form. For the remuneration of independent Board members, stock options or payment plans based on the performance of the Company were not used, and the remunerations of these members were determined to the extent to protect their independence.

Our company did not provide any debt or loan to a Board Member or a manager with administrative responsibility, did not allocate any credit under the name of personal loans through a third party or provide any sponsorship such as sureties. Performance measurements of Board members are carried out by a professional organization using objective criteria. The total amount of financial benefits, including fees and similar payments, health insurance and social security employer shares, provided to governing body members of our Company and managers with administrative responsibility was TL 35,737 thousand in 2014. (G4-51, G4-52, G4-53)

OUR VISION(G4-56)

To provide innovative service beyond expectations.

OUR MISSION(G4-56)

In the automotive sector, Doğuş Otomotiv

- Operates on the principle of customer focus,
- Knows its sector well,
- Is aware of its stakeholders expectations and recognizes newly emerging ones seeking to satisfy them at the highest level possible,
- Maintains a creative workforce that makes good use of technology,
- Is trustworthy,
- Seeks to deliver productive and profitable service in every stage of the automotive value chain.

OUR STRATEGY

The corporate strategy of Doğuş Otomotiv is built on three main axes: "Be sizable, be close, be creative"

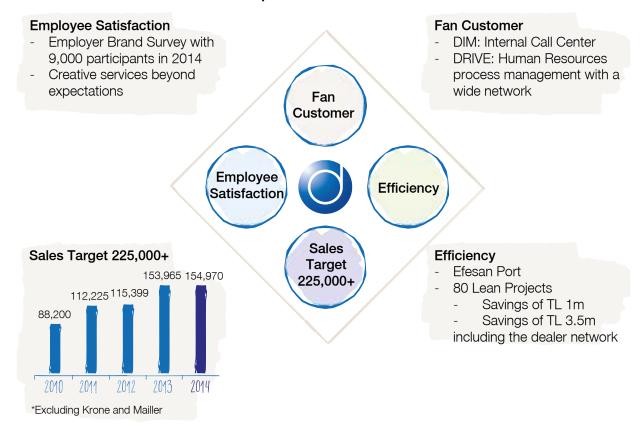
"Be sizable" - Doğuş Otomotiv pursues growth through systematic, efficient and profitable activities in the Turkish and international markets in all business lines to which it provides service, and aims to build up its own human resources in keeping with such growth.

"Be close" - Doğuş Otomotiv strives to understand the expectations of its stakeholders, particularly its customers, and to exceed those expectations efficiently and quickly.

"Be creative" - Considering the fact that differentiation can only occur through creativity, Doğuş Otomotiv creates a competitive advantage in the market with continuous innovations and an inclusive approach in product development, customer service and business concepts, and it takes measures to conduct its activities leaner, faster and more economical through process improvement teamwork.

Doğuş Otomotic 2018 Strategy

Towards 2018 with Confident Steps



Our Commitment(G4-56)

At Doğuş Otomotiv, we consider the customers to be our key stakeholders and operate on the principle of providing them excellent service at every stage of the automotive value chain. This principle is the fundamental reason for the existence of Doğuş Otomotiv. When we focus on the satisfaction of our customers and act as a responsible member of the society we live in,

We can

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

Doğuş Otomotiv's magnitude is sustained this way.

Our Values (G4-56)



Ethical Principles (G4-56)

The Board of Directors of Doğuş Otomotiv believes that independent companies should have a good and balanced corporate governance structure to be successful and grow. Company leaders lay the foundations of good corporate governance by determining the strategies and targets of the Company and creating Company values and ethical approach. This leadership approach carries on the required behavior and applications to increase the sustainability performance of the Company.

The Board of Directors of Doğuş Otomotiv considers the short and long term effects of corporate strategies on economy, society and ecological environment as well. Doğuş Otomotiv Code of Ethics is a Company policy that reflects the core values of our Company and regulates its relations with the stakeholders, as well as being an important commitment showing that Doğuş Otomotiv carries out its operations in highest ethical standards.

Doğuş Otomotiv Code of Ethics²⁶ includes our Corporate Responsibility approach in the whole value chain of Doğuş Otomotiv and our commitments within the scope of United Nations Global Compact principles.

Our Code of Ethics was approved by Doğuş Otomotiv Senior Management. Doğuş Otomotiv Code of Ethics was prepared to regulate the behavior of all our managers and employees as well as the relationship between our employees and customers, competitors and suppliers.

Doğuş Otomotiv expects all its suppliers, customers, shareholders, subsidiaries and other stakeholders to fully understand the business conduct of our Company, guide their expectations in this direction, and fully comply with Doğuş Otomotiv Code of Ethics.

It is essential for all Doğuş Otomotiv employees and managers to comply with the ethical principles stated below.



²⁶ Doğuş Otomotiv Code of Ethics is published on the website. http://www.dogusotomotiv.com.tr/dogusotomotiv_files/24022015_Dogus_Otomotiv_Code_of_Ethics.pdf

Code of Ethics Trainings

The center of activities in 2014 were studies for the Code of Ethics to be fully understood by Doğuş Otomotiv managers and employees and the adaptation of the Code of Ethics' methods. The first phase of training developed specifically for this purpose with an educational content was completed. We reached 377 people including 70 blue collar employees with these face to face trainings in Şekerpınar region. During the training, by providing complete and accurate answers for questions such as

"What is Code of Ethics? What can I use it for? When do I need Code of Ethics? What is Ethics Hotline? and How is it used?" we aimed to inform participants and the training was carried out interactively. With the Code of Ethics trainings planned for Doğuş Oto employees in 2015, we aim to complete the face to face trainings of our 2,500 employees and managers. In addition, the Code of Ethics trainings will be added in 2015 to the orientation trainings for new recruits in Doğuş Otomotiv.

Compliance with Code of Ethics

Doğuş Otomotiv Chief Executive Officer (CEO) is responsible for the full implementation of the Code of Ethics in the Company and monitoring issues related to compliance with the Code of Ethics. The Company CEO is supported by the Audit, and Disciplinary and Corporate Governance and Sustainability committees which are reporting to the Board of Directors on these issues.

Cases in violation of the Code of Ethics, reaching to Department Managers through Ethics Line or other channels, are evaluated by Internal Audit Unit and reported to Audit Committee and the CEO. If deemed necessary by Audit Committee and the CEO, the results are shared with the Board of Directors to get an opinion and final decision. Internal Audit Unit is responsible for keeping notices confidential and taking appropriate actions. (G4-57)

It is not possible to capture all forms of unethical behaviors or define all illegal business processes within the scope of the Code of Ethics. The best guiding force is the individual conscience, common mind, common sense and unconditional approach of employees to Doğuş Otomotiv's policies and its responsibilities stemming from laws, regulations and contractual obligations. When undecided about how to behave, employees and managers are encouraged to ask for support, ask questions and inform the relevant departments about misconducts without hesitation. Doğuş Otomotiv's principles and policies strictly prohibit confrontation, or retaliation against an employee reporting any behavior that constitutes a crime or a violation of the Code of Ethics. Not complying with laws and regulations, Doğuş Otomotiv Code of Ethics and other Company policies, procedures, regulations, rules, principles may result in punitive enforcements that may lead to the termination of employment contracts. This type of disciplinary actions also apply to senior executives who tolerate or permit inappropriate behaviors knowingly, delay action for realization of preventive actions such as providing necessary training in related issues and managing the work of its team as required, and fail to report such misbehaviors.

Doğuş Otomotiv Ethics Hotline (G4-57, G4-58)

All employees of Doğuş Otomotiv can report the situations in conflict or potentially in conflict with the Code of Ethics by calling 444 38 45 Ethics Line openly or anonymously when preferred. In all notifications to Doğuş Otomotiv Ethics Hotline, fully controlled by an independent institution, our employees are free to share or to hide their identities.

Notifications of Doğuş Otomotiv Code of Ethics infringements protect the identity of the reporting

person during the potential investigation phase conducted by our Company within the limits of legal obligations, except for mandatory cases. Doğuş Otomotiv proscribes any kind of retaliation by colleagues and any harm to the reporting person due to the notification, and makes no compromises about this matter.

Policy for Fighting against Bribery and Corruption (G4-DMA)

Doğuş Otomotiv's business ethics approach contains the highest level of ethical standards in our corporate policies, our business conduct and in our behaviors. In other words, they are the reflection of our moral standards in every area of business life. Our company units, technological assets, financial and operational activities, indeed all our business processes are expected to reflect clearly our ethical business conduct approach beyond all other moral traditions and values.

The most valuable assets of Doğuş Otomotiv are the trust of its customers, suppliers, employees and shareholders to our Company, and the corporate reputation we have acquired since the inception of our commercial activities. Our stakeholders' trust and the protection of our reputation are the reasons of our existence that we never compromise.

In accordance with its policies and corporate ethics, Doğuş Otomotiv definitely rejects bribery and corruption.

Doğuş Otomotiv is committed to complying with the principle of doing fair and transparent business in its relations with all stakeholders. As with other stakeholders, Doğuş Otomotiv's managers, employees and business partners cannot capture any benefit contrary to laws and regulations, make payments to influence the decisions of individuals or organizations, give gifts, offer payments or gifts in their relations with government institutions. Making a payment, giving gifts or making commitments on such issues to a political party, a political party member or related institutions and organizations is in violation of Doğuş Otomotiv Code of Ethics as well.

In Doğuş Otomotiv, offering, taking or giving bribes or commissions that constitute a legal crime, are strictly prohibited. All managers and employees encountering such an offer need to immediately report the situation to the Ethics Line. In addition, asking customers, suppliers, Doğuş Otomotiv competitors or third parties for personal loans, special privileges or discounts different from those offered to everyone, are strictly prohibited as well. Doğuş Otomotiv employees cannot be penalized when they refuse to bribe or make an anti-corruption statement.

Doğuş Otomotiv's Policy for Fighting against Bribery and Corruption and the commitments within the scope of this policy cover employees, managers, senior management, suppliers and business partners, Authorized Dealers and After-sales Service Centers and their employees and all third parties in Doğuş Otomotiv value chain.

The Board of Directors of Doğuş Otomotiv is responsible for applying the policy for fighting against bribery and corruption in all Doğuş Otomotiv value chain.

Doğuş Otomotiv's Policy for Fighting against Bribery and Corruption will be announced throughout the Company and shared with the employees via intranet system in 2015. Audits related to bribery and corruption are addressed within the internal audit processes and they are a part of risk management.

Doğuş Otomotiv acts in accordance with OEM policies while determining Authorized Dealers and After-sales Service Centers and conducting payments to them. Doğuş Otomotiv makes these payments to Authorized Dealers and After-sales Service Centers in line with these standards only and in exchange for legitimate services.



Economy

We are a key actor in economic development, considering our investments, supply chain, customers, network of Authorized Dealers, and the employment we have created.





Economy

Specific Standard Disclosures

Economy

Aspect: Economic Performance Economic Performance Management Approach

We implement the following policy with a view toward sustaining the economic prosperity of Doğuş Otomotiv and all our stakeholders:

- We use our resources efficiently by applying systems such as lean management, budget management and efficiency tables.
- We consider economic fluctuations and related reasons as sectoral risks and make necessary agreements with OEMs to manage (minimize) these risks within the scope of risk management, take financial measures and update them according to market conditions.
- We consider climate change and related reasons as sectoral risks, aim to raise awareness among our stakeholders on this issue.
- We determine the necessary standards to ensure sustainability of our Authorized Dealers and After-sales Service Centers, measure and contribute to their development and audits.
- In the regions where we operate, we provide major contributions to local employment through our Authorized Dealers and After-sales Service Centers.
- We provide equal opportunities to all of our suppliers.
- We adapt and practice the global standards and policies implemented by OEMs, who are among our most important suppliers. We prepare action plans according to the conditions by considering the current global state of OEMs.

One of the main indicators of Doğuş Otomotiv economic responsibility performance is the economic value created for its key stakeholders.

Doğuş Otomotiv Servis ve Ticaret A.Ş. Consolidated Profit and Loss Statements^{27 (G4-EC1)}

	2014 (Thousand TL)	2013 (Thousand TL)		
Revenue	7,692,702	6,602,663		
Cost of revenue (-)	6,819,714	5,853,047		
GROSS PROFIT	872,988	749,616		
General Administration Expenses (-)	257,280	204,480		
Marketing Expenses (-)	237,103	200,901		
Warranty Expenses (-)	59,908	68,323		
Other Incomes from Operating Activities	79,631	66,749		
Other Expenses from Operating Activities (-)	72,093	35,126		
PROFIT FROM OPERATING ACTIVITIES	326,235	307,535		

²⁷ Detailed financial statements of Doğuş Otomotiv ve Ticaret A.Ş. are disclosed in the annual reports. http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2015323151320263_Dogus%200tomotiv_2014_ENG_WEB4.pdf (Pages: 122 -123, 177-178)

	2014 (Thousand TL)	2013 (Thousand TL)
Income from Investing Activities	10,698	7,279
Share of Profit of Equity Accounted Investes	82,742	28,888
OPERATING PROFIT BEFORE FINANCE EXPENCE	419,675	343,702
Finance Income	-	568
Finance Expenses (-)	123,378	68,390
OPERATING PROFIT BEFORE TAX FROM	296,297	275,880
CONTINUING OPERATIONS		
Continuing Operations Tax Expense	43,219	51,152
Tax Expense for The Period	43,584	58,429
Deferred Tax Income	365	7,277
PROFIT FOR THE PERIOD FROM	253,078	224,728
CONTINUING OPERATIONS		
Distribution of Profit for the Period		
Non-controlling Interests	1,443	780
Equity Holders of the Company	251,635	223,948
Profit for the Period	253,078	224,728
Personnel Expenses	175,735	147,488
Donations and Aid	3,399	2,323
Taxes, Duties and Fees	3,443	3,162

Financial Effect of Climate Change (G4-EC2)

Various opportunities related to the effect of climate change are created within the Company and the value chain due to increased awareness.

Energy and water are among the most important vital resources for the implementation of Doğuş Otomotiv's operations. Both our environmental and economic responsibilities require that we conduct our activities with increasingly environmentally-friendly solutions to reduce water and energy consumption. We have striven to reduce our water consumption with research in this direction since 2009. In line with the awareness studies conducted since 2010, we have reduced our water consumption by 30%, reaching the figure 0.46 m³ per vehicle sold. In addition, we continue to reduce water consumption in daily use with new investments such as installing pressure reducers on taps and using sensor technologies. Moreover, we continue our

efforts to reduce energy consumption as well. Lighting systems with expired lifetimes have been replaced with alternatives consuming less energy. Our business partners are encouraged to install double doors in their new Authorized Dealer and After-sales Service Centers to reduce energy consumption resulting from air conditioning. We support the reporting of consumption data and monitor the initiatives in this regard, within the scope of Corporate Responsibility awareness activities carried out in our Authorized Dealers and After-sales Service Centers.

Doğuş Otomotiv's Environmental Management System (ISO 14001) studies will start in 2015 and special case policies regarding climate change and risk analysis will be developed.

Aspect: Market Presence Market Presence

Management Approch(G4-DMA, G4-EC5)

Doğuş Otomotiv, a leading company in the area of economic development, is committed to increasing the local employment rate, supporting the economic empowerment of employees, and contributing to the revival of the local economies throughout the supply chain. We continued to contribute to local employment via new investments made in this direction during the year.

Within the scope of our human resources policy carried out in accordance with "equal rights for equal work" principle, we do not discriminate while determining the wages of our employees. Our full and explicit policy has been publicly disclosed in the Doğuş Otomotiv Code of Ethics.

Doğuş Otomotiv Istanbul Şekerpınar Center is the location where our operations are most intensively conducted. Although geographically located outside of Istanbul, it is our central base due, to its logistic proximity to Istanbul and as one of the control points of the Marmara Region. The employment policy in Şekerpınar, which houses all of the administrative structures and logistics operations, intends to provide employment from the regions that are close to the location, but employees who reside in Istanbul are also considered local; thus all employees working in Şekerpınar were recruited according to local employment policies.

Doğuş Otomotiv invested in a new center, called "The Value and Care Center", in Kavacık, Istanbul in 2014 where such activities as listening to customer complaints and requests, coordinating roadside assistance and organizing customer satisfaction surveys are conducted. The recruitments in the Value and Care Center, which provides 24 hour service, comply with local employment policies as well.

The wages of employees in Doğuş Otomotiv are determined by considering the balance in the sector and regional comparison studies. The wages of Doğuş Otomotiv employees are above the legal requirements, and generally above sector averages. (G4 - EC5)

New Investments



WHOLESALE (Units)	2014	2013	Change %
VOLKSWAGEN	108,325	112,958	-4
Volkswagen Passenger Cars	85,134	88,890	-4
Volkswagen Light Commercial Vehicles	23,191	24,068	-4
AUDI	17,070	15,025	14
	1	1	1
PORSCHE	601	542	11
BENTLEY	21	21	0
BEINILET	21	21	U
LAMBORGHINI	2	4	-50
		1	
SEAT	12,540	11,334	11
SKODA	14,397	12,362	16
		•	
TOTAL PASSENGER CARS	129,765	128,178	1
	20.404		
TOTAL LIGHT COMMERCIAL VEHICLES	23,191	24,068	-4
TOTAL PASSENGER CARS AND LIGHT	152,956	152,246	0
COMMERCIAL VEHICLES	,		
SCANIA	2,014	1,672	20
KRONE	716	752	-5
MEILLER	309	386	-20
TOTAL	155,005	155.056	1
TOTAL	155,995	155,056	
MARKET*			
	ı	4	1
PASSENGER CARS	582,117	663,728	-12
LIGHT COMMERCIAL VEHICLES	179,919	187,840	-4
HEAVY COMMERCIAL VEHICLES	31,061	28,111	10
		1 .	1
TOTAL	793,097	879,679	-10

WHOLESALE (Units)	2014	2013	Change %
DOAS MARKET SHARE			
	_	_	
PASSENGER CARS	22.3%	19.3%	
	1	1	1
LIGHT COMMERCIAL VEHICLES	12.9%	12.8%	
HEAVY COMMERCIAL VEHICLES	6.5%	5.9%	
TEAVY COMMERCIAL VEHICLES	0.5%	5.9%	
TOTAL	19.7%	17.6%	Į.
	1		1
RETAIL SALES (Units)	2014	2013	Change %
	_		
VOLKSWAGEN	108,647	112,056	-3
Volkswagen Passenger Cars	84,646	88,304	-4
Volkswagen Light Commercial Vehicles	24,001	23,752	1
ALIDA	17.000	1.4.007	10
AUDI	17,809	14,987	19
PORSCHE	588	517	14
TOROGRE	300	317	14
BENTLEY	21	21	0
	-		-
LAMBORGHINI	2	4	-50
	1	1	-
SEAT	12,697	11,065	15
CIZODA	14 507	10.000	10
SKODA	14,537	12,833	13
TOTAL PASSENGER CARS	130,300	127,731	2
	1,	1 ,	1 -
TOTAL LIGHT COMMERCIAL VEHICLES	24,001	23,752	1
TOTAL PASSENGER CARS and LIGHT COMMERCIAL	154,301	151,483	2
VEHICLES			
CCANIIA	0.014	1.070	100
SCANIA	2,014	1,672	20
KRONE	716	752	-5
TOTAL	1,10	102	1
MEILLER	309	386	-20
	1		
TOTAL	157,340	154,293	2

WHOLESALE (Units)	2014	2013	Change %
MARKET*			
	1	1	1
PASSENGER CARS	587,331	664,655	-12
LIGHT COMMERCIAL VEHICLES	180,350	188,723	-4
HEAVY COMMERCIAL VEHICLES	31,061	28,111	10
TOTAL	798,742	881,489	-9
DOAO MARKET OLIARE	1	1	
DOAS MARKET SHARE			
PASSENGER CARS	22.2%	19.2%	
LIGHT COMMERCIAL VEHICLES	13.3%	12.6%	
HEAVY COMMERCIAL VEHICLES	6.5%	5.9%	
TOTAL	19.7%	17.5%	

(*) Source: AUTOMOTIVE DISTRIBUTERS' ASSOCIATION

Including Skoda, in 2014 we reached 566 Sales and After-sales Service Points covering 528,000 m² indoor area with 8,150 Authorized Dealers and After-sales Service Center employees. 10 Authorized Dealers and 11 After-sales Service Centers were completed and began service in 2014. These investments, excluding land costs (land prices change relatively and are considered personal investment) equaled Euro 22 million in construction and equipment costs.

Altur and Özön in Istanbul, and Fatih in Ordu were put into operation for Volkswagen brand as Module Concept building investment. In addition, Özön and Avek in Istanbul made Audi Terminal Concept Investments, Başaran in Antalya the SEAT new concept showroom investment, Altur in Istanbul and Sağıroğlu in Kayseri the Scania and Thermo

King Investment, Plaza investment rates (concept investments) reached to 100% in Volkswagen and Scania dealer networks. While this rate is 95% in Audi dealer network and 92% in SEAT dealer network, it is increasing every year with new investments. 16 out of 67 Volkswagen Authorized Dealers have become new Module Concept investments. 20 of the remaining 51 Piazza Concept Buildings were adapted to the new module concept within the scope of Volkswagen Renewal Project, 4 new Authorized Dealer concept investments for Skoda Brand were completed and put into operations in 2014 (Altur Istanbul, Avek Istanbul, Doğuş Oto Esenyurt Istanbul, Erkur Düzce). 2 Authorized Dealers were renovated (Otokur Sakarya, Vosmer Izmir). Renovation projects of 16 Authorized Dealers are underway.

Vehicle Distribution Data

- Monthly average of 13,000 invoiced vehicle shipments, approximately 600 vehicles/day (25 vehicles/hour)
- Annual average of 430 km per vehicle (km travelled per vehicle including Istanbul)
- An average of 1,000 trucks per month, 250 trucks
- per week, 42 trucks per day
- An average of 3 ships per week
- Vehicle custom area: 250,000 m²
- Delivery to the furthest point: Travel-trip time to Van is approximately 54 hours/truck.

Doğuş Technology

Doğuş Technology, the technology arm of the Doğuş Group, was put into operation as a separate company to increase its efficiency in a better environment in 2014. Doğuş Technology, an affiliate of Doğuş Otomotiv, operates in Şekerpınar and acts as its IT department as well.

Process Management

Improvement Studies

The Lean methodology has been activated to disseminate more efficient working methods and a continuous improvement approach in Doğuş Otomotiv, ensuring employee participation in process improvements. 80 projects, supplying measurable benefits within cost reduction, revenue growth, customer satisfaction and quality dimensions were implemented in 2014.

Examples from 2014 Projects

- Audi Smart Pen Project: With the use of the smart pen during vehicle admission, achieving 551 day/man efficiency throughout Turkey.
- Audi Vehicle Registration Plate Reader: Installing vehicle registration plate readers, to quickly and easily identify the customers with appointments, and shortening the delivery time of their vehicles to ensure customer satisfaction.
- Shortening the approval time of job offers and new employee request approval processes by 50%.
- Achieving 7.9 hours/month efficiency by ensuring the follow-up of vehicle key documents through Turkuaz System.
- Improving the entry times of Logistics Warehouse spare parts.

- Identifying business processes of Gebze Aftersales Service Center, creating flowcharts, their optimization and application in Authorized Aftersales Service Centers.
- Improving inventory turnover rate of used cars via DOD Online Turkuaz Auction Project.
- Fast Diagnosis Project with Test Equipment: Increasing efficiency in working hours of technicians, by shortening the failure detection time in Volkswagen ateliers.
- Volkswagen After-sales Services Online Customer Satisfaction Project: Seeing survey results instantly and taking actions.

The number of employees, whose suggestions contributed to improvement projects, increased by 9% over 2013.

With 80 projects implemented in 2014, we expect to achieve TL 1 million savings for our Company, or TL 3.5 Million, including the whole Authorized Dealer network.

The Blue Steering Wheel "Clearing the Way" Award

The Blue Steering Wheel "Clearing the Way" Awards have been implemented in Doğuş Otomotiv since 2013. Department projects supplying measurable benefits in cost reduction, revenue growth, customer satisfaction and quality are evaluated by the Assessment Committee. Successful works in application and methodology dimensions are chosen among exemplary projects and awarded.

During the Awards Ceremony, held on December 8, 2014, 5 projects and 14 people, chosen among the successful improvement projects carried out in 2013²⁸ received the Blue Steering Wheel Clearing the Way Award.

Awarded Projects

- Audi Technical After-sales Service Center (Online Doctor) Project
- Scania Project for Distribution of Trailers on Trucks
- Volkswagen Commercial Vehicles Website Potential Customer Tracking (D Motion) Project
- Reducing Packaging Cost in Logistics Warehouse Projects
- Alternative Payment (SMS) Project for Custom Duties



²⁸ Each year, successful projects of the previous year are awarded. 2013 projects were awarded in 2014.

Lean Leadership Program

The Lean Leadership Training Program was activated with the collaboration of Doğuş Otomotiv Process Management Team and Doğuş Holding Lean Team, to enable all Company units to acquire the competency needed to carry out our improvement operations, increase efficiency improvement awareness and continuous improvement, in compliance with the lean application methods. The 10th-11th-12th wave of the Lean Leadership Training Program was realized in 2013. The 10th and 11th Wave Lean Leaders, who completed the training period, received their

lean leadership certificates, presenting their training projects in a ceremony held with the participation of the Board of Directors on December 8, 2014. The 12th Wave Lean Leaders are expected to carry out their projects in 2015.

12 days of training were provided with three training waves in 2014; a total of 41 people received this training, bringing the total number of our Lean Leaders to 69.

Projects carried out in Doğuş Otomotiv and Doğuş Oto in 2014 within the scope of Lean Training:

Doğuş Otomotiv:

- Improving Porsche test demand response time
- Improving training evaluation process
- Improving tracking methods for Scania After-sales Services key performance indicators
- Recycling packaging wastes

Doğuş Oto:

- Standardizing customer voice evaluation process
- Improving the sales tracking method for potential customers
- Improving input rates of DISS²⁹ and their approval duration

Suggestion System

Overview of the Suggestion System

The Suggestion System was set up handle suggestions from Company employees for improving business processes and implementing the applicable ones in a systematic way. The number of suggestions increased by approximately 150% in 2014.

Improvements in the Suggestion System

- A new reward system was activated to quickly evaluate the suggestions implemented in Doğuş Oto. In
 this context, employees, whose suggestions were implemented in that month receive symbolic awards.
 Suggestions that provide significant improvements in the areas of cost, customer satisfaction, speed,
 quality, Corporate Responsibility (OHS, environment, social participation, etc.) are further evaluated by the
 Suggestions Committee and recognized.
- Studies to update the interface to ensure a more active use of kiosks were conducted in 2014 for application in 2015.
- Regular reports on the suggestion system have been made since 2013; metrics related to suggestion system are monitored by all users of the suggestion system, and suggestions are reported to the management on a daily basis as of 2014. (G4-37)

²⁹ DISS: System in which the dealers consult to distributor, and distributor to the manufacturer about the unsolvable technical failures.

Blue Collar Suggestion and Lean Studies

In addition to Lean Leadership Trainings, 63 employees working in Logistics Warehouse received Lean Basic Training in 2014.

13 of these employees completed Lean Application Skills Development Program, receiving detailed training on lean subjects. Projects were conducted within the scope of this training; the project owners received their certificates from our Chairman of the Board of Directors, Mr. Aclan Acar.



The originators of 56 suggestions made by our Spare Parts Warehouse employees and activated successfully in 2014, received awards and certificates during the events held on April, 11 and December 31, 2014.



Aspect: Indirect Economic Impacts

Management Approch for Indirect Economic Impacts^(G4-DMA)

Doğuş Otomotiv has a direct economic impact on the society within the regions where it operates. In addition to contributing to local employment, Doğuş Otomotiv attaches great importance to supplying its products and services from local companies. We continue to be one of the supporters of development in every region of Turkey with our constantly evolving and growing Authorized Dealer and After-sales Service Center network. (G4-EC7)

Doğuş Otomotiv is also active in collaboration platforms to support various initiatives and interventions which contribute to society, the development of the business world, economic development and in finding solutions for sectoral problems³⁰.

Doğuş Otomotiv is part of a large supply and economic chain with its subsidiaries and affiliates. Appropriate studies will begin in 2015 to examine the indirect economic impacts of companies in our value chain and to conduct a comprehensive data collection in this direction. (G4-EC8)

Community Development

In order to support equal opportunity in education, Doğuş Otomotiv donates regularly to the Darüşşafaka Education Institute, which accepts students by examination, and aims to raise modern, self-confident leaders who are lifelong learners, researchers, questioners, and responsible to the community, environment and family. Doğuş Otomotiv made a donation of TL 1,094,700 to Darüşşafaka Society. Donations and aid supporting economic and social development are:

Doğuş Otomotiv Servis ve Ticaret A.Ş. and Subsidiaries

DONATIONS AND AID MADE IN 2014	AMOUNT -TL
Ayhan Şahenk Foundation	1,523,050
Darüşşafaka Society	1,094,700
Turkish Petroleum Foundation	650,000
Besni Vocational and Technical Anatolian High School	47,274
Yenibirlider Association	15,000
Şişli Technical and Industrial Vocational High School	12,165
Gazi University Foundation	10,000
Other Associations and Institutions	46,866
TOTAL	3,399,055

⁹⁰ For Doğuş Otomotiv Memberships and Cooperation Platforms: http://www.dogusotomotiv.com.tr/en/corporate-responsibility/product-and-service-responsibility.aspx

Aspect: Purchasing Practices

Management Approch for Purchasing Practices (G4-DMA)

Supply Chain Management

Our supply chain management model was created in 2013 from the issues that differentiate Doğuş Otomotiv operations from other supply chains; its field practices were initiated in 2014. We have

implemented a Doğuş Otomotiv based learning and mentorship strategy in this "3 Sided Responsible Supply Chain Management" model.³¹

Suppliers(G4-EC8)

The number of suppliers of Doğuş Otomotiv Central Purchasing Unit was 718 in 2014. All central purchases carried out by this unit were made within the country. In addition, ancillary business, maintenance and repair service are provided from 15 companies, and we received service from 5 companies for our 2014 investments. The amount of local purchasing in 2014 by Otomotiv Central Purchasing Unit reached TL 320,600,000³². (G4-ECS)

In 2014, a supplier satisfaction survey was conducted for the first time, showing a satisfaction rate of 4.61 out of 5, applied to 57 suppliers. Necessary study plans have been prepared on the areas in need of improvement, which were reported by our suppliers.

³¹ For detailed information, Doğuş Otomotiv 2013 CR Report: http://www.dogusotomotiv.com.tr/dogusotomotiv_files/DOAS_2013_KSRAPORU_ENG.pdf

The number of suppliers includes local companies who supplied goods and services to Doğuş Otomotiv. Purchases from Doğuş Group companies are excluded.

Risk Management in Supplier Selections

Supplier selection criteria are determined and applied by the Procurement Unit. The Doğuş Otomotiv Code

of Ethics is considered in this process, in addition to the relevant procedures.

Health and Safety Effects of Products and Services

Service vehicles of dining halls, cafeteria, cleaning, legionella and employee shuttles are audited by an independent audit company.

In addition, catering, cleaning and transportation services are regularly audited by our Administrative Affairs Team every month and reported to the supplier company.

Doğuş Oto makes its cleaning, catering, security and service companies prepare a risk analysis report within the scope of Occupational Health and Safety. Representation of the companies that we work with was included in Occupational Health and Safety Committees; thus these suppliers were able to provide much more efficient service for the Company employees in terms of Occupational Health and Safety.



Environment

We sell 14 globally famous brands in the distributorships of Doğuş Otomotiv, all of them actively seeking to decrease their environmental impact. We are working to reduce our environmental impact in our service areas.

Environment

Specific Standard Disclosures

Environment

Environmental Responsibility Management Approach (G4-DMA)

Doğuş Otomotiv Environmental Responsibility Policy

Doğuş Otomotiv's Environmental Policy has 5 general headings: Water, Waste, Energy, Logistics and Environmentally-friendly Products. Doğuş Otomotiv,

- Takes into account environmental impacts in management and operation decisions; evaluates direct and indirect environmental impacts resulting from its operations and commits to reducing these impacts.
- Is responsible to society in terms of protecting nature and using resources, beyond the scope of laws and regulations.
- Strives to create the same level of awareness among employees, their families and collaborating companies.
- Aims to establish systems necessary to measure, monitor and improve its environmental effects.
- Cooperates in its value chain and raises awareness in order for the environmentally-friendly products of the brands we distribute to be better promoted, understood and sold.
- Commits to reviewing its environmental policy regularly and to putting forward new goals and objectives related to this policy in necessary situations.

Doğuş Otomotiv has set targets in accordance with the following material areas determined in line with its environmental responsibility policy in 2010 and conducted improvement studies by monitoring its performance.

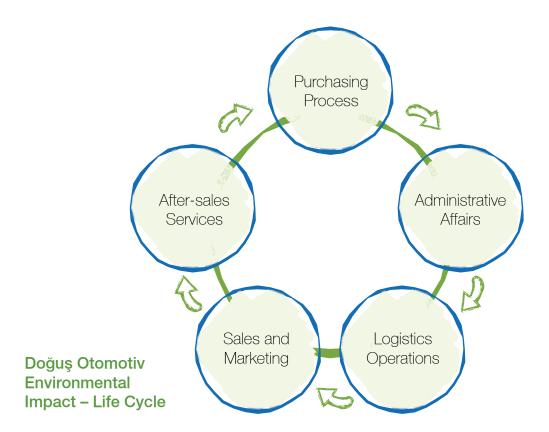
In addition, studies on the ISO14001 Environmental Management System certification will be launched in 2015 and relevant arrangements will be published in the 2015 Corporate Responsibility Report. The completion of certification process in Sekerpinar Gebze Campus is expected in 2016.

Focus Area (Environmental Responsibility)	Target	Method
Water	Reducing our water use resulting from our operations	Awareness, Measuring, Monitoring Mechanisms, Target Setting
Waste	Waste Management, Awareness among Authorized Dealers and Customers	Waste Line, Waste Assessment Boxes, Pilot Study, Measuring, Monitoring and Target Setting, Job Descriptions
Energy	Establishing mechanisms to monitor energy consumption, awareness	Measuring, Monitoring and Target Setting, Heat Isolation and Using Daylight Efficiently, Stable Temperatures, Harmony of Employees, CDP Reporting
Logistics	Reducing environmental effects, considering environmental effects in planning	Awareness, Measuring, Monitoring and Target Setting, Environmentally-friendly Vehicles, Training, Advanced Technology
Environmentally-friendly Products	Product promotions and support for a better understanding	Informing, Dialogue Platforms

Doğuş Otomotiv environmental responsibility policy and objectives regarding this policy are monitored and managed by the Corporate Governance and Sustainability Committee which reports directly to the Board of Directors. In addition, our performance on environmental issues will be presented to the views of key stakeholder representatives in the Stakeholder Panel, planned for 2015, and the feedback will be included in the following year's report.

Doğuş Otomotiv operates in the sales and after-sales services segment of the automotive industry. In this regard, we are the first company to publish Corporate Responsibility report in the world and in Turkey by conducting material areas study, using global standards in the fields of Sustainability and Corporate Responsibility. Therefore, determining environmental priorities specific to our sector, being a role model in this regard, and identifying strategic steps of our sector towards sustainability are also among our firsts.

Our company's environmental impacts throughout the business life cycle are summoned under five main headings:



Doğuş Otomotiv has integrated its life cycle into its environmental management systems. We import environmentally-friendly products, whose environmental impacts have been evaluated by

carrying out life cycle analysis³³, and provide sales and after-sales services in accordance with processes carefully audited by OEMs³⁴.

Our continuously developing environmental management system strives to increase both our own environmental responsibility awareness and that of our Subsidiaries, Authorized Dealers and After-sales Service Centers and the suppliers in our value chain we are responsible for.

- 3.7 % reduction in the CO₂ rates of environmentally-friendly vehicles;
- 270,000 kWh energy savings (260 tons of CO₂) with battery recycling;
- 3,353 tons of CO₂ emissions prevented with the recycling of waste motor oil;
- 1,000 tons of CO₂ emissions prevented with the recycling of warranty scraps;
- 13,408 trees saved with the recycling of packaging wastes;
- 5,600 tons of CO₂ emissions resulting from logistics operations were prevented.

³³ For sustainability performance of Volkswagen AG; http://www.volkswagenag.com/content/wcorp/content/en/sustainability_and_responsibility.html For sustainability performance of AUDI: http://www.audi.com/corporate/en/corporate-responsibility/corporate-responsibility/report.html

³⁴ For environmental impact management of the products that Doğuş Otomotiv sells: http://www.dogusotomotiv.com.tr/en/corporate-responsibility/product-and-service-responsibility.aspx

Environmental policy and related issues are monitored by our Environmental Expert and improvement and planning studies are conducted in coordination with the Sustainability and Corporate Responsibility Council. With the awareness we are trying to create, we aim to further increase our activities to minimize our environmental impact in our Authorized Dealers and After-sales Service Centers, as well as with the environmental responsibility studies³⁵ of our brands.

Aspect: Energy

Energy Efficiency Management Approach (G4-DMA)

We continue our efforts to use the energy we consume to conduct our operations more efficiently, to ensure the monitoring of this process, the development and management of improvements, and to increase operational efficiency by reducing the use of resources.

Doğuş Otomotiv meets its energy needs from Doğuş Energy, a subsidiary of Doğuş Holding, which is engaged in power generation using renewable resources.

Numerical data related to energy consumption arising from Doğuş Otomotiv operations is available in the performance figures section of this report.

As a continuous-growth oriented company providing sales and after-sales services, Doğuş Otomotiv reports the factor 'energy consumption per employee' in order to control our increasing need for energy³⁶, (G4-EN5, G4-EN6)

Aspect: Water Consumption

Water Consumption Management Approach (G4-DMA)

Doğuş Otomotiv started its efforts towards reducing water consumption according to the results of material focus areas study conducted in 2010. In this direction, our water consumption per vehicle sold was 0.66 m³ in 2011, this rate decreased to 0.46 m³ in 2014, a savings of nearly 30%. The practices to reduce our water consumption for the first five years were managed with the following strategy:

- Assessment: Begin using separate water meters to access water consumption data resulting from washing vehicles.
- Awareness: Inform employees about reducing water consumption and conduct awareness raising studies regarding the efficient use of water.

³⁵ For environmental features of the vehicles of Doğuş Otomotiv brands and related technical developments, please visit http://www.dogusotomotiv.com.tr/en/corporate-responsibility/product-and-service-responsibility.aspx

³⁶ Energy consumption per employee in Doğuş Otomotiv is available in the Corporate Responsibility Performance Figures section of this report. (G4-ENS)

The total amount of water consumed by Doğuş Otomotiv and Doğuş Oto in 2014 was 153,261 m³. Doğuş Otomotiv Şekerpınar and Doğuş Oto locations access water from municipality resources. (G4-EN8)

Aspect: Emissions

Emissions Management Approach(G4-DMA)

Doğuş Otomotiv carries out risk assessments while managing all operations and complies with all applicable laws and regulations. (G4-DMA) Emissions resulting from Doğuş Otomotiv operations' consumption of energy (electricity, natural gas and fuel), paper use and waste have been calculated since 2010. Studies regarding emission calculations continue and grow each year. Emissions per vehicle sold are published in the Corporate Responsibility report.

Emissions resulting from waste and logistics management are described in detail in the relevant sections. In addition, other measured data is available in "2014 Corporate Responsibility Performance of Doğuş Otomotiv in Figures" section.

Aspect: Waste Management

Waste Management Approach(G4-DMA)

Doğuş Otomotiv continually works to enhance its environmental management system and to reach more data. Regularly assessing the waste resulting from our operations, we strive to minimize our environmental impact, beyond legal requirements, and collaborate with various institutions to realize our recycling strategy³⁷.

Waste Oil(G4-EN19)

As required by legislation (Regulation of Waste Oil Control), Doğuş Otomotiv has to deliver its waste engine oil to PETDER (Turkish Petroleum Industry Association), the only organization authorized by the Ministry of Environment and Urbanization of the Turkish Republic. Within this scope, we have signed the "Participation in Waste Oil Management Protocol" with PETDER, renewed every year. PETDER is responsible for collecting waste engine oil from our Authorized After-sales Service Centers in Turkey. 1,815,162 kg of waste engine oil was collected from our Authorized Dealers and After-sales Service Centers in 2014. A portion of waste engine oil was sent to regeneration

facilities to obtain base oil, and another portion to cement and lime factories. 60,730 liters of base oil were obtained from 83 tons of waste engine oil sent to regeneration facilities in 2014.

727 tons of waste motor oil collected from our aftersales service centers were sent to various cement and lime factories and used as additional fuel instead of conventional fuels (coal, petroleum coke, etc.) in these facilities. Due to the reduced use of such fossil fuels as coal and petroleum coke, we have prevented an extra 3,353 tons of CO_2 emissions. This equals 152,400 trees or 380 hectares of forest.

³⁷ All annual waste quantities, compared to previous years, are reported in the '2014 Corporate Responsibility Performance of Doğuş Otomotiv in Figures' section at the end of his report.

Waste Batteries (G4-EN19)

Doğuş Otomotiv has an obligation (APAK Directive) of recycling 90% of the batteries released to the market. In order to fulfill our obligation, we collaborate with AKÜDER. Our waste batteries are collected in line with the "Waste Management Plan" of AKÜDER.

In 2014, 174,010 kg of waste batteries were collected and sent for recycling, exceeding our legal requirements of 154,107 kg (112,92%).

With the recuperation of the batteries, 60% of the lead and 10% of the plastic is recycled and 20% of the acidic water is neutralized.

With the recycling of 174,010 kg of waste batteries in 2014, we have contributed to the protection of environment by:

- Recycling 104,406 kg lead,
- Recycling 17,401 kg plastics, and
- Neutralizing 34,802 kg acidic water.

Thus we:

- Achieved 24,012 kWh energy savings recovering lead.
- Prevented contamination of 2,088,120 tons of soil.
- Achieved 245,000 kWh energy savings by recovering plastic.

We achieved 270,000 kWh energy savings by recovering batteries, thereby avoided 260 tons of CO₂ emissions.

Aspect: Environmental Impact of Products and Services

Management Approach for Environmental Impact of Products and Services (G4-DMA)

Doğuş Otomotiv is the distributor of the world's leading brands in terms of producing environmentally-friendly products. In this context, because of the technological advancements of our OEMs and their R&D activities, emissions resulting from the vehicles sold are decrease every year. Our technical services also conform to the standards of the brands with which we have distribution agreements, and are controlled with regular audits during the year.

Doğuş Otomotiv services' environmental impact is evaluated and managed carefully as well. Doğuş Otomotiv reflects the related data through its Corporate Responsibility Report every year, targets set and the commitment to reducing our environmental impact.

Packaging Waste Project (G4-EN27)

In response to the requirement of the 'provider' responsibility, Doğuş Otomotiv ensures the recovery of a certain amount of packaging waste resulting from packaged materials corresponding to the rate determined by the regulation, in each calendar year. In this regard, we collaborate with ÇEVKO which is authorized by the Ministry of Environment and Urbanization of the Turkish Republic. Our recovery responsibility is fulfilled by collecting packaging waste from the market via CEVKO.

Doğuş Otomotiv also recovers the packaging waste arising from its operational activities. In this context, all packaging waste (except for food waste) is appropriate for recovery. Since June 2014, the recovery of "Glass, Plastic and Metal" packaging waste has been carried out in Şekerpınar. The purpose of the study is to prevent plastic, glass and tin/metal wastes arising from office work from harming the environment and nature, and to recycle these. We aim to design and implement an internal recycling process, and increase recycling awareness. Packaging waste (paper, cardboard, wood pallets, paper used in the office etc.) from Şekerpınar (Headquarter Offices and Logistics

Center) is collected separately at source and sent to a licensed packaging waste collection and separation company serving in our region. Thus, 468,360 kg of packaging waste was recycled in 2014. 15,700 kg of packaging waste collected in our Gebze-Scania After-sales Service Center was sent for recycling to the same company. The amount of waste sent for recycling within the scope of packaging waste project reached 484,060 kg in 2014.

The total amount of paper and cardboard recycled in 2014 was 719,244 kg, including 435,484 kg recycled through ÇEVKO and 283,760 kg from Şekerpınar facilities and Gebze Scania After-sales Service Center through a licensed recycling company; we have thereby saved approximately 12,240 trees.

The total amount of wooden packaging waste reached 202,051 kg in 2014 including 1,751 kg recycled through ÇEVKO and 200,300 kg resulting from Şekerpınar facilities, collected separately and sent to a licensed recycling company, a savings of approximately 808 trees.

Approximately 13,048 trees were saved by the recycling of packaging waste in 2014.

Waste Batteries

All collected batteries in Doğuş Otomotiv are sent to Çayırova Municipality for disposal.

Waste Management in Authorized Dealers and Aftersales Service Centers (G4-EN27)

The Authorized Dealers and After-sales Service Centers of Doğuş Otomotiv are obliged to comply with the waste management standards of Doğuş Otomotiv in all operations. These standards are also monitored during audits of these facilities.

To raise environmental and recycling awareness among our customers and society as a whole, a project for Disposal and Recycling of Parts resulting from Maintenance/Repair was put into practice in 2013 with the collaboration and approval of our customers. 14,197 customers answered "Yes" to the following question: "Within the scope of waste management, would you like us to dispose of replaced parts on your behalf?" on work orders of vehicles entering our After-sales Service Centers in 2014. In parallel, the same number of replacement part bags (14,197) was saved³⁸.

Waste parts after warranty repairs, or unusable parts in stock, are collected from our Authorized After-sales Service Centers by an experienced and a professional waste management company and are either recycled or disposed of in compliance with the procedures. This process is performed regularly throughout the year, at the requests of Authorized Dealers. In this context, 482,582 solid replacement parts were disposed of, and another 1,840 parts considered hazardous waste were collected and disposed of by the same company in accordance with specific rules and legal regulations. The disposal of replacement parts, within the scope of non-hazardous wastes, was carried out mostly in the form semi-raw/raw material recycling. Thanks to the recycling of metal, plastic and glass scrap that result from the separation of these parts, 1,000 tons of CO₂ emissions were prevented and an environmental benefit was achieved.

We anticipate savings of approximately 1,192,578 sheets of A4 paper and 102 trees (2,244 kg of CO₂ per year) in 2014 by using tablets for the admission of vehicles with BAK (Dialogue/Reception) service.

In addition, using tablets for 450 Sales Advisors instead of desktop computers reduced energy consumption by 75% in Authorized Dealers. The use of printed documents is required by insurance companies in Body-Paint related services, hence they are still used.

Environmentally Friendly, Economic and Safe Driving Training in After-sales Services

Our internal "Environmentally Friendly, Economic and Safe Driving" training course continued with voluntary

internal trainers in 2014. 23 employees received this training.

 $^{^{\}rm 38}$ Due to the applications of Insurance Companies, Paint-Body Entrances were excluded.

Volkswagen Commercial Vehicle EVET Trainings

Volkswagen Commercial Vehicles Brand continues to provide Economic and Safe Driving Techniques (EVET) trainings in every province of Turkey. These trainings aim to ensure that drivers in passenger and student transportation drive their vehicles securely and efficiently. 2,600 people were provided with these

practical trainings; drivers who transport people were enabled to lower their fuel consumption, and at the end of the course, considering monthly working hours and average kilometers of the drivers, the amount of savings per month is TL 770,000 or TL 9,250,000 annually.

EVET Numbers are as follows:

	Number of Participants	Monthly Diesel Savings (TL)	Annual Diesel Savings (TL)
2013	1,500	450,000	5,400,000
2014	1,100	320,000	3,850,000
Total	2,600	770,000	9,250,000

Online training enables the continuous development of our sales advisors and keeps their product information up to date, and allows for instant training about new vehicles coming out on the market. Online training also provides savings for transport and accommodation costs, avoiding trips to Istanbul.

Aspect: Logistics

Management Approach for Environmental Impact of Logistics Operations(G4-DMA, G4-EN27)

Doğuş Otomotiv's main area of activity is distributorship. To reduce our emissions resulting from our logistics activities and our negative impact on the environment, several improvement studies are carried out from replacement parts distribution to logistics cage exports, and from vehicle distribution to import logistics. Doğuş Otomotiv is committed to reducing the environmental impact of its operations in logistics operations as well as in other areas within the scope of environmental life cycle.

Spare Part Distribution (G4-EN30)

Transportation of spare parts to 146 distribution points of Doğuş Otomotiv throughout the Turkey is carried out overland. The load rate of vehicles was approximately 90% in 2014. We continue our route optimization studies especially for second shipments

to Authorized Dealers and After-sales Service Centers which have low load rates. The total diesel consumption resulting from "Cargo" and "Dedicated" shipments in 2014 decreased by 303,559 liter compared to previous year.

Logistics Cage Export

66,400 liters of fuel savings were achieved in 2014 through logistics cage export study. Efesan Port has been used since July 2013 for imports. 53% of shipments had been delivered directly to Authorized dealers from the port area, eliminating the portwarehouse transports. The Efesan port area for

Doğuş Otomotiv was expanded in September 2014, thereby increasing this figure to 68.15%. Four different transport companies were contracted, and as a result of requested transporter and tipper standards, the number of trailers with the Euro3 standard increased.

Vehicle Distribution

Gasoline consumption resulting from vehicle distribution decreased by 1,500 tons in 2014.

Import Transportation Logistics

Intermodal System Transportation

Doğuş Otomotiv had made a significant reduction in carbon footprint by using an intermodal system for import transportation, using several transportation methods, in cooperation with Mars Logistics and Ekol Logistics in 2013. Instead of land transportation only, by using a route including land, sea and rail transportation, we saved 1,483,663 kg of CO₂ (1,124,265 kg by Ekol Logistics, 359.398 kg by Mars Logistics).

Total CO_2 savings resulting from the improvements carried out in all our logistics operations in 2014, excluding import transportations logistics, was 5,600 tons.

- The amount of CO₂ emission prevented with diesel savings in Spare Parts distribution operations: 174 tons
- The amount of CO₂ emission prevented with diesel savings in Logistics cage imports: 4,635 tons
- The amount of CO₂ emission prevented with diesel savings in vehicle distribution operations: 797 tons
- Total: 5,606 tons
- CO₂ savings achieved with intermodal transportation: 1,124.26+359.39 = 1,484 tons
- Overall total: 5,606 + 1,484 = 7,090 tons

As a result of all logistics operations conducted in 2014, an extra 7,090 tons of CO₂ emissions were prevented. This equals 322,272 trees that can create 805 hectares (≈322.272/400) of forest.

Green Technology

Virtual infrastructure pool in Şekerpınar, hosting Doğuş Otomotiv servers, was renewed with 4 servers that have 24 core and 384 GB memory to meet server demand. 75 virtual servers of Doğuş Otomotiv are running on backup infrastructure in this pool with 163 processors and 463 GB memory. By meeting the need for 150 power and 150 network connections, necessary for 75 physical servers, with only 8 power connectors and 8 network connections, cost

advantages were created in IT inventory, power and cooling costs.

Economically redundant technological devices still in usable condition are donated to elementary schools, high schools and foundations: 74 PCs, 88 monitors, 17 notebooks and 13 printers were donated in 2014³⁹.

Environmental Awareness of our Employees (G4-EN27)

Various activities were conducted at Doğuş Otomotiv to raise the environmental awareness of our employees in 2014.

Informative articles about the environmental impact of our consumption are published on the information

screens. To increase the environmental awareness of our employees, paper cups were marked with content from our 2013 environmental performances, and they were provided to employees for daily use.

³⁹ Explanations for paper savings through Turkuaz system are in the Brands section. Volkswagen Commercial Vehicles Environmental Responsibility Studies







The feedback of employees concerning sales and marketing of environmentally-friendly products is collected under the Corporate Responsibility section of the Employee Satisfaction Survey⁴⁰. For the development areas of the survey, related managers are expected to make necessary improvements; this objective is also in the score cards of relevant people under the rubric Employee Satisfaction Survey improvement activities. The plans of the managers regarding the actions that are carried out/will be carried out are recorded.

Aspect: Environmental Responsibility in Suppliers

Management Approach for Environmental Responsibility in Suppliers (G4-DMA)

In all supplier contracts, suppliers are expected to act with environmental responsibility while conducting their operations. Supplier audits also monitor whether the company manages its environmental impacts or not. 28 suppliers were audited in 2014, covering the topic environmental impact as well. The ratio of suppliers that were audited was 3.89% in 2014. (G4-EN32)

Trainings to reduce the fuel consumption of shuttle drivers and to support safe driving were given to our supplier company by Volkswagen Commercial Vehicle Training Department, under the coordination of our Administrative Affairs Unit.

There is no supplier of Doğuş Otomotiv's Purchasing Unit subject to environmental impact assessment. (G4-EN33)



Employees

Our employees share our goal of providing the best and highest quality service, advancing to greater success. We invest in our employees, who are the most valuable asset of our company.

Specific Standard Disclosures

Social Performance

Aspect: Employment

Employees and Decent Work Management Approach (G4-DMA)

Doğuş Otomotiv Employees and Decent Work Management Approach

Doğuş Otomotiv;

- Uses measurable recruitment tools in recruitment processes to be transparent and traceable.
 Recruits employees with the competence suitable for job descriptions by making evaluations with relevant department managers.
- Carries out employee stakeholder-priority analysis, employee satisfaction and loyalty surveys and implements improvement programs accordingly in line with the goal of Human Resources policy to increase employee loyalty and achieve sustainable productivity.
- Improves processes by taking lessons from the experience and zero-accident targets. Implements necessary programs for accident results to be monitored and accountable.
- Cares about the development of awareness among employees regarding social health and safety. Therefore, it organizes informative seminars

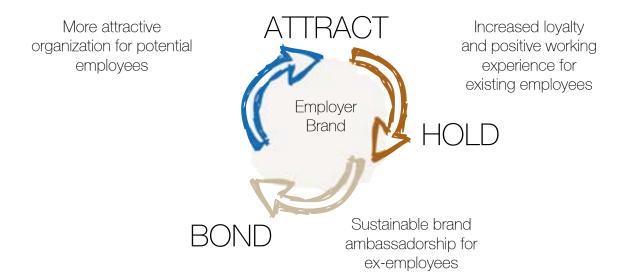
- that will increase consciousness and awareness. These studies are implemented in a systematic and planned manner.
- Implements various programs to improve the life quality and social welfare of employees, makes the working environment more efficient, and sets targets.
- Takes transparency as the primary issue in all processes of employee practices. Monitors discrimination-related legal processes and follows the data.
- Cares about dialogue with its employees, questions their expectations regularly and applies open-door policy.
- Determines key performance indicators to reach "Most Desired Company to Work for, Best Employer" targets in local and international platforms.

Employee Satisfaction

Employer Brand Studies at Doğuş Otomotiv

Within the scope of the vision for Creating Fan Employees for Fan Customers and being the most preferred company in Turkey, Doğuş Otomotiv aims to;

- professionally manage the employer's image within the perspective of the employees,
- carry out employer communication with a single voice,
- strengthen employer perceptions internally and externally.



Face to face focus group studies were conducted with Doğuş Otomotiv employees first within the scope of Employer Brand studies. In addition, an internet-based values study was carried out, wherein perceptions of the employees who resigned, are newly recruited and candidates who rejected job offers

were measured as well. In addition, Doğuş Otomotiv perception of experienced professionals, university students, industry and vocational high school students was measured as well. A total of 8,551 people's perception about our Company was inventoried.

Interviewed groups and figures are as follows;

Research Area	Number of People
Focus Groups (face to face with Doğuş Otomotiv employees)	164
Values Study (with Doğuş Otomotiv employees, web-based)	331
Perception of Newly Recruited Employees (web-based)	36
Perception of Employees who Resigned (web + telephone interview)	14
Candidates who rejected job offer (web + phone interview)	10
Doğuş Otomotiv Perception of Experienced Professionals (web-based)	137
University Students (Universium 2013 research)	7,766
Industry and Vocational High School Students Perception Research	93
TOTAL	8,551

Employee Satisfaction Survey

An Employee Satisfaction Survey is carried out every two years at Doğuş Otomotiv. Analyzed results of the survey are reported to managerial level (Manager and above). Results regarding commitment, willingness and satisfaction indexes are shared in meetings organized with the participation of all employees.

Several activities and informative seminars were carried out during the year under the rubrics Activity-D, Rewarding (Blue Steering Wheel) and Equality at Work to increase employee loyalty and satisfaction. Brand/department managers carried out various studies such as conducting internal activities more regularly and

more often within the scope of the brand employees, increase the frequency of interim evaluations regarding performance targets, physical improvement of the working environment, increasing the number of technical training courses for employees (5S and Lean Training), ensuring more frequent and closer communication among managers and employees, activities improving business processes, motivational activities and increasing the frequency of feedback meetings. Our scores were 71.2 and 70.2 according to Employee Loyalty Index in 2012 and 2014 respectively.

Mother-Infant Policy

Doğuş Otomotiv was among the first companies to publish its Mother-Infant Policy, in 2010. In addition to complying with all laws and regulations facilitating female employment toward being a working-mother friendly company, Doğuş Otomotiv supports female employees, who become mothers, their returning to work after maternity with convenient working conditions and programs to facilitate their maternal responsibilities.

In 2014 we completed research regarding the provision of private nursery care for the children of 218 female employees; the costs of the nursery will be covered by our Company. In 2014, 12 female employees who have children under 51/2 benefitted from this facility. Others, whose children were over 66 months of age before the end of the education period

were also able to benefit from the nursery until their children start school⁴¹.

We have an agreement with Bilfen Gebze within the scope of nursery practice; male employees, who are divorced and have custody of their children, can also benefit from this facility.

Parents who elect to use other nursery care facilities for their children may apply for nursery aid. Up to TL 500 nursery aid is available to employees who certify that their children go to school every month.

The rate of return to work after maternity leave in 2014 was 58% for female employees and 100% for male employees. (G4-LA3)

	2013	2014
Number of female employees who took maternal leave	21	12
Number of male employees who took maternal leave	108	103
Number of female employees who returned to work after maternal leave	21	7
Number of male employees who returned to work after maternal leave	108	103

 $^{^{\}rm 41}$ This application is valid for Doğuş Otomotiv employees only.

Participation in UNDP Conference on Women Empowerment

The Women Empowerment Principles Conference, organized for the sixth time this year in New York, (USA) on 5-6 March, 2014 focused on "Gender Equality and Challenges in Accessing Global Jobs". Koray Bebekoğlu, the Strategic Marketing and Corporate Communication Director of Doğuş Otomotiv, was invited to address the meeting, and spoke on family-friendly working conditions within the context of the Conference's Round Table Meeting, shared Doğuş Otomotiv's gender equality and mother-infant policies, the rights granted to working mothers, and practices to increase women employment in the sector with the representatives of international companies.

The conference drew attention to business strategies, experiences and challenges for increasing and developing job opportunities for women, and increasing access to equitable jobs.

Women's Empowerment Principles (WEPs) is a joint venture of UN Global Compact and UN Women aims to provide a roadmap to enterprises for strengthening women in workplaces, in the market and society. There are already more than 670 CEO signatories worldwide.



Activity-D Volunteer Programs

This program is developed with the aim of encouraging our employees to participate in volunteer programs, raising their loyalty to our Company by coming together in different activities and supporting work-life balance. During the year, various activities are organized with the volunteer participation of our employees.

- Intra-company Contests
 - o Indoor Cup 2014
 - o Dragon Festival 2014
 - o Runtalya 2014 Marathon
- We're going to the theater with our children (Puss in Boots, Snow White and the Seven Dwarfs, The Snow Queen, Toys and Pinocchio)

- Travel West Black Sea Tour
- Social Responsibility
 - o Koruncuk Foundation Visit
 - o Soma Visit and Aid

In a special activity, "Rhythm Events", rhythm equipment was built using waste parts. We plan to establish a rhythm orchestra next year, using these instruments.

In 2014, employees of Doğuş Otomotiv and Doğuş Oto attended 960 man/hour voluntary programs including volunteer internal trainings.

Aspect: Workforce/Management Relations

Management Approach for Workforce/Management Relations(G4-DMA)

Doğuş Otomotiv employees are its most important key stakeholders. There are different dialogue platforms in Doğuş Otomotiv and Doğuş Oto where employees meet each other, and come together with managers and senior management as well. All of these platforms enable our employees to communicate their opinions and suggestions directly to senior management and to be informed about the company related information, objectives and strategies. Details about these platforms are available in the Stakeholder Engagement section. Our internal communication strategy is to share changes, strategies and targets with our employees first. In addition, the Doğuş Otomotiv intranet system is actively used for such announcements. Doğuş Otomotiv complies with required legal notice periods. (GA-LA4)

Aspect: Occupational Health and Safety

Occupational Health and Safety Management Approach(G4-DMA)

All health and safety related policies, strategies, procedures and infrastructure studies for our employees in Doğuş Otomotiv have been created in line with the laws and regulations and monitored by senior management. Doğuş Otomotiv Occupational Health and Safety Committee reports are presented to the Risk Management Committee every three months and for approval and opinions. The Occupational Health and Safety Committee reports to relevant Location Managers or Directors of Administrative Affairs and Purchasing in Doğuş Otomotiv, and to Regional Directors in Doğuş Oto Regions.

Doğuş Otomotiv conducts its Occupational Health and Safety (OHS) studies with the support of a consultant company⁴². The number of people represented in the OHS Committee is 23 for Doğuş Otomotiv; 89 for Doğuş Oto and 12 for Scania Gebze After-sales Service Center; 124 in total. Percentage of employees represented in the committee is 4% in Doğuş Otomotiv, 5.78% in Doğuş Oto and 27% in Scania Gebze After-sales Service Center. (G4-LA5)

In 2014, a total of 2,760 people received 6,229 man/hours of OHS training in Doğuş Otomotiv and Doğuş Oto.

- Doğuş Otomotiv 1,036 people/3,806.5 man/hours
- Doğuş Oto 1,382 people/1,846 man/hours
- Doğuş Technology- 342 people/577 man/hours

There is no business process in Doğuş Otomotiv that may expose employees to any high-risk disease. (G4-LA7)

Mass Diseases

In 2014, a conversation on Ways to Protect from Cancer and Stomach Cancer was conducted by Prof. Dr. Necdet Üskent, in collaboration with Anatolian Medical Center (John Hopkins), in our Company. 46 people attended the seminar. During the year, the "I am aware" Food Safety Seminar was held with the

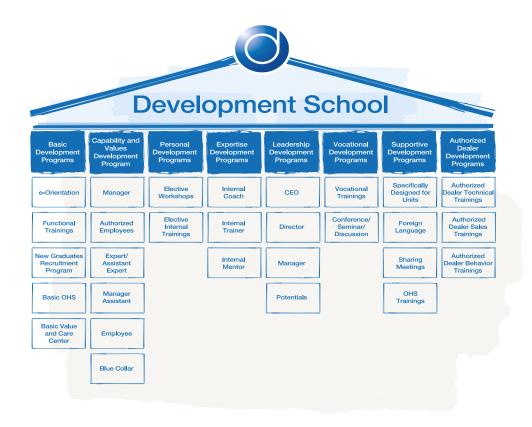
participation of Prof. Dr. Dilek Boyacıoğlu, on issues such as healthy nutrition and appropriate consumption of food, which directly affect the protection of our health and improvement of our life quality. 35 people attended the seminar.

Aspect: Training and Learning

Management Approach for Training and Learning (G4-DMA)

Doğuş Otomotiv considers supporting both professional and personal and social development of its employees as part of its human resources policy, so our training and learning policy is applied not only in line with the expectations of the Company, but also with those of the employees. As training models are developed, these expectations and demands are always considered.

Development School



Internal Trainer, Mentorship and Coaching Programs

We began an Internal Mentorship Program in 2012, and had 20 mentors in 2014. There are several studies that we have carried out since 2013, including coaching programs, university collaborations and employee development programs.

Within the scope of our internal trainer project since 2009, our employees have been able to serve as internal trainers in their fields of expertise on a voluntary basis after taking the 'train the trainer' course;

there are 9 internal trainers and 7 internal trainer candidates in our Company.

There are 20 mentors and 23 mentees within the scope of our Coaching Development Programs for managers and directors, and the Mentorship Program, which facilitates the adaptation of newly recruited employees to the Company and develops the management skills of experienced employees.

Employee Trainings

In 2014, a total of 33,530 man/hours (4,524 man/days) training was provided in Doğuş Otomotiv, and 41,797 man/hours (5,784 man/days) in Doğuş Oto.

The average training time per person was 50 man/hours in Doğuş Otomotiv, and 26 man/hours in Doğuş Oto⁴³. (G4-LA9)

⁴³ Training rates by gender and employee categories are given in detail in the Performance Figures section of the report.



Profile Analysis Project

Profile Analysis Project was launched in 2013, to identify job descriptions of current positions, evaluate employees' competence for the tasks, determine areas for development, and provide concrete data for promotions, assignments, rotation and new recruitment processes. With this project, all

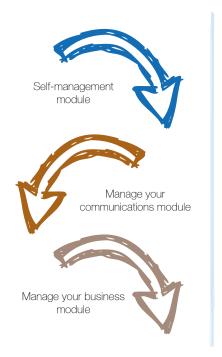
management level CEO-Director-Managers defined the ideal profile of their subordinates during workshops and/or surveys. All white collar employees in Doğuş Otomotiv completed a Profile Analysis in 2014, which is now applied to the recruitment process as well.

Lifelong Learning(G4-LA10)

Doğuş Otomotiv employees are equipped with not only professional knowledge but also with knowledge they may need at various stages of their lives.

Elective workshops provided for employees include: "Networking; Futurism; Healthy Life and Nutrition; Stress Management and Conflicts; Parent-Child Education; Doors Academy; Speed Reading Techniques; The Arts of Speaking in Public; Art Workshops; Happiness Journal; Storytelling in the New Communication Age; Reiki; My Physical Health and Personal Productivity; Glass Workshops; Create your Style with Suna Kabadayı".

Internal training elective workshops included: Coping with Difficult People; Basic Accounting Practices; Time Management; Communication and Relationship Management in Sales; Negotiation Techniques; Presentation Skills; Environmentally-friendly and Safe Driving; Homologation and Customs; Emotional Freedom Techniques; Public Relations and Effective Communication; Payroll and Personnel Operations; Lean Management; The Theory of Everything; Video Editing/Fiction with Adobe Premiere.



The development of competencies expected from each title in line with company strategies and objectives

Training content which overlaps competencies of the title

Behavioral indicators determined for each module

Modular, 3-year training plan

University Collaborations

Doğuş Otomotiv has included TED University in its university collaboration programs, bringing the number

of collaborating universities to five.

Işık University Blue Collar Development Program(G4-LA10)

A modular development program was prepared in collaboration with Işık University to ensure sustainable success and support the development of our employees with Foremen, Technicians, Assistant Technicians, Warranty Staff and Disposition Employee

titles who work in our After-sales Service Centers and are in direct contact with customers.

The program was implemented with the following topics in 2014:

- Yesterday and Today in the Automotive Sector Brands in the Eyes of Consumers
- Personal Motivation Self-confidence and Friendly Service
- The Importance of being a Technician and its Impacts -Future Vision in Technology

The courses offered in Işık University Maslak Campus in 2nd term (starting in February, 3 2015) aimed to enable participants to develop their individual behavior in business in the working environment, to raise their awareness on acquiring more positive results by acting collectively, and to understand that individual development provides extra contributions to business results.

DRIVE - Doğuş Otomotiv's Route is towards People and Education

In 2014, Doğuş Otomotiv started the DRIVE (Doğuş Otomotiv's Route is towards People and Education) project, which included human resources management processes of 566 Authorized Dealer and After-sales Service Points in 46 provinces. The DRIVE project is developed for our Authorized Dealer and After-sales Service Network (8,150 employees) to invigorate them in good human resource practices, toward achieving sustainable success in customer satisfaction and business results,

New recruitment practices started on April, 1 2014, and 564 candidates applied in the first 9 months; following 402 interviews, 158 persons were hired.

The pilot application was conducted simultaneously in 10 Authorized Dealers and After-sales Service Centers, aiming to carry out business evaluation, business staging, establishment of organizational structures, toward achieving optimal organizational models. Performance management studies aim to establish systems that will manage all Authorized Dealer and After-sales Service Center employees with accurate objectives, both in the financial area and on such issues as customer, process, employee and infrastructure. We are also planning research in material and immaterial motivational methods: rewarding studies, and job-compatible wages with remuneration studies.

Training and development activities for all Authorized Dealer and After-sales Service Center managers were initiated in November, 2014.

In addition to the dissemination of the project in 2015, we aim to initiate research regarding communication with employees. In 2016, we expect to begin employee satisfaction research, and implement the project in all Authorized Dealers and After-sales Service Centers within two years.

Performance Management (G4-LA11)

The Performance Management System covers 3 periods: target entry, target revision, and performance evaluation. The performance process of all employees is monitored and coordinated by the Human Resources Department; wages and bonuses are applied accordingly.

Both training and rotation requests of employees are recorded through the D-Human performance system and appropriate plans are developed. Career and backup plans of managers, directors and general managers and their subordinates are carried out after performance evaluation. In internal appointments and duty changes, assessments are conducted through these plans. In addition, compulsory and optional trainings were determined for positions; all employees participated in these trainings.

	2013	2014
% of employees in performance management system who participated	100 %	100 %
in performance assessment		

Recognition System

Doğuş Otomotiv 2014 Blue Steering Wheel Awards

Within the scope of Blue Steering Wheel Awards, given to Doğuş Otomotiv employees based on their seniority, successful projects and studies, we have given the "Clearing the Way" Award to 14 employees, the "Road Story" Award to 60 employees and the "Road Passion" Award to 54 employees in 2014.

The 'Road Passion Award' is also given to the employees of Value and Care Center (DIM). They share their customer experiences regularly through e-mails, vote them and decide on the winners every month.

I have an Idea

The "I have an Idea" application was created to learn about and solve minor problems and requests of our employees, in addition to the Suggestion System.

In 2014, 200 requests were submitted, and most of them were fulfilled.

Aspect: Diversity and Equal Opportunities

Diversity and Equal Opportunities Management Approach (G4-DMA)

Doğuş Otomotiv does not allow discrimination among its employees under any circumstances, in accordance with its Code of Ethics Policy and Employees and Decent Work Environment Policy; these issues are monitored and the entire process managed carefully.

As a member of the Equality at Work Platform, Doğuş Otomotiv contributes to increasing employment for women, creating equal opportunities for women in the business environment, both in the Company and also on the national scale.

There are two women on the Board of Directors of Doğuş Otomotiv. (G4-LA12)

Disabled Employees

2.8% of our employees are disabled. Doğuş Otomotiv complies with the law in this regard and no penalties were received in 2014.

Number of Disabled Employees by Year

Year	Company	Number of Disabled Employees	
2013	Doğuş Oto ve Pazarlama Ticaret A.Ş.	37	
2013	Doğuş Otomotiv Servis ve Ticaret A.Ş	16	
2014	Doğuş Oto ve Pazarlama Ticaret A.Ş.	37	
2014	Doğuş Otomotiv Servis ve Ticaret A.Ş	17	

Aspect: Equal Wages for Women and Men

Equal Pay for Equal Work Management Approach (G4-DMA)

Believing that the right wage management system is "equal pay for equal work", using work evaluation methods for each position, Doğuş Otomotiv supports the wage system through regional and sectoral analyses and conducts necessary studies to establish a competitive system consistent with the market. As in all processes of Doğuş Otomotiv, the principle of equality is accepted as a prerequisite in all remuneration processes.

Aspect: Evaluation of Suppliers in Terms of Labor Practices

Management Approach for Evaluation of Suppliers in Terms of Labor Practices (G4-DMA)

Doğuş Otomotiv has included Corporate Responsibility and Sustainability related areas in audit criteria for supplier audits in 2014. Ensuring the legal and social rights of the employees of our suppliers is also included among these criteria. The number of suppliers audited in this area in 2014 is 28. (G4-LA14) No adverse incidents were reported. (G4-LA15)



Human Rights

We are among the first companies in Turkey to define and announce human rights policy, and continue to explain the importance of human rights and Doğuş Otomotiv policy in our impact.

Human Rights

Specific Standard Disclosures

Social Performance

Doğuş Otomotiv Human Rights Policy^(G4-DMA)

Doğuş Otomotiv,

- Bases its commitments regarding Human Rights on the United Nations Global Compact (which it has signed) and the United Nations Universal Declaration of Human Rights.
- Integrates human rights in our Ethical Principles. All employees and business partners are expected to comply with these principles and the Doğuş Otomotiv Human Rights policy.
- Complies with national and international laws and regulations related with human rights, and expects business partners to do as well.
- Acts respectfully to the rights of the communities in the regions where it operates, in line with their social, cultural and socio-economic structure.

Aspect: Investment

Investment Management Approach^(G4-DMA)

Doğuş Otomotiv is committed to taking decisions in all its operations and related activities in line with Universal Declaration of Human Rights, and organizing all its activities in this direction. In line with the first and second articles of the United Nations Global Compact, Doğuş Otomotiv has clearly declared its commitment on this issue.

No investment agreement which might carry a risk for human rights was made in 2014. (G4-HR1)

All Doğuş Otomotiv employees received human rights training through e-learning. Within the scope of Code of Ethics training launched in 2014, human rights related issues were included in the training, and 377 people received it. We are planning to complete this training in 2015. (G4-HR2)

Aspect: Prevent of Discrimination

Prevention of Discrimination Management Approach (G4-DMA)

For Doğuş Otomotiv, "diversity" means to accept religious, structural and cultural differences in employees, customers, suppliers and other social stakeholders, and to care about these differences.

While caring about diversity, Doğuş Otomotiv also believes that this aspect constitutes a corporate asset as well.

Doğuş Otomotiv is committed to being an employer highly preferred by all applicants, who devote themselves to their jobs and are well-equipped even if from different cultures and backgrounds, to developing its employees, and protecting their rights.

Doğuş Otomotiv applies an "Employees and Decent Work Environment Policy" which is independent of religion, language, race, color, sex, age, ethnic origin, disability, nationality or other social status protected by legal regulations. Our Company undertakes sponsorships, joins institutions and participates in activities conforming to its policies, and only collaborates with institutions and organizations that have such an understanding.

Percentage of Female Employees: 22.5%

Code of Ethics Training: 377 people, 188.5 man/hours

(Including human rights topics)

Percentage of Female Employees Promoted: 34%

	2013	2014
% of Female Employees in New Recruitments44	33	52
% of Female Employees in Promotions	41	34

Equality at Work Platform

Equality at Work Platform, sponsored by the Family and Social Policies Ministry of Turkey and co-chaired by Ms. Güler Sabancı, the chair of Sabancı Holding's Board of Directors and Mr. Ferit Şähenk, the chair of Doğuş Group's Board of Directors, was established within the scope of Closing the Gender Gap Program of World Economic Forum in June, 2012. The purpose of the platform is to reduce the economic engagement and opportunity gap of Turkey by 10% in three years. In a society, gender equality in every area of economic and social life is a human rights issue: even more important, it is a prerequisite for social justice.

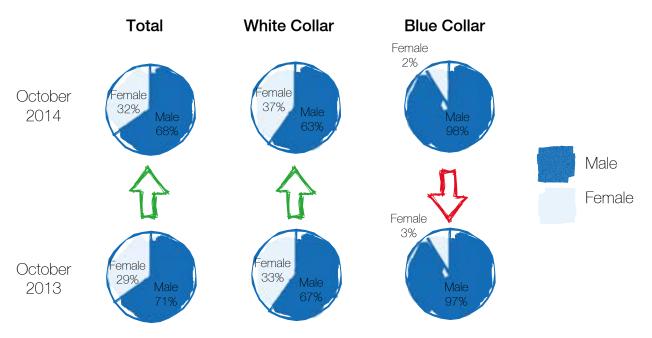
 $^{^{\}rm 44}$ The figures in the tables are Doğuş Otomotiv data. Doğuş Oto is not included.

Human Rights

Increasing the employment of women plays an important role in women's empowerment, which is the subject of sustainable development. For an economy to function properly, women's participation in economic life is critical. We believe that sustainable economic development can only be achieved if all the parties of society are included in the development initiative and different points of view can be captured. With this point of view and the leadership of Mr. Ferit Şahenk, the chair of Doğuş Holding's Board of

Directors, Doğuş Otomotiv, operating under the roof Doğuş Group, is among the important supporters of this platform, which carries out several studies for increasing women's employment. Our Company, precedent to the sector with a rate of 22.5% female employees, continues to carry out operations that will ensure that women take their rightful place in society, and that gender inequality in economic life is prevented.

Changes in Female Employee Ratios in Doğuş Otomotiv



2014 Equality at Work Platform Studies

Our efforts related to Equality at Work Platform were accelerated in 2014. First, in conjunction with Doğuş Holding, the logo of the Equality at Work Platform was determined. The Equality at Work Platform membership information was added to Doğuş Otomotiv job advertisements. An Equality at Work promotion area was created in Doğuş Otomotiv's website. Equality at Work related visuals were published on the digital screens throughout the Company. In-house seminars were organized with Özlem Denizmen's Conversation "What Children Want from their Parents, What They Expect". The memberships to the platform were initiated for vdf, LeasePlan, Doğuş Technology, and Doğuş Oto affiliates. Relevant studies were shared with the press, and interviews were conducted.

Doğuş Otomotiv Equality at Work promotion films were prepared.

To measure organizational culture and gender perception, a perception survey was prepared for the Company's employees, who all completed it. Within the scope of coaching/mentoring practices for female employees, implementing activities to increase self-awareness is among our plans as well.

In addition to these, preparations for a booklet consisting of equality- related best practices of companies and film preparations, were initiated in collaboration with the Ministry. The study is expected to be completed in 2015.



Aspect: Child Labour

Child Labour Management Approach^(G4-DMA)

Doğuş Otomotiv, as a signatory of the United Nations Global Compact, does not allow child labour in any stage of its operations under any circumstances. The child labour issue was added to supplier audits in 2014, as an important factor; no incidents of child labour were recorded during the audits. (G4-HR5) During employee recruitment of our Authorized After-sales Service Centers, Regional Directors of After-sales Services are informed and supported. This issue is written into supplier contracts and taken into consideration during annual audits.

Aspect: Forced or Compulsory Labour

Forced or Compulsory Labour Management Approach^(G4-DMA)

As a signatory of the United Nations Global Compact, Doğuş Otomotiv does not allow forced or compulsory labour or disobeying laws and regulations in any stage of its operations. This is also valid for Doğuş Otomotiv's suppliers, all its subsidiaries and affiliates. Supplier audits have relevant requirements. In 2014, no incidents of forced or compulsory labour were encountered in Doğuş Otomotiv, Doğuş Oto and/or any of its suppliers. (G4-I-IRG)

Each employee in our Company is insured from the day he/she starts working. This issue is controlled with both internal and external audits. In addition, all employees are informed in January every year, as required by law, that

Human Rights

they may be asked to do overtime when necessary, and their confirmation is received. Doğuş Otomotiv requires all Authorized Dealers and After-sales Service Centers and suppliers in its impact to show the same sensitivity and perform necessary audits.

Aspect: Safety Practices Safety Practices Management Approach (G4-DMA)

Security services are provided from third party companies in all the regions where Doğuş Otomotiv operates. As with all our suppliers, Doğuş Otomotiv principles and policies were shared with security service providers in a protocol, and necessary information was provided. Within the objectives of 2015, all security employees are expected to receive human rights training. (G4-HR7)

Aspect: Rights of Local Communities Rights of Local Communities Management Approach (G4-DMA)

Respecting all the rights of the local community in the regions where we operate, Doğuş Otomotiv gives particular importance to its way of doing business, called "social approval". In 2014, no complaint reached our Company regarding the violation of rights of local communities. (G4-HR8)

Aspect: Evaluation of Suppliers in Terms of Human Rights

Evaluation of Suppliers in Terms of Human Rights Management Approach (G4-DMA)

Starting from 2014, Doğuş Otomotiv has added articles which consist of social, environmental, and ethical factors including human rights, to supplier audits. In all 28 supplier audits performed in 2014, no incident involving the violation of human rights was encountered. (G4-HR10)



Community

As an important representative of the sector which directly contributes to the development of social welfare, we improve and monitor our performance in community development, cooperation, dialogue and business ethics, which are among our impact.

Community

Specific Standard Disclosures

Social Performance

Doğuş Otomotiv Community Engagement Policy^(G4-DMA)

Doğuş Otomotiv,

- Knows the importance of traffic safety and the value of human life, and is committed to providing the
 necessary services for its products and services to have high standards and maintain their properties during
 usage.
- Presents a model for the importance of traffic safety, and responsible behavior through its employees.
- Is committed to high standards of its products in terms of customer health and safety.
- Ensures high standards of maintenance and repairs, within the limits of legal regulations for protecting these standards, throughout the exposure time of products sold, in line with the terms and duration of distributorship contract.
- Conducts and manages informative and awareness activities regarding traffic safety through continuous dialogue and cooperation with the relevant institutions and organizations.
- Maintains lucid and accessible ethical principles among the main elements of our corporate governance principles, supported by wide participation, and approved by senior management.
- Continues to work on the ethical principles to make them a comprehensive framework covering all processes.
- Avoids unethical situations such as fraud and abuse, communicates the required information to employees
 for raising awareness and taking responsibility in this regard; initiates works to establish fraud and abuse
 prevention mechanisms, and sets goals thereto.
- A Total of 8,966 Hours Traffic Safety Education for 2,011 Employees
- Traffic Education for 8,000 primary school students
- TL 3.4 Million in Community Investments
- Employment for 37 Vocational High School Graduates
- 644 man/hours Mobbing Training
- 377 People and 188.5 man/hours Code of Ethics Training

Aspect: Local Communities Local Communities Local Communities Management Approach (G4-DMA)

Doğuş Otomotiv carries out its services under safe, humane and ethical working conditions. We respect the rights of the communities in the areas where we operate as well. Our company's environmental and social responsibility policies include the welfare, development and growth of the community in which we live. In this

context, we collaborate with various institutions and organizations, and strive to contribute to economic and social development. The environmental, economic and ethical expectations of society from Doğuş Otomotiv are questioned through several perception researches and surveys, and these expectations are integrated to our corporate strategies.

Doğuş Otomotiv has no operations subject to environmental and social impact assessment.



Doğuş Otomotiv, whose primary responsibility is to contribute to traffic, which is closely related to the automotive industry, has gathered all its traffic related safety projects under the platform "Traffic is Life!". Traffic is Life! has, for ten years, continued its studies devoted toward creating a long-term cultural change in the society about traffic safety. The project has become the most comprehensive and stable community engagement study on "Traffic Safety", with successful practices carried out in accordance with the needs and expectations of our society. (G4-SO1)

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

Traffic is Life For Youth!

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

- Traffic Safety Distance Education, prepared for university students who are future active drivers, was disseminated in 2014, taken as an elective course by 12,393 students in 10 universities.
- This course became the first course on "traffic safety" to be included in any university curriculum.
 It is offered in Marmara University, Istanbul Ticaret University, Çukurova University, Işık University, Trakya University, Bahçeşehir University, Sakarya University, Kocaeli University, Erzurum Technical

- University and Erzurum Atatürk University.
- Traffic Safety-Distance Education project gained social elective course status, and was recommended to universities by the Board of Higher Education of Turkey. It was selected as "Traffic Safety related Model Application" in the Social and Economic Council of 2014 United Nations General Assembly.
- Traffic is Life! Brand, reinforcing its distance education project with field activities, provided access to a total of 4,328 students in 7 provinces and universities (seat belt simulator application, traffic seminars, interviews and social media stands) during 2014.

Traffic is Life For Children!

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

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

is Life!, took its brand name from the imagination of a child, and has developed pioneering applications for our children.

- Traffic is Life! supported the creation of safety culture among primary school students with the "Mükemmel Şehir" (Excellent City) content prepared in line with the curriculum of primary school 4th grade "traffic" course in collaboration with General Directorate of Innovation and Educational Technologies (YEĞİTEK) and Ministry of National Education
- "Hayatı Öğreniyorum" (I am learning Life) trainings, developed for primary school 3rd grade students within the scope of Safe Traffic Project, were disseminated and provided to primary school teachers in Mardin as the training of the trainer in 2014. We contributed to traffic education of 8,000 primary school students indirectly with the training given to 160 teachers from 46 primary schools connected to Mardin Provincial Directorate of National Education.
- A training was provided by Doğuş Otomotiv employees to Kocaeli Tuzla Tapduk Emre Primary School 3rd grade students with "Hayatı Öğreniyorum" (I am learning Life) training set. 135 students were trained in this context.
- Traffic is Life! Platform, taking part in events such as 23 April Fenerbahçe Children's Festival and Didim D-Marin Summer Festival with awarenessraising activities, reached thousands by teaching traffic signs with memory and interactive games, in an easy way.
- Considering the 10-year history of Traffic is Life! Platform, "Arka Koltuk Benim" (Rear Seat is Mine) advertising campaign is among the studies that attract the most attention from the public. The advertising campaign, targeting parents and children, was published in various media throughout 2014 to increase traffic safety awareness.

Tuzla Tapduk Emre Primary School –Traffic is Life! 'I am learning Life' Training

With the aim of providing information about basic rules of traffic and traffic signs to children, an interactive training was organized with "Hayatı Öğreniyorum" (I am Learning Life) activity booklets in Tuzla Tapduk Emre primary school. The importance of traffic was communicated to both teachers and students. The training was designed for primary school 3rd grade

students and attended by 140 students. Traffic safety issues were taught in an entertaining way with small traffic signs, underlining traffic rules with visual elements. In addition, the "Traffic Oath", applied in Doğuş Fair and picnics, was taught. The trainings were carried out by three Doğuş Otomotiv volunteer employees.





Traffic is Life for Adults!

Believing that it is necessary to start the change from its own employees to create traffic safety awareness in the society, Doğuş Otomotiv provided a total of 8,966 hours of training to 2,011 employees through a variety of educational practices till today. 1,114 Doğuş Otomotiv employees were given the basic principles of first aid with "First Aid in Traffic" program, an important part of Traffic Safety trainings.

Traffic is Life! training programs were not limited to our employees. 'Güle Güle Kullanın – Güvenle Kullanın" (Use Happily and Use Safely) online education module was created for authorized dealer employees, and 600 authorized dealer employees in direct contact with customers, were informed about the basic components of traffic safety through online training module. Authorized dealer employees who received online training, transferred the information they acquired about traffic safety to 492,629 customers during the delivery of the vehicle.

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

- The excessive speed radio spot was one of the most often broadcast radio spots; with over 400,000 seconds of broadcasting, it was considered a model application by many institutions. It was also selected "Best Radio Application" in 2014 Gladiator Awards of Automobile Distributors Association.
- Turkey's version of the film "Embrace Life" (Hayata Bağlı Kal), which broke rating records on the Internet, and won a record number of awards in such platforms as the Cannes Film Festival, was shot again in collaboration with BP Turkey and the General Directorate of Security and Traffic Safety Platform, highlighting the importance of seat belt use.



Cooperation with Vocational High Schools

Activities of Doğuş Otomotiv at Vocational High Schools continued in 2014 at existing schools, and a new class has been added; the activities for the 5th Volkswagen Laboratory were initiated at Adıyaman Besni Osman İsot Anatolian Vocational and Technical High School. Doğuş Otomotiv continued to provide supporting materials such as demo parts and educational documents for 114 schools; maintenance of training tools was conducted, workshop visuals renewed and training activities were organized. In addition, all students were provided with smocks, rain-wear, school bags and books for the new academic year.

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

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

Ayhan Şahenk Foundation Support

We donated TL 1,523,050 to Ayhan Şahenk Foundation in 26 June 2014 for the maintenance and repair of Niğde Faik Şahenk Anatolian Vocational and Technical High School, Darica Faik Şahenk Secondary School and Zeytinburnu Ayhan Şahenk Secondary School. After the conclusion of the work, the remaining, TL 229,965.21 was used for the maintenance and repair of Şanlıurfa Direkli Ayhan Şahenk Anatolian Vocational and Technical High School.

Volkswagen Passenger Cars Beetle Paint Book

Within the scope of customer satisfaction objectives of Volkswagen Passenger Cars, the Beetle Paint Book and a painting kit (crayons) were prepared for customers visiting our showrooms with their children.

200 painting kits were sent to each authorized dealer. Painting kits were produced using recycled paper, in line with our Think Blue environmental philosophy.

Audi Göcek Race Week

The 15th "Audi Göcek Race Week", one the most important examples of Audi Turkey's support for sailing and organized by Göcek Yacht Club, was held in 17-22 May, 2014. Nearly 40 boats and 400 sailors competed in the race, which is increasingly recognized in international sailing community and which maintains its characteristic as a boutique race, boats sailed to celebrate its 15th year of success.

Nearly 40 boats and 400 sailors competed.

In 2014, 75 children started sailing courses and 3 of them rose to the national team candidate camp. With the support of Audi, the number of children trained by the Göcek Yacht Club is expected to increase to 120.

Doğuş Oto Volunteer Programs

By supporting "second hand clothes collection" campaign organized by Ayhan Şahenk Foundation in January, 2014, 4 parcels of clothes were collected among Doğuş Oto employees to be distributed to people in need and delivered to relevant institutions.

In December 2014, volunteers participated in the "Kızılay Blood Donation" campaign.

Doğuş Oto Theatre

In 2014, Doğuş Oto Theatre was implemented and the pre-qualifying round was completed with 60 applicants, 12 of whom were accepted. Technical training and play preparations began. The theatre

consists of 10 people. Rehearsals are generally held in TIM Show Center on Thursdays between 14:00-16:00. The play to be staged has not been determined yet, however it is planned for 2015.

Doğuş Oto Orchestra

Doğuş Oto Orchestra continues with new members. The orchestra consists of 12 people. Rehearsals are generally held on weekdays during working hours. In 2014, Dogus Oto Volunteer Orchestra appeared

9 times, including 7 Darüşşafaka basketball games attended by 1,500 people on average and two New Year celebrations organized for Doğuş Oto employees and attended by 300 people.

Aspect: Fight Against Corruption

Fight Against Corruption Management Approach (G4-DMA, G4-SO3, G4-SO4)

As stated in Doğuş Otomotiv's Code of Ethics and Fight against Bribery and Corruption Policy, taking, offering or giving bribes or commissions that constitute a legal crime, are strictly prohibited. Asking customers, suppliers, Doğuş Otomotiv competitors or third parties for personal loans, special privileges or discounts different from those offered to everyone, is strictly prohibited as well.

Doğuş Otomotiv began Code of Ethics Trainings in 2014. Face to face code of ethics trainings were provided for 377 people (188.5 man/hours) including 70 blue collar workers in Şekerpınar. At the end of the trainings, 80.1% of 377 people stated that they fully understood what the code of ethics is, 82.6% what the ethics line is, what it is used for and when it should be used, 82% stated that they have more confidence in the Company after the training.

Community

Mobbing Trainings

In 2013, our Company started to give training against mobbing. ⁴⁵ Initially, this training was given to all employees of Human Resources and Process Management Directorates and the Executive Committee, and later to all managers and directors in

2014. In addition, all officials working in Doğuş Otomotiv received mobbing training. A total of 644 man/hours of training was provided; 8 Directors, 52 Managers and 67 Officials participated.

Aspect: Anti-Competitive Behavior

Anti-Competitive Behavior Management Approach (G4-DMA)

Doğuş Otomotiv applies all laws and regulations meticulously, which regulate anti-competitive behaviors, trust or monopoly practices. In this context, there were no finalized lawsuits in 2014. (G4-SO7)

Aspect: Compliance

Compliance Management Approach^(G4-DMA)

Doğuş Otomotiv complies with all laws and regulations of the country unconditionally where it operates.

⁴⁵ The aim of the training is to help participants to distinguish, take measures and find solutions to mobbing, and raise awareness about its psychological effects and possible legal results.



Product and Service Responsibility

Our customers are the key stakeholders in our responsibility area. Responsible reliable and sustainable customer relationship management is among the focus areas of our Corporate Responsibility Approach.

Product and Service Responsibility

Specific Standard Disclosures
Social Performance

Product and Service Responsibility

- 366 Authorized Dealer and After-sales Service Center Audits
- Customer Satisfaction Score in sales: 109.93 / in After-sales Service: 101.59 (out of 120)
- 139,429 hours of savings with Kalitek Quality Control Project

Doğuş Otomotiv Product and Service Responsibility Policy^(G4-DMA)

Doğuş Otomotiv monitors the social and environmental impacts of its products and services, and is aware of its responsibility towards all social stakeholders and ecological environment. Doğuş Otomotiv has adopted and implements the following policy within the Main Principles of Product and Service Responsibility:

- Manages, audits and continuously improves the processes related to customer health and safety.
- Applies international standards for training and correctly informing stakeholders, directly or indirectly affected by its products and services.
- Focuses on choosing the right equipment, reasonable pricing, right launch, trainings for Authorized Dealers and Service Centers, and informing customers accurately, to serve beyond expectations.
- Consistently audits service standards and aims to reach the highest standards of customer satisfaction by taking special actions concerning improvement areas.
- Embraces the principles of responsible communication and seeks to comply with OEM standards well beyond the laws and regulations in accordance with the values and expectations of the brands represented.

Aspect: Customer Health and Safety Customer Health and Safety Management Approach (G4-DMA)

Being among the leading automotive distributors and After-sales Service providers of Turkey requires Doğuş Otomotiv to provide the highest quality and most reliable services to its customers. The health and safety of our customers⁴⁶ is a priority in all the life cycles of our operations. Quality control, performed at every stage of production by the world's leading automotive manufacturers we distribute and their sensitivity regarding customer safety, require us to regulate our operations with superior service approach. Doğuş Otomotiv's "service beyond expectations" approach is the most important reflection of this responsibility⁴⁷.

Management of Authorized Dealers and After-sales Service Centers

Doğuş Otomotiv's Dealer Management Department, directly reporting to the CEO, is composed of two units (development and audit) for Authorized Dealers and After-sales Service Centers. The main fields of activity of the Authorized Dealer and After-sales Service Center development unit are new appointments, Authorized Dealer and After-sales Service Center relations management, monitoring employee information and market development, brand-based network planning, architectural design, support for brand managements and tracking corporate identity. These activities are carried out for 15 brands.

Within the scope Authorized Dealer and After-sales Service Center auditing, ISO 9001 and DOS certification of dealers, brand and distributor standards audits, Doğuş Otomotiv ISO 9001 certification and quality process monitoring are performed. All our Volkswagen, Audi and SEAT Authorized Dealers, ISO certified from TUV Munich, are subject to annual audits to extend their certificates. 70% of our Scania Authorized Dealers have DOS4 certificate.

Organizations in which Authorized Dealers and After-sales Services Development and Audit Departments participated regarding process improvement in 2014, and some of the developments are as follows:

- We participated in Volkswagen Group Brands Quality Management Conference held in Berlin, Germany (20-23 May 2014) and updated new quality processes for distributors and Authorized Dealer and After-sales Service Centers.
- We participated in Scania DOS Audit Certification trainings held in Brussels in Belgium (18-30 April 2014) where our auditor certificates were renewed.
- A total 366 audits were conducted, including 331 Quality and Brand Standards Audits (ISO+Scania DOS) in our Volkswagen Passenger, Volkswagen Commercial, Audi, SEAT, Porsche, Scania brands for Sales and After-sales and 35 Audits for Brand Standards. The number of audits performed in 2014 (347) increased to 366 because of the increase in the frequency of our Scania Authorized Dealers quality standards audits.
- Representatives of our Volkswagen, Audi and Scania brand manufacturers audited some of our Authorized Dealers. All 10 Authorized Dealers audited were successful.

⁴⁶ The customer health and safety related studies of Doğuş Otomotiv brands are available in our website: http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014/Customer_Health_and_Safety.pdf

⁴⁷ Product safety related information of Doğuş Otomotiv brands is available in our website: http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014/ProductSafety.pdf

Scania DOS 4 Certification

DOS 4 certification audits, covering manufacturer's quality standards, were launched in the Doğuş Otomotiv Scania Authorized Dealers and After-sales Service Centers. Two separate audits were performed with the participation of officials from the manufacturers, and distributor audits were also

conducted. The aim of DOS 4 audits is to ensure that all Scania After-sales Service Centers provide service in accordance with the same quality and standards. In 2014, 15 Authorized Dealers and After-sales Service Centers participated in DOS 4 audits; 14 of them completed the audit successfully.

Authorized Dealer and After-sales Service Center Trainings

Evaluation meetings and workshops were organized with the participation of After-sales Service/Service Managers of all Authorized Dealers and After-sales Service Centers in Athens in 2014, where new products were tested and motivational activities were carried out. Workshops for customer satisfaction were also conducted in this meeting, and the resulting decisions regarding implementation were taken.

The 8th "Service Advisor Workshop and Replacement Part Managers Workshop" was held in Izmir (7-12 November 2014). 425 Service Advisors in three separate groups participated in Service Advisor Workshops on 7-11 November 2014, and 81 Parts Managers participated in Replacement Part Managers Workshops on 10-12 November 2014. Both theoretical and practical information were provided about new products and vehicles were tested with various advanced training techniques.

An "All Star Contest" was held to determine the best After-sales Service employees of Turkey this year. 36 Service Advisors, 36 Master Technicians and 18 Parts Managers participated in the contest held (12-14 November 2014). On-site Passat Product training was provided for Passenger Cars Service Advisors at the Izmir Race Track. The cars were also tested and their functions were experienced under various conditions. For Commercial Vehicles Service Advisors, Passat Product training was conducted with theoretical and on-site practices. Amarok, Crafter, T5 and Caddy test drives were also carried out on commercial vehicles.

In Parts Managers workshops, Passat parts and product training practices and test drives were conducted. The first three participants from each branch qualified in competitions, and winners were awarded holidays, plaques and certificates. The winners of the "All Star Contest" will participate in the global finals in Berlin in 2015.

A Technical Committee Meeting, participated by the Technical Support Specialist and Technical Officials of all Authorized After-sales Service Centers, was conducted for technical representatives of manufacturers. During the 3-day meeting issues such as the solution to the problems encountered in the field, customer-oriented service, new technologies, updates, repair quality, repeated repair etc. were discussed; there were also entertainment programs. In the meeting with all Warranty Officers of Authorized After-sales Service Centers, new warranty applications, new applications designed to provide warranty service to customers in the fastest and most comprehensive way, and the problems encountered in the field were discussed and suggestions on quality service were taken.

A 2-day training in 4 groups were organized to ensure the development of Emergency Service Technicians on technical, road assistance safety, customer relations issues etc. and to keep customer satisfaction at the highest level.

Authorized Dealer and After-sales Service Center Support

A Technical Support Request system has been created via the Request Management System to address issues that our Authorized Dealers and After-sales Service Centers have difficulty in solving, and in cases of customer demands. Instant support is provided for Authorized Dealers and After-sales Service Centers by phone, remote connections and cameras. If the problem cannot be solved this way, on-site technical support is provided by visiting the Authorized Dealer.

After-sales Service Center Camera Support System is available in 25 provinces and 28 dealers. 138 connections were made in 2014, and problems were solved without visits to the dealer. As the Technical Support Manager provides this support, he/she can directly provide information or explanation, meeting the customers when needed.

Kalitek Quality Control

The "Kalitek Quality Control Project" application continued in 2014 in order to shorten the repair time and to better organize the current quality control approach to improve the quality and functionality of the repair process in our Authorized After-sales Service Centers. With this application, 12 minutes per work order were saved, which is equal to an annual savings of 139,429 hours to be used for repairs (Productive Time). In addition, vehicles in workspace can by-pass

it with quality control; thereby vehicle maintenance/ repair processes that have been completed don't need to wait, saving the additional workspace for quality control.

Assuming that test drives will be performed for 60% of the Annual Work Orders (697,148), saving 3 minutes for recording results in 21,000 hours savings.

Subject of the Week Test

The Subject of the Week Test, carried out via atelier screens, continued in 2014. Blue collar employees who solve the test are rewarded, increasing the motivation of employees and ensuring the follow-up

of up-to-date information, notifications and warnings; thus the quality of services and repairs provided for our customers increases.

Aspect: Product and Service Labelling (Informing) Product and Service

Labelling (Informing) Management Approach (G4-DMA)

The Doğuş Otomotiv distributorships and After-sales Services brands have quality control processes according to international standards. Processes conforming to manufacturer standards are managed when informing users about products and services. Relevant documents are provided to fully and accurately inform our customers about our products and services.

In line with our customer satisfaction oriented strategies, necessary improvements are provided by revising all processes every year in order for our customers to be satisfied with the products and services they receive from Doğuş Otomotiv, to communicate all suggestions and complaints directly to our Company and to receive necessary support.

Customer Satisfaction

We continue monthly Customer Satisfaction Surveys (CSS). In 2014, the survey results were 109.93/120 for sales, and 101.59/120 for after-sales services. Our Authorized Dealers and After-sales Service Centers call customers directly to measure customer satisfaction after their service center visits as well. (G4- PR5)

In addition, we continue to audit and score the quality of service with "mystery customer" research. All Authorized Dealers and After-sales Service Centers were subjected to these audits, conducted by an independent company; in 2014, 213 were performed.

We constantly keep in touch with our customers not just for assessing customer satisfaction but for sustaining dialogue as well. Customers, who had contacted us earlier for any reason, are called again periodically. The special days of our customers are now recognized; our Customer Relations Department continues to send special gifts to our customers during the year.

IACS-International After Sales Customer Satisfaction Surveys are conducted by the manufacturers. Remedial measures are taken by focusing on issues that should be developed. According to the results of the survey conducted in 2014, our Volkswagen Passenger Cars brand has risen to second place. IACS is a survey conducted by an independent company among customers who had owned a car for 2 years and have received after-sales service. This research compares brands through a benchmark method.

In addition, dialogue with customers continues through internet and social media. Their opinions, requests and complaints are received via the website, social media channels and similar networks; these are assessed and responded to. In 2014, nearly 26,000 Volkswagen Passenger Cars and Commercial Vehicles customers were directly contacted through our website with online chats.

The result of DSS, a survey carried out with Authorized Dealer and After-sales Service Center managers, in which service quality and behaviors in various units of After-sales Service Centers are evaluated, was 4.57/5 for sales, and 4.70/5 for after-sales services in 2014. Related values continue to be one of the performance criteria of distributor employees.

At the beginning of 2014, a 2-day event was organized outside the Company by Doğuş Otomotiv After-sales Services team, mainly for motivation. Annual targets were evaluated, new proposals were presented, and employees were rewarded.

Customer Complaint Management

Value and Care Center (DIM)





The name of the Value and Care Center - DIM (Değer ve İlgi Merkezi) reflects the importance given to customers and service quality. It was established in October 2014 with an investment of TL 1 million to provide service beyond expectations and to increase the number of customers by providing them with value and trust.

In line with its mission to create Fan Customers,
Doğuş Otomotiv has merged its dialog service (care
management), road assistance and call center
operations (CRM and reservations) in its own body
with a new quality approach to increase customer
satisfaction in sales and after-sales services.

Doğuş Otomotiv again became a pioneer in its sector for a new customer experience with advanced technology and qualified human resources. DIM initiated its activities with a special focus on employee trainings and workplace improvements. As of 2014 year-end, 76 persons are employed at DIM, including the Manager. Arrangements at DIM, ranging from architectural design to decorations, aim to enable a peaceful environment for conducting activities in a pleasant way.

Employee trainings are the most important operational element of DIM. The purpose of trainings is to provide capabilities to our employees for understanding, developing and managing social skills (such as empathy, sensibility, optimism and helpfulness) in addition to communication skills. The 'Academy-Development Program' spans to 18 months and serves thereby for continuous training.

DIM supports the brands in every stage of the customer life cycle, and aims to increase service quality and variety through projects with the Authorized Dealer network. All customer contact points will have product and service quality standards, and consumer expectations and opinions will be instantly and transparently monitored with the help of reporting features at Brands and Authorized Dealers, and act as a bridge enabling an approach with foresight and initiative.

DIM enables a rapid, effective and new experience to our customers by utilizing advanced level call center technologies. Both call center and voice technologies are supplied by an experienced company.

New applications are planned for field activities, including internal monitoring systems for vehicles and mobile applications, which will increase the speed and quality of service to customers.

DIM will initially serve for all brands and affiliates of Doğuş Otomotiv; in mid-term it will be able to serve other Doğuş Group companies as well. The unit is located in Kavacık under the responsibility of the Strategic Marketing and Corporate Communications Department.

The scope of DIM is as follows:

Care Management (Dialogue and Digital):
 Management of requests (demands, complaints,
 suggestions, gratitude, etc.) for Authorized Dealers
 and Service Centers and vehicles imported by
 Doğuş Otomotiv brands, and fulfillment of customer
 needs and expectations. These requests are

- recorded and submitted to relevant brand authorities for a rapid solution. These requests may stem from various channels including phone, e-mail, fax, social media and mail.
- Road Assistance: Covers road assistance services for vehicles imported by Doğuş Otomotiv. This aims to ensure that customers can continue their trips. Related services are:
 - a. Assisting the customers in coordination with emergency services if the problem can be solved on-site:
 - b. Provision of necessary information to customers, whose vehicles stopped on the road, through teleconferences with the experienced after-sales service authorities;
 - c. Coordination of tow trucks and assistance vehicles of Authorized After-sales Service Centers for road assistance (a performance and rewarding system has been planned with two categories. It aims to motivate the authorities of towing trucks (company owners and drivers) for improving their performances and for showing utmost care for DIM transports, in addition to the reasonable pricing offered);
 - d. Provision of necessary backup-vehicles and/or transportation services to customers to continue their trips;
 - e.Provision of necessary accommodation services to customers during the repair of their vehicles or until an alternative transportation is enabled.
- Surveys (CRM Operations): Calling customers regarding a specific question set to audit data and service quality. Related services are in three groups:
 - a.Data Quality: These calls serve also as performance criteria for the basis of CRM scorecards, created monthly for all brands and separately for each Authorized Dealer and Aftersales Service Center.
 - b. Service Quality: Controls of appropriate fulfillment of work and customer follow-up processes of Authorized Dealers and After-sales Service Centers, as defined by brands. c. Customer Satisfaction: This includes calls for the management of customer satisfaction surveys of Authorized Dealers and After-sales Service Centers, which are outsourced to call centers managed by Doğuş Otomotiv, and calls for CSI research of DOD.

- d. Capturing Potential Customers: Calling potential customers, who have already contacted dealers for any reason, to measure their satisfaction level.
- e. Projects specific to Authorized Dealers: These include projects specifically designed for the needs and requests of dealers.
- Appointments (Doğuş Oto): Planning of necessary appointments for Authorized After-sales Service Centers. It includes coordination activities for their ateliers.
- Used Vehicle Sales (DOD): This includes research
 for the vehicle/information requests of customers
 of the DOD brand, conveyed by the website,
 social media and/or phone, presentation of these
 results to customers, and connecting customers to
 Authorized Dealers.
- 6. Project-based Activities: These are prioritized as follows:
 - a.1) Issues that may have legal consequences,
 - 2) Strategically important projects, 3) Projects that cover all Doğuş Otomotiv brands and have the potential of dissemination,
 - b. Analyzing and reporting requests, complaints and demands from the field and conducting improvement projects,
 - c. Providing regular feedback to after-sales service teams about emergency services, correcting deficiencies and contributing to the achievement of standards,
 - d.Realizing Customer Relations projects for brands. These include management of the Lead System, provision of special call center services for the Volkswagen Commercial Vehicles Premium project and operational activities for similar projects,
 - e.Data-update activities: Updating costumer information within the scope of a project or for an Authorized Dealer,
 - f.Developing projects for the annual planning activities of brands,
 - g. Observing and developing customer experience at Authorized Dealers that are open to development, and disseminating the results across the network,
 - h.Telemarketing activities (accessory, warranty sales).

Aspect: Marketing Communications Marketing Communications Management Approach (G4-DMA)

Doğuş Otomotiv complies with laws and regulations in all its operations regarding marketing communications including advertising, sponsorship and promotional activities.

After-sales Service Campaigns

After-sales service campaigns are organized by the After-sales Services Executive at Doğuş Otomotiv and employees responsible for these campaigns at Authorized After-sales Service Centers. There were two corrective actions in 2014 for various reasons. (G4-PR6)

Additional Disclosures

Corporate Responsibility Performance of Our Brands

Doğuş Otomotiv implements the Corporate Responsibility practices of the brands that we represent as well. Our manufacturer companies attach importance to Corporate Responsibility performance in their global strategies and implement various practices in social, environmental, economic and ethical areas.

Representatives of all the brands of Doğuş Otomotiv are members of Doğuş Otomotiv's Corporate Responsibility Team. Meetings are held regularly, and studies conducted for Doğuş Otomotiv CR targets are discussed with brand representatives. The internal process of each of the brands is conducted in accordance with Doğuş Otomotiv CR strategy.

In 2013, Doğuş Otomotiv published the basic performance of its brands and their research conducted during the year on its website, under the titles 'Customer Health and Safety', 'Product Safety', 'Customer Satisfaction', 'Informing Customers Accurately' and 'Environmental Responsibility', which are among the main criteria of Corporate Responsibility. The performance of our brands on relevant topics will be updated and shared through our Corporate Responsibility webpage, in this and subsequent years. To reach basic CR performance of our brands, Doğuş Otomotiv website is available at:

http://www.dogusotomotiv.com.tr/en/corporate-responsibility/product-and-service-responsibility/2014.aspx

Volkswagen Passenger Cars

Informing Customers

Volkswagen Passenger Cars continuously improves communication with customers with regard to product and price information through methods that are easy to understand and access. The connection between vehicle offer forms shared with customers and Volkswagen Dictionary portal was realized as a result of the project developed in 2014, thus our customers

have the chance to examine all the features of the car they are interested in through the Volkswagen Dictionary. Complete detailed information on the entire product range is available in carefully prepared catalogues, on the regular website, and on vehicle offer forms. (G4-PR3)

BlueMotion

In 2014, new products which offer innovations conducive for clean and economic driving were added to the product range of BlueMotion Technologies. In its previous generation, Polo, offering environmentallyfriendly technologies such as Start Stop and brake energy recovery only in its BlueMotion model, began to offer these technologies in new models, which accounted for approximately 88% of sales in May, 2014. Thanks to the BlueMotion technologies of Golf GTI and Golf R, among sports models offered in 2014, these have 6.5 and 6.9 fuel consumption rates per 100 km despite their high engine power and performance. Golf BlueMotion model, launched in 2014, set new standards in its class with 85 g/ km CO₂ emission and 3.2 liter combined fuel consumption.

In another vein, we held a competition to determine Turkey's representative to the Think Blue World Championship contest, organized on a global scale. The objective of this contest is to achieve minimum fuel consumption, not to pass the finish line first. We conducted a question-answer test consisting of technical questions through the Volkswagen portal. The 20 finalists were hosted in Istanbul and demonstrated their skill in efficient car use in a course of over 100 km with Saffet Üçüncü. The contestant with lowest fuel consumption won the right to represent Turkey in Think Blue World Championship that will be organized on a global scale. With this exciting experience, while giving information about environmentally-friendly driving techniques, attention was also drawn to the efficient use of vehicles.

Volkswagen Commercial Vehicles Environmental Responsibility Activities

In order to reduce damage to the environment and eliminate the paper waste generated by physical invoices submitted to Volkswagen AG Germany for vehicles receiving service, certain developments were made in Turkuaz in 2014; paper waste due to shipping was avoided. With the improvements in

the system in 2014, instead of requesting invoices from authorized dealers, we can print a single page accurately and properly through Turkuaz. Thus, we contributed to the protection of the environment with a 30% reduction in the amount of paper used.



Social Media Applications

A mobile application, called Audi Link, enabling our customers more detailed information about the models, was offered to Turkish consumers in 2014. Consumers can experience more than the content of catalogues and advertisements with increased reality technology through various animations, films and 3D works by scanning images with Audi Link sign in Audi catalogs or advertisements, or on the front grille of Audi models. In addition to images, customers are also able to reach this rich content by listening to Audi TV advertisement music on their mobile devices.

Some surprising applications carried out for our followers on social media in 2013 were implemented

in 2014 as well. Our followers, who often share their comments and suggestions about Audi and thereby became our brand ambassadors, were awarded various gifts without entering a competition or expecting anything in return.

Thanks to Audi's Configurator application, initiated in 2013 and implemented in 2014 with iOS and Android versions, our customers now have the chance to create their own Audi in a more practical way, not only with their PCs but also with their mobile phones at any moment. (G4-PP3)

Scania

CQSBE Project

The CQSBE project was initiated in 2014 to ensure full integration with the processes of the manufacturer and improve our after-sales service processes. With the project, all after-sales service processes will be revised and redesigned to ensure maximum efficiency, customer and employee satisfaction. All after-sales service processes will be investigated and processes will be redesigned to ensure efficiency, customer satisfaction and employee satisfaction at highest level.

The project is carried out with external training support by a team of 7 people. We aim to build the same system in all our After-sales Service Centers. When the 3-month pilot study in Ankara A.V (Izmir) After-sales Service Center is completed, we aim to disseminate it to all After-sales Service Centers. We are planning to complete the project in 2 years. (G4-PPS)

Scania Trainings

Customer satisfaction and after-sales service profitability are closely associated with the quality of the work; the competence of our technicians is measured via mapping studies conducted by the training department in After-sales Service Centers. Thereby an annual training plan is prepared and technician development is supported with up-to date information.

Scania training department conducted research about bodywork-paint technicians, probably as one of the firsts in the heavy vehicle industry. Joint studies were carried out with supplier companies in this context.

In the first phase of the work, the knowledge and competence of the technicians were measured to determine if they could perform repairs to the manufacturer's standards, and a situation assessment of necessary equipment was also conducted. The study will continue until the quality standards are well established. In addition, distance education opportunities are offered to technicians through TMS (Training Management System), preliminary assessment of employees who will receive the training is provided, and we make sure that they are informed about the opportunity. (G4-PR5)

Scania Top Team(G4-LA10)

In Scania, activities are organized for all after-sales service employees to share their knowledge and skills, contributing to their productivity and efficiency. Scania technicians compete in the Top Team. It consists of "Servivor", where 3 administrative department employees participate in five varying subjects, and "Most Successful Foreman" competition for atelier

foremen. Various gifts and international travel awards are given to the teams who were successful in related activities. These activities keep the motivation of teams at the highest level, and aim to contribute to customer satisfaction and loyalty.

Thermo King

Thermo King conducts business partnerships in the sector with logistics companies, food companies, hospitals and crate companies. A project launched in 2014 and covering 2015 as well, emphasizes the importance of drug transportation in line with GDP and ATP regulations and brings together the leaders of the sector. ATP is a set of rules related to healthy and qualified transport of perishable products. ATP was initiated in Europe after the Second World War, and will be implemented in our country now. Thermo King fulfills its responsibility in this regulation with R&D activities.

Gebze Scania After-sales Service Center

Productivity Studies and Business Quality

Gebze Scania Service switched to a scheduling and appointment system in 2014 to increase efficient and productive performance within the company. Technicians with low efficiency underwent training and individual performance interviews. Efficiency, quality and productivity are among promotion, performance and salary increase criteria. All employees were informed about efficiency and productivity, received rhythm training for working together and simultaneously.

To avoid repeat repairs, a program called "work without exceptions" was mandated. In 2014, only five repeat repairs out of 6,500 work orders became necessary, which was the best performance in Turkey. Gebze Scania After-sales Service Center received Best After-sales Service Center Award within the Group and Golden After-sales Service Center Award in 2014.

Employee Trainings

Before they begin to work in any of the 20 Authorized After-sales Service Centers, all employees come to the Gebze After-sales Service Center for a 2-week orientation program and, after successful completion, begin their duties in various provinces. In orientation trainings, topics such as occupational health and safety, technical information, efficiency and productivity, including business and personal ethics particularly, are discussed. Coaching support is also provided by our After-sales Service Managers after the orientation process. In addition, 3 long-term project interns were trained and coached, and one of them has been hired by one of our brands.

Gebze After-sales Service Center supports the personal education of its employees; those who started university education with the support of our Company are in their last grade in 2014.

These employees are allowed to take time to study during exam periods. In 2014, the opportunities offered in our training room increased.

Employee Health and Safety

A second OHS Expert has started to work in our Company this year. In addition, we are working with an experienced consultant/audit company in order for our processes to be objectively evaluated by a third eye and move to a better level.

A diet was applied to our employees by conducting their health examinations, vaccines and personal sugar tests; the calories that they need were calculated.

Customer Satisfaction(G4-PR5)

In 2014, Gebze Scania After-sales Service Center got the first place in Turkey in Customer Satisfaction with 7.5 points, with its principle of informing customers at every stage of repairs and approaching their problems without prejudice.

Gebze After-sales Service Center conducts a personal advisor application, which is a first in the Heavy Vehicle

Service sector. Through this channel, customers have an advisor they can directly communicate with and reach any time, in addition to the call center. In addition, there is an expert at the time of vehicle delivery to explain the technical structure of the vehicle and safe driving techniques, and to provide much more detailed information for the customers.

Energy Savings(G4-EN6)

To achieve energy savings in Gebze Scania Aftersales Service Center, energy-saving LED lamps are used, and unnecessary energy consumption is prevented with photocell lamps. By the end of 2015, we aim to exchange all lighting equipment with energy saving ones. Electrical appliances that consume less energy are used within the company. Final controls ensure that the power is turned off after working hours, and unused resources are closed. Employees are provided with training on environmental savings.

We aim to provide free injector cleaning and fuel system configuration for customers coming for maintenance with injector and fuel system cleaning machines that we recently purchased. Invested TL

100,000 to achieve fuel savings and protect the air we breathe. Thus, we aim to reduce NOx and ${\rm CO_2}$ emissions of vehicles and ensure cleaner exhaust gas emission. By lowering fuel consumption, we aim to contribute to the economy as well. We started to determine special maintenance periods, especially for construction vehicles, conducting detailed analyses of the fuel and oil consumption of our customers and data on their vehicle use, preventing unnecessary maintenance.

In 2014, Gebze After-sales Service Center inspected 100 cooling units, ensuring that the units are working efficiently and taking a further step to protect nature.

Environmental Awareness

All local and foreign guests to Gebze After-sales Service Center are presented with seedlings. Pine trees are planted in the center on behalf of our visitors and the certificates of the trees are provided to them. 39 trees were planted in 2014.



Gebze Scania After-sales Service Center Traffic is Life! Studies^(G4-SO1)

3 employees were provided with special tachograph training within the scope of Traffic is Life!

Tachographs of all vehicles coming to the center are inspected free of charge with a view to ensuring safe driving in traffic, but no operation is carried out for vehicles whose tachographs have been modified.

Customers are informed about digital tachographs in line with new regulations and our employees provide information about the results of high speed driving.

All vehicles are equipped with a satellite vehicle tracking system. Any employee who violates traffic rules is invited to conversations and informed about traffic safety, and any acquired traffic fines affect the performance of evaluation of our employees.

During the year, 3 of our employees received SRC⁴⁸ certificates. Documents about traffic safety and trainings are distributed to the primary schools in the neighborhood.

Doğuş Oto

Doğuş Otomotiv sells new and used vehicles, replacement parts and accessories in 32 Authorized Dealers and 30 After-sales Service Centers, and provides insurance, finance and after-sales services for customers in İstanbul, Ankara and Bursa for the seven brands it represents: (Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, Porsche, SEAT, Skoda and DOD). A Skoda Authorized Dealer began service in the Esenyurt region in 2014.

Doğuş Oto's Corporate Responsibility performances in 'Customer Health and Safety', 'Product Safety', 'Customer Satisfaction', 'Informing Customers Accurately' and 'Environmental Responsibility' are available on Doğuş Otomotiv website: http://www.dogusotomotiv.com.tr/en/corporate-responsibility/product-and-service-responsibility/2014.aspx

In 2014, the market share of Doğuş Oto in Doğuş Otomotiv new vehicle sales was 33.5%. The market share in after-sales services was 23.6% in work orders, 29.2% in labor, 25.2 in replacement parts.

Initiatives to lease the whole EAS⁴⁹ storage lot, still used in Doğuş Oto Kartal region, from Doğuş GYO have begun, considering the growth rate and cost factors of Doğuş Oto in 2014. In this direction, we aim to use a total of 74,265 m² land as storage lot in 2015.

Total Number of Employees	1,469
Working Capital	TL 304,731,424
New Vehicle Sales	46,865
Used Vehicle Sales	2,616
Work Orders	216,613

Efficiency Activities

In 2014, research to reduce the repetition of work orders in the After-sales Services Unit was conducted to increase employee productivity, and through these trainings and the final inspections in error tracking, the rate of repeat repair, which had been 5.7% at the beginning of the year, fell to 3.3% at the end of 2014. In addition, in terms of operational efficiency and cost reducing studies, 9% cost savings were achieved by reducing the variety of supplies purchased for After-sales Service Centers.

Customer Satisfaction (G4-PR5)

In all Doğuş Oto regions, customer relations officials talk with a customer each day, and personal views and opinions of employees are taken in 'what, how, when, where, who' format. The feedback of customers is regularly communicated to the Marketing Officials of the General Directorate. The feedback for improvement potential is shared with relevant department and officials to ensure the regulation of improvement studies. Customer contact information is monitored and analyzed on a monthly basis.

NPS survey studies initiated with IPSOS Company at the end of 2014, in which survey questions were completed by customers. The reporting process still continues.

Standard text formats were prepared to improve the language used in customer communication channels; they were shared with Customer Officials of Doğuş Oto Regions.

Another study planned in 2014 was to send automatic text messages via Turkuaz System to inform customers about the status of their vehicles during periodic maintenance operations. The system activation is planned for 2015.

Within the scope of a joint study with Pirelli in 2014 for Doğuş Oto customers, we began to provide storage for tires after seasonal changes; necessary information was provided through e-mails and text messages.

Employee Meetings

Doğuş Oto Bursa hosted a traditional meeting in January, 2014, when 16 people from Doğuş Oto After-sales Technical Services employees and their families came together with Doğuş Oto Bursa employees and their families for a winter trip to Uludağ, At the end of this event, in which we again realized that we are a very big family and are bound to each other with love, we decide to repeat the same activity in the coming year to continue this friendship of families.

Climate Change (G4-EC2)

Damage to stock vehicles due to severe weather is the most important factor posing a risk, within the scope of climate change, for Doğuş Oto regions. Alternative solutions are being investigated to minimize such damage that may occur to vehicles in the storage lot in bad weather conditions, to be realized in 2015.

Through fuel units, which are completed in Doğuş Oto regions as of 2014 year end, we are planning to control the amount of fuel to be put into the new vehicles ready for delivery.

The electricity need of all Doğuş Oto regions is supplied from Doğuş Energy.

Water Consumption

Annual water consumption of Doğuş Oto regions is 57,709 m³. To reduce water consumption, the water for washing cars in Doğuş Oto regions will

be recycled; the technical infrastructure has been investigated, and we plan to launch the program in 2015, after completing cost analysis. (G4-EN10)

Waste Management

Our water treatment systems in Doğuş Oto regions filter used water before it is sent to drain systems of the facilities.

Used materials, collected in paper and plastic boxes placed in certain points of Doğuş Oto regions, are delivered to relevant institutions for recycling. Total annual paper consumption of Doğuş Oto regions is 72,898 kg.

Operations for oil, collected from Doğuş Oto regions by relevant institutions, comply with regulations and all necessary precautions are taken. There were no cases regarding oil leakage in 2014.

In 2014, Doğuş Oto customers receiving maintenance services were informed via e-mail that such wastes as discharged batteries, contaminated materials and packages, brake and antifreeze liquids and filters were delivered to appropriate centers for recycling.

Additional Disclosures

Corporate Responsibility Performance of Authorized Dealers and After-sales Service Centers^(G4-EC8)

Having started its journey with the mission of leading the automotive sector in the field of Corporate Responsibility, Doğuş Otomotiv aims to lead not only inside the Company but also all its stakeholders in its impact. Through Corporate Responsibility activities at global standards over the last six years, we have included the Corporate Responsibility research of 3 Authorized Dealers and After-sales Service Centers in 2012, as pilot study, in our report. Initially, the employees of relevant Authorized Dealers and After-sales Service Centers were trained in Corporate Responsibility by experienced consultants, giving them suggestions for demonstrating Corporate Responsibility performances, improve processes in this regard, and develop themselves in the field.

We continuously strive to increase the number of Authorized Dealer and After-sales Service Centers included our Corporate Responsibility Report, published annually since 2012. 6 Authorized Dealers and After-sales Service Centers were included in our report in 2013, and in 2014, the performances of 5 more new Authorized Dealers were included in our report for the first time: Aldo Otomotiv, Altur Otomotiv, Demoto, Lena Otomotiv and Opat Otomotiv.

Doğuş Otomotiv provides all the necessary support for our Authorized Dealers and After-sales Service Centers for the improvement of their processes in this regard, and for developing measurement systems; the progress is recorded and monitored periodically. Each Authorized Dealer and After-sales Service Center, whose performance is published in our report, is visited by our Corporate Responsibility consultants and Strategic Marketing and Corporate Communications Department representatives during the year. Their corporate performance is evaluated and they are informed about how the process should advance. Numerical performance of these Authorized Dealers and After-sales Service Centers are regularly monitored, thereby helping to reduce the costs of the company and provide positive changes in Doğuş Otomotiv's impact. (G4-EC8) In this way, our indirect economic impact becomes stronger and activities to reduce our environmental impact become more effective. In addition, by applying a Corporate Responsibility survey to the Authorized Dealers and After-sales Service Centers in the report this year, we have measured to what extent the activities contributed themselves and received feedback to continue the research more effectively.

We will provide necessary support for all Authorized Dealers and After-sales Service Centers in our impact to steer their Corporate Responsibility related studies and increase their numbers in the Corporate Responsibility Report in the coming years. Our target is to include three additional Centers in the process every year, and to encourage the development of their independent reporting awareness.

Ethical Approach in Authorized Dealers and After-sales Service Centers

The salaries and insurance of all Authorized Dealer and After-sales Service Center employees are paid regularly. Employees are paid according to minimum wage and above, and we act in accordance with legal obligations for notice periods.

There are no employees under 15 years of age in Authorized Dealers and After-sales Service Centers. In some Authorized Dealers and After-sales Service Centers, interns from Vocational High Schools are insured by the companies where they are working, and they are employed in accordance with laws and regulations.

In advertising and marketing activities, Doğuş Otomotiv acts in accordance with responsible marketing

principles and legal responsibilities. Our Authorized Dealers and After-sales Service Centers do not share information about their customers with third parties.

Necessary audits are performed on issues such as spare parts inventory etc. via audit departments to prevent bribery and corruption, and reported monthly.

Each Authorized Dealer and After-sales Service Center informs its employees about its own business ethics rules, in line with the Doğuş Otomotiv Code of Ethics. In addition to the information provided, internal controls are conducted to ensure behaviors that are appropriate to business ethics.

Informing Customers in Authorized Dealers and After-sales Service Centers

All sales representatives have been taught the technical and safety details of products by Doğuş Otomotiv. Brochures are given to customers by sales representatives, information about vehicle booklets is also provided. Our sales representatives transfer technical specifications and terms of services of each model to our customers verbally. During vehicle delivery, the customer is informed about all the

details related to safety and technical specifications in the vehicle. The information is explained in a flowing, simple and understandable manner. Possible negative feedback from customers is kept at minimum. In addition, during the opening of work orders and BAK controls, information on customer health and safety, seat belt use and using other safety equipment is provided.

Waste Management in Authorized Dealers and After-sales Service Centers

After vehicles are serviced in After-sales Service Centers, customers may give written confirmation to take old parts (waste filters, etc.), which are then stored in appropriate areas for recycling. Each Authorized Dealers and After-sales Service Center sends these parts to the waste disposal company they are working with. Waste oil and parts of similar type are stored in accordance with regulations, and disposed of in accordance with environmental laws or recycled.

Acarlar Otomotiv

Volkswagen Authorized Dealer Acarlar Otomotiv has provided superior service in Beykoz, İstanbul, since 1998. A 1,700 m² showroom and 12,000 m² after-sales service area includes the Volkswagen Passenger Cars and Commercial Vehicles showroom, mechanical workshops, original parts warehouses, guest cafeterias and administrative and social units.

Doğuş Otomotiv Authorized Dealer Acar Otomotiv brings solutions for all the needs of the automotive industry from sales and after-sales services to loan services under a single roof with an experienced staff of 143 well-trained people for Volkswagen customers.

Stakeholder Dialogue

Stakeholder groups are met in different dialogue platforms. In addition to one-on-one meetings, group meetings and motivational activities are carried out with our employees.

Doğuş Otomotiv is met regularly at meetings, trainings and new product briefing seminars.

Quality Activities

The management of processes and job descriptions are written and authorizations determined. In addition, the ISO 9001 Quality Standards and its procedures are fulfilled.

To increase our quality, customer satisfaction and sustainable profitability, we regularly exchange ideas with our employees about process improvements. Regular meetings are held and remedial measures are implemented as a result of the decisions taken in the meetings. In addition, to keep the Company's performance at the highest level, KPIs of the sector and the company are compared and analyzed. Risk Analysis Meetings are held every 2 months to predict risks in advance.

After this stage, actual process steps begin: targets are shared with all employees, actual and targeted performances are measured and employees are provided with feedback on the efficiency of the activities.

In sales and after-sales departments, QSP and RASE Projects are implemented. First Control, BAK, Last Control, Test Drive, BAT, Q Check and Post-delivery Customer Follow-ups are conducted in an efficient manner.

Employee Development

One of the most important responsibilities of our Company is to support our employees to develop their knowledge and skills needed both in the Company and throughout their lives. Therefore, within the activities promoting continuing education since 2004, all primary school graduates became High School and/or Industrial Vocational School graduates. A foreign language (English) program for managers and computer training for IT experts are provided at

the workplace. Technicians in the body-work and painting departments obtained their Certificates of Craftsmanship.

In 2014, the employees of Acarlar Otomotiv received 2,909 hours of training on occupational safety, employee health, first aid and fire, with both technical and non-technical courses in their areas of expertise.

Environmental Responsibility

Performance in environmental responsibility is among the priorities of the Company.

In 2014, negotiations were conducted with the company carrying out waste management of Beykoz Municipality, and KOMPOST (Zero Waste), first implemented in Istanbul, began in our company. After a period of evaluation, the process will be disseminated to other units, and we aim to implement a Treatment Plant project in the coming years. The physical conditions related to the Treatment System

have been established and a Temporary Waste Site created; the implementation process continues.

The exhaust emissions of all vehicles undergoing repair in our After-sales Service Centers are controlled and interventions made when required. All vehicles are provided with the Exhaust Emissions Service in accordance with the regulations. In addition, our company is actively involved in the Redundant Vehicles Project.

Water Consumption

All water containers at the facility were changed during the year. 86% of our total water consumption is for washing the cars receiving service in our Sales and After-sales Service Departments. Therefore, we have alternative studies that will provide different

advantages for our customers instead of washing service. To reduce the water consumption in Sales, After-sales and washing units, we provide service with new generation cleaning and washing machines.

Environmental Awareness

Since reducing environmental consumption is among the priorities of process improvement, both verbal and written disclosures are made about increasing savings and reducing costs during employee meetings. In addition, we have raised awareness among all our employees about environmental and waste management.

We provide information about the benefits of environmentally-friendly cars to create awareness among our customers. The features of our brands (fuel consumption rate, exhaust emissions, periodic maintenance intervals, BMT technology, octane and cetane rates of the fuel and quality of the oil) are detailed to them as well.

Community Investments

Our company contributes to the Turkish Education Foundation, Turkey Spastic Children's Foundation, Artvin Association for Solidarity and Assistance, Istanbul Mentally Handicapped Foundation, Beykoz Black Sea Association, Acarlar Sports Club, Beykoz Business School, Seyhan Youth Hearing Impaired Club Association and Istanbul Civil Towing Association. A total of TL 30,500 was provided to these Foundations and Associations in 2014.

Aldo Otomotiv

Aldo Otomotiv was established in October 2010 as an Audi Authorized Dealer with sales, after-sales and spare parts departments.

Stakeholder Engagement

Regular meetings are held with employees. These include meetings every Tuesday, motivation dinners held every two months and New Year dinners held with Group employees in the second week of

December. In May, we organize a barbecue/swimming party for employees. Our company regularly attending meetings with Doğuş Oto and vdf Factoring, and develops a variety of dialogue platforms in launches.

Employee Development

We paid the registration fees of our primary school graduate employees to help them finish the high school via distance education. We provide online

training opportunities for our employees through the Chamber of Commerce and other educational channels.

Environmental Responsibility

Motion sensor taps are used in our company, By reducing the pressure of the taps in regions of frequent use, less water consumption was achieved. The water in our Company is purified.

A waste storage area behind our company, approved by Ministry of Environment and Urbanization of Turkish Republic, collects waste materials, which are then sent to our contracted recycling companies.

Each employee is expected to be sure that electrically powered equipment that he/she is using is switched

off at the end of working hours, and security officers make second controls. All light bulbs were replaced with energy saving ones.

Our customers are directed to the vehicles with low emissions. During vehicle promotions, by talking about the cars with low emissions, we point out that the brand is environmentally-friendly, and provide necessary information to create awareness among customers on the issue.

Community Investments

Regular donations are made to Lösev and Red Crescent every year. TL 10,000 donation was made during the year. In addition, cash support is provided for people in need through local associations in Mersin. 15 university students are also provided with TL 150 scholarships per month.

Altur Otomotiv

Founded in 1976, Altur began to provide commercial vehicle Sales and After-sales Services in 2005 as Volkswagen and SEAT Authorized Dealer and After-sales Service Center. In addition, it carries out safe used car trade in line with the procedures with DOD dealership. In 2006, the company began to provide Fleet Car Leasing services. As of 2014 year end, Altur provides operational leasing services to 220 institutions with 6,000 vehicles. Located on a total of 35,000 m² area and providing service in an insulated building with solar control systems, the company provides service with a fleet of 8,000 vehicles.

Stakeholder Dialogue

Employee meetings and events are held regularly during the year. We establish dialogue with our customers via e-mail, phone and face to face interviews. Meetings and organizations are also carried

out for leasing customers, potential fleet customers and professional groups. We meet Doğuş Otomotiv in regular meetings, trainings and new product briefings.

Quality Standards

A quality management meeting is held annually within the scope of ISO 9001. All processes are conducted

in accordance with quality standards.

Environmental Responsibility

Sensor activated taps and lighting systems, and energy-saving hydraulic lifts are used within the company. Equipment is used according to OHS standards. Necessary information is provided for employees to act responsibly about the consumption of resources.

Başaran Otomotiv

Başaran Otomotiv Otelcilik Turizm İnşaat San. ve Tic. A.Ş. began as a distributorship of Doğuş Otomotiv Sanayi ve Tic. A.Ş. in Antalya in 1996. Since then, the service network has expanded in the Antalya and surrounding region, opening Başaran Alanya in 2002 and Başaran Fethiye branch in the Muğla region in 2008. Başaran Scania Heavy Vehicles and Antalya Döşemealtı /Yeniköy branch, with new plazas, opened in 2006 and 2009 respectively. Başaran Isparta started to operate in 2010 as the sole Authorized After-sales Service Center in its region. Başaran Oto provides service from a 9,124 m² after-sales service area by 194 experienced employees in Isparta, Fethiye and Alanya regions.

Stakeholder Dialogue

In 2014, we met our employees regularly in meetings and dinners within the Company. Department managers carry out weekly and monthly meetings with employees. Company targets are evaluated with employees, and activities are conducted jointly. Managers receive the opinions of employees during interviews and conduct necessary activities to keep motivation high. Flexibility in working hours is available to employees who are continuing their education during their exams.

Meetings are organized with Doğuş Otomotiv at regular intervals, and we meet officials at periodic visits.

We meet our customers during test drive organizations, held with the support of Doğuş Otomotiv. In addition, customer satisfaction is constantly questioned during product promotions and one to one communications. To ensure customer satisfaction and increase business quality, all systems are reviewed continuously.

Customer Satisfaction

For the product and services to work properly and to be fully understood our sales representatives provide preliminary information and conduct test drives with customers. Visuals regarding the content of the service and warnings are hung on mirror cards in vehicles. Following vehicle delivery, we survey customers through call-backs. Our customers are able to reach us via info@basaranoto.com.tr, through or complaint and suggestion boxes available in our customer lounges.

Safe Driving Training

During test drives, our sales representatives explain the importance of seat belts and safe driving distances, child seats for families with children, switching off front passenger airbag units for the children travelling in front passenger seats, and provide similar information. Seat belt simulation was tested by our customers in 2014 during Traffic is Life! training, provided by Doğuş Otomotiv, and its importance was explained.

In internal trainings, meetings and Doğuş Otomotiv trainings, after providing safe driving training and explaining issues to be considered during driving, customers are reinforced with practices. In 2014, Traffic is Life! training was provided for our employees by Doğuş Otomotiv.

Environmental Responsibility

Warnings are posted in water use areas to reduce consumption; washing guns with reserve water tanks are preferred in washing units to conserve water use. To reduce energy consumption, photocell lighting systems are used in our company, and the front and internal lightings are connected to timer system.

There are visible charts on vehicles to show their emissions rates and customers are informed by sales representatives. Redundant batteries are collected by Purchasing Department and delivered to the relevant unit.

There are also forestation and gardening activities in our company. Regular and general meetings are held with employees to increase environmental awareness, and during daily field tours of After-sales Service and Sales Managers, this issue is discussed.

Demoto Otomotiv

Volkswagen Authorized Dealer Demoto Otomotiv has been providing a superior service approach in Afyon since 2007. The company is built on a 650 m² showroom and a 3,000 m² after-sales service area and provides service in its Volkswagen Passenger Cars and Commercial Vehicles showroom, mechanical workshops, original parts warehouses, guest cafeterias, and administrative and social units. Doğuş Otomotiv Authorized Dealer Demoto Otomotiv brings solutions for all the needs of the automotive industry from Sales and After-sales Services to loan services under a single roof, with 63 experienced, well-trained employees, for Volkswagen customers.

Quality Standards

Our operations are conducted in line with ISO 9001 and TSE standards.

Employee Satisfaction

We meet our employees in weekly meetings and monthly dinners. Customer satisfaction surveys are regularly implemented in our company. In addition, there is a platform through which our employees can always communicate their suggestions to the management.

Our employees receive 45 hours of technical and

non-technical training during the year. We also provide opportunity for our employees, who are trying to finish high school, to attend open education.

The performance of our employees is evaluated regularly. The employee of the month is selected within the company, who receives a gold coin.

Employee Health and Safety

Weekly controls are conducted by occupational safety and health experts within the company and all employees go through an annual health check. Necessary measures are taken to prevent any

accidents that may occur while working, and all necessary equipment to ensure occupational health is used. Our on-site physician informs employees about contagious diseases each year.

Environmental Responsibility

We aim to decrease water consumption by using machines whose pressure is increased. Waste batteries and paper are collected and sent for recycling. The treatment system and channels available in washing areas are cleaned once a month.

The river flowing in front of the company is cleaned by our company every month. By conducting a meeting with employees once a year, we provide information to increase environmental awareness.

Community Engagement Studies

We provide support for students to practice on by sending parts to Vocational School laboratories we

cooperate with.

General Oto

General Oto has provided service since 1997 as Volkswagen Authorized Dealer and After-sales Service Center. It has a 4,000 m² service area in 4.Levent, Istanbul, with a Volkswagen Passenger Cars and Commercial Vehicles showroom, mechanical workshops, original parts warehouses, guest cafeterias, and administrative and social units.

Stakeholder Dialogue

"Annual Briefings" are made to our employees, wherein targets, performances and profit ratios of the company are shared with them directly. In addition, weekly Sales and After-sales meetings are held, and we also come together on special occasions. There is a suggestion box in our company for employees to submit suggestions. A committee, elected by employees, monitors the suggestions regularly and

shares them with the management and, after the managerial evaluation, practical suggestions are implemented.

Meetings are held at regular intervals with Doğuş Otomotiv. We constantly establish dialogue with our customers via website and social media channels.

Quality Standards

Like all Authorized Dealers and After-sales Service Centers, ISO 9001 quality standards are applied in sales and after-sales services. "Customer table" meetings are scheduled for every month. In these meetings, the complaints received in the previous month are evaluated and suggestions are discussed to prevent the repetition of problems. Solutions are shared with the advisors and necessary actions are taken immediately.

The trainings of our security officers are regularly carried to transmit our corporate culture. To keep employee turnover at minimum, we carry out projects to increase employee satisfaction.

Studies have been initiated to evaluate the work carried out by our suppliers. A form was created for each supplier for the assessment of received services. In 2013, we signed a contract with our suppliers in which occupational safety was prioritized.

We constantly develop our quality studies to increase customer satisfaction. The first maintenance of a vehicle after the sale is completed in 60 minutes by 6 technicians. Our on-site receiving and delivery service is constantly developing. 2 foremen review the appointments a day in advance, and refer vehicles they consider problematic, before the Service Advisors.

Customer Satisfaction(G4-PR5)

Our sales advisors explain all information about the vehicle to the customers prior to vehicle delivery. With our BAK (Dialogue/Reception) Service, customers are informed with the warning cards on the rearview mirror of the vehicles coming out of maintenance. In the Vehicle Admission Department, customers receive brochures about original replacement parts. We plan to share visuals on this issue in our Facebook page.

Within three days after the After-sales Service, customers are called and if there is dissatisfaction or misunderstanding, authorized employees solve the problem. In addition, all requests and complaints are followed through Turkuaz System.

Satisfaction surveys of our customers are monitored and the results are immediately evaluated. We also carry out surveys with customers while they are waiting for their vehicles in the waiting room of the After-sales Service Center. The results are directly shared with Department Managers. Our customers can also communicate their suggestions and complaints through Mystery Customer survey. In addition, the satisfaction levels of our customers, acquired through the surveys applied by Doğuş Otomotiv, are also monitored.

Occupational Health and Safety

Our company has an on-site physician on certain days and hours. After our employees have undergone health controls, training on occupational health and providing a safe environment in the workplace was organized with the participation of an Occupational Safety Specialist and the Company Physician. 47 employees were vaccinated against flu and 54 employees against tetanus.

Environmental Responsibility

Recycling bins are available in certain areas our company for paper and similar wastes of our employees.

The lamps in showrooms that were consuming high electricity, were replaced with LED lights.

Local Community

We provided support for the equipment of Ulubatli Hasan Vocational Training Center. Free internet is provided to a limited area near the company.

Lena Otomotiv

Volkswagen Authorized Dealer Lena Otomotiv has been providing superior service approach in Aydın since 2001. The company is has a 900 m² showroom and a 1,850 m² after-sales service area and provides service with its Volkswagen Passenger Cars and Commercial Vehicles showroom, mechanical workshops, original parts warehouses, guest cafeterias, and administrative and social units. Doğuş Otomotiv Authorized Dealer Lena Otomotiv brings solutions for all the needs of the automotive industry, from sales and after-sales services to loan services under a single roof with 140 experienced and well-trained employees, for Volkswagen customers.

Stakeholder Dialogue

Our customers, employees, suppliers and Doğuş Otomotiv are stakeholders that we have direct relations with. We regularly carry out seminars and meetings with Doğuş Otomotiv, communication is provided via phone and e-mail. We communicate with our customers via phone, text messages, website and

e-mails. We come together with employees in such events as barbecues, New Year celebrations, boat tours etc. We communicate with our suppliers through visits, phone and e-mails, and organize dinners occasionally.

Quality Studies

All processes are in accordance with ISO 9001 quality standards, targeting highest quality. Every year, internal targets are determined, and situation assessments are carried out with employees on a monthly or annual basis. We are trying to maintain the

highest level of satisfaction among our customers by receiving and delivering their vehicles wherever they want, offering replacement vehicles and transporting them with alternative vehicles.

Environmental Responsibility

The wastes in our company are stored in a manner that will not harm the environment, and regularly delivered to recycling companies we are working with. We carry our forestation and greening activities in our company.

To raise awareness about environmental responsibility, employees are informed with presentations in regular meetings. Energy-saving bulbs are used, unnecessary lights are switched off during the day, and all lights are switched off by the employees on duty after the end of workday.

In addition, trained employees provide information about environmentally-friendly vehicles to our customers during vehicle promotions and test drive days.

Community Investments

In 2014, a sports field (tennis/basketball courts, table tennis, etc.), a green area and a playground were created in our present site for our employees and customers. In addition, we support Social Services and Child Protection Agency and Aydın Youth and Sports Club.

Bearing the names of our elder family members, the constructions of Hacı Celal OTO Elementary School

in Aydın in 1996 and Hacı Leman Oto Elementary School in Denizli in 2004, were supported. The needs of the schools are provided by our company every year. The exterior door of Hacı Celal OTO Elementary School was replaced by our company in 2014. Replacement parts are given to Aydın Mimar Sinan Industrial Vocational High School, with the approval of the distributor.

Mercan Otomotiv

Mercan Otomotiv has been operating in Edime since 2006 as a Doğuş Otomotiv Authorized Dealer and Aftersales Service Center. Located on a 900 m² showroom and a 1,214 m² after-sales service area, it brings solutions for all needs of the automotive industry from sales and after-sales services to loan services under a single roof with 42 experienced employees.

Stakeholder Dialogue

Our managers conduct monthly meetings with all employees. In addition, motivational dinners and barbecue parties are held with employees at regular intervals. We come together with Doğuş Otomotiv at periodic meetings. Our customer representatives communicate regularly with our customers on different platforms.

Occupational Health and Safety

Safety in Traffic Training is provided for our employees to help them inform our customers accurately. 45 people were provided with this training in 2014. Final control officers going for test drives remind customers that wearing a seat belt is a legal requirement for both

of them. Safety-related articles in vehicle delivery forms are read by customers and their signatures are taken. In addition, customers are informed about legal speed limits. We are trying to raise awareness with warning signs around and inside the facility.

Environmental Responsibility

By placing warning signs inside the facility that the employees and customers can see, we are trying to create environmental awareness. In addition, we prefer to store information in digital environment or inform through e-mails instead of print-outs to reduce paper consumption, and our employees are regularly updated about all kinds of environmental consumption.

Support to Local Community

We provide regular financial support to Seyrantepe Yeşilce Sports Club, Sanayi Mahallesi Sports Club, Gümüşhane Sports Club, Youth and Sports Association, Bayburt Sports Club and Şirintepe Sports Club.

We provide free internet access during working hours for the surrounding region of our concept building.

Donations are made to technical schools in our region at certain periods, and parts are provided. In addition, scholarship assistance is provided for 25 students.

Two 112 emergency service centers were established, in Keşan and Erikli, on behalf of Kerami Mercan.

Opat Otomotiv⁵⁰

Volkswagen Authorized Dealer Opat Otomotiv has been providing a superior service approach in İçel since 1996. The company is built on a 1,000 m² showroom and a 2,800 m² after-sales service area and provides service with a Volkswagen Passenger Cars and Commercial Vehicles showroom, mechanical workshops, original parts warehouses, guest cafeterias, and administrative and social units. Doğuş Otomotiv Authorized Dealer Lena Otomotiv brings solutions to all needs of the automotive industry from sales and after-sales services to loan services under a single roof with 135 experienced and well-trained employees, for Volkswagen customers.

Customer Satisfaction

During vehicle delivery, our customers are provided with information regarding the use of seat belts. The status of vehicles is monitored via Turkuaz System during the year, and customers are reminded of maintenance days, insurance dates and examination dates. The reasons for operations in after-sales service and maintenance of vehicles are explained to customers during the delivery, together with their

connection to vehicle and customer safety.

During vehicle delivery, our customers are fully informed. For example, line drivers in transportation are provided with Doğuş Oto approved safe driving techniques training regarding fuel savings and safe driving, and they are certified after the training.

Environmental Responsibility

Our air-conditioning systems were renovated in 2014 to reduce energy consumption. All bulbs used for

lighting are energy-saving. Motion-sensitive lighting systems are used in the toilets.

⁵⁰ Opat Otomotiv and Aldo Otomotiv are legally established under the same organization. Therefore, the practices of both companies are similar in terms of Corporate Responsibility performances.

Özsa Otomotiv

The Volkswagen Authorized Dealer and After-sales Service Center Özsa Otomotiv⁵¹ was established in Kayseri in 1995. Built on a 1,200 m² showroom and a 6,500 m² after-sales service area, Özsa Otomotiv provides service with 148 experienced employees.

Stakeholder Dialogue

A system in the company enables employees to reach senior management at any time they want. Constant communication is ensured among employees and Department Managers with monthly meetings, general meetings and individual interviews. Holiday organizations outside the city are carried out to increase the motivation of employees, at various times of the year. In addition, we come together in backgammon tournaments, dinners, birthday celebrations etc.

We fully participate in all trainings and meetings organized by Doğuş Otomotiv.

We meet our customers in such organizations as vehicle promotions, test drives, barbecues and dinners. In addition, our Sales and After-sales Services Teams visit our fleet customers and listen to their requests and suggestions; activities regarding these issues are conducted as well. We also celebrate special days of our customers through our Facebook page.

Employee Health and Safety

The health and safety of our employees is among the priorities of our company. Our company physician carries out the health controls of our employees two days each week, and monthly examinations are conducted regularly.

We constantly monitor operating instructions regarding employee safety and preventing accidents. Our employees are informed on these subjects in meetings. During the briefings with employees, such issues as social and family life and budget management are discussed as well as health-related issues.

Environmental Responsibility

Energy-saving bulbs are used throughout the company. All electrically powered tools are switched off during department breaks. Plaza Totems have timer systems. Sensor taps and lamps are used in the toilets. Working hours are arranged to better benefit from the daylight during winter months.

We deliver waste oil, oil filter, pressured vessels, cells, batteries, and tires with the national waste form to contracted recycling companies.

Information is shared on the benefits of energy and water savings in business and private life, as well as saving methods, to raise environmental awareness among our employees in one to one interviews and meetings. Using both sides of the paper is

encouraged and informative messages are available in the photocopy room and printer areas.

To promote environmental awareness among our customers, priority is given to environmentally-friendly vehicles in sales. Low energy consumption and the associated financial and environmental advantages are explained to customers by our Sales Advisors. The boxes in which waste batteries and other wastes are collected, are displayed in areas visible to our customers.

There is a 400 m² of green space in front and side areas of our facilities, and flowers and grass are planted in this green area according to the season.

⁵¹ ÖZSA Otomotiv was Doğuş Otomotiv Authorized Dealer and After-sales Service Center in 2014. Since the transfer of ÖZSA will be completed during the reporting period, it will be excluded in subsequent years.

Tamaş Otomotiv

Tamaş Otomotiv, providing service in Istanbul since 2000, is built on a 1,895 m² showroom and a 7,500 m² after-sales service area. Bringing solutions for all the needs of automotive industry from sales and after-sales services to loan services under a single roof, Doğuş Otomotiv Authorized Dealer Tamaş Otomotiv provides service with 160 experienced employees.

Stakeholder Dialogue

We meet employees in on-the job meetings, social events and workshops are carried out regularly every month. Dialogue platforms with employees are created during Mother's Day, Women's Day, New Year, Religious and National Holidays, Iftar dinners, birthdays and introduction meetings of newly recruited employees. We come together with After-sales Services Teams for breakfast every Tuesday, Foremen every Monday, other departments at noon. In addition

to the meetings conducted with employees at certain days and intervals, they can communicate with senior management at any time, in accordance with our open door policy.

We visit Doğuş Otomotiv 2-3 times a year, and they carry out monthly visits to us.

Quality Standards

Our ISO 9001-2008 certificate is valid until 2017.

Employee Development

Technical and vocational trainings, including occupational health and safety and fire and first aid, are provided for our employees.

Our primary and middle school graduate employees are encouraged to attend evening high school. All our high school graduate employees are encouraged to continue their education in OEF (Open Education Faculty). ÖSYM (assessment selection and placement center) exam schedules and Open Education registration dates are placed on boards,

and registration dates are announced within the company. Necessary permits are provided for exams. Our employees in graduate studies can leave work early when necessary, without compromising their income. If the school hours of employees continuing their education coincide with working hours, they are provided with paid leave to attend the courses. We also monitor the success of our employees at the end of every term.

Environmental Responsibility

We have a Savings Measures Committee in our company, which is responsible for preparing precaution studies and making necessary announcements to company employees. The committee, chaired by the Administrative Affairs Manager, evaluates suggestions of bi-monthly Occupational Health and Safety meetings. Also, three additional sub-committees, After-sales Services, Sales and General Management, can collect verbal suggestions and mail them to the Committee Chair through a special e-mail address created for suggestions.

An illuminated warning system, activated when the air conditioning systems begin, closes the windows to prevent heat loss. The lights are switched off when

they are not needed and sensors are installed in appropriate areas.

We have been receiving the recommendations of our employees on environmental savings since February 2014, and their savings suggestions are rewarded with a certain percentage of the savings. Examples from suggestions include:

- Switching off toilet lights 1-2 hours after working hours by security employees,
- Using every second fluorescent light in mezzanine floors.
- Lowering temperature of tap water from 40 degrees to 37,
- Using water filtered by a purification system in the kitchen and workshops instead of buying it.

Dialogue with Local Community

To avoid any inconvenience to the public living in the area in which we operate, new car delivery is made by the logistics company in the scheduled hours at night and in the early hours, vehicles unloaded remote from residential areas. The complaints of residents about the increasing noise during these hours were discussed and measures were taken to reduce the

negative effects.

Veterinary controls of the animals that are living in our region, and in need of help, are also performed by our company.

Vosmer Otomotiv

Vosmer Otomotiv A.Ş. is among the Doğuş Otomotiv Authorized Dealers and After-sales Service Centers and provides sales and after-sales services of Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Porsche, SEAT, Skoda, DOD and Scania Engines brands. Vosmer Otomotiv is Doğuş Otomotiv and Yüce Oto Authorized Dealer and has been providing sales, after-sales services, original spare parts, used car trading, vdf (Volkswagen Doğuş Finance) and insurance services in the Alsancak, Gaziemir and Bayraklı showrooms since February 2009, September 2010 and August 2012, respectively.

Stakeholder Dialogue

In addition to weekly, annual and one-to-one meetings, we come together with our employees in various motivational activities such as New Year parties, department dinners, barbecue parties held every six months, internal backgammon tournaments, and Vosmer football team games.

There are Sunday breakfasts for all brand customers

during certain periods. In addition, Sales Advisors visit our customers periodically.

In addition to regular meetings with Doğuş Otomotiv, business communications with all companies are carried out via periodic e-mails, calls and visits.

Quality Activities

Quality and target meetings are conducted to raise quality standards, with the participation of the Board of Directors and Sales and After-sales Service Center Managers of all brands, at the beginning of the year. Quality targets are explained to teams by managers. We announce the achievement rates of targets during meetings held during the year; measures to be taken in case of deviations are evaluated. Alsancak and

Gaziemir locations undergo ISO audits once a year.

In 2014, a Compliance and Audit Directorate was established to actively control and audit the productivity and efficiency of business processes, accuracy, and reliability of financial practices in Vosmer.

Employee Health and Safety

Employee health and safety is among the priorities of our company. Necessary internal measures are taken for occupational health and safety of our employees, trainings are provided and audits are performed. Our occupational health and safety expert performs weekly showroom and atelier audits. In addition, particular employees are provided with occupational safety training as appropriate.

Customer Health and Safety

Our Sales Advisors provide information to our customers about the security equipment in our vehicles and explain their functionality and benefits. Especially in test drives and vehicle delivery, customers are briefed about such topics as the need to reduce speed before entering a curve, to look further as the speed increases, braking and stopping distance is different at every speed, the need to concentrate on the road and not on others in the car while driving, and the importance of wearing seatbelts.

An online satisfaction survey is carried out to ensure sustainable customer satisfaction and evaluate their feedback. Customers are called three days after vehicle delivery to check their satisfaction. In addition, our customers can communicate their requests and complaints through our website. These issues are evaluated within the company and constructive measures are taken.

Environmental Awareness

There are stickers urging water use reduction in the restrooms, and to switch off the electricity in locker rooms and other rooms. To raise awareness among

our employees on this issue, trainings are organized with the support of our solution partner providing environmental consultancy.

Additional Disclosures

Corporate Responsibility Performance of Our Affiliates

LeasePlan

Founded in the Netherlands in 1963, LeasePlan is the world's largest fleet leasing company with over 50 years of experience, running a huge fleet of 1,400,000 vehicles in 32 countries on five continents, with 6,800

employees. LeasePlan Otomotiv Servis ve Ticaret A.Ş. is a subsidiary⁵² of LeasePlan Corporation N.V. and Doğuş Otomotiv Servis ve Ticaret A.Ş., and operates in Istanbul.

Governance Structure

LeasePlan Turkey's Board of Directors consists of five members who annually elect their chair and vice chair (who has the power of attorney in case the chairman is not present). The management of the company and its external representation is vested with the Board of Directors. The CEO, General Managers and Deputy General Managers are all appointed by the Board of Directors.

The Chairman and the members of the Board of Directors of LeasePlan Turkey don't have an executive role.

Stakeholder Engagement in LeasePlan

LeasePlan Turkey implements many programs each year to establish direct and open communication with its employees. Briefings regarding the company's general situation, financial results and operations are held for all employees every quarter.

Annual events are organized where employees and customers come together. A quarterly e-newsletter is sent to customers and vehicle drivers, and the sales department meets customers regularly during the year.

LeasePlan Turkey regularly meets its suppliers, every three months on average.

We also provide regular communication for our stakeholders through www.leaseplan.com.tr, and potential customers through www. tiklakirala.com.

Quality Processes

The Process Management Department of the company was founded in August 2012. Within the scope of departmental activities, improvement studies were conducted for 7 processes in 2014, selected according to matrix evaluation. In matrix evaluation, processes with highest values are presented by conducting ratio-score calculations of complaints, operational losses and critical processes. Value flow charts of processes with the highest score are created in this assessment and value flow maps are developed to increase efficiency. At the end of the studies, action plans were completed and process measurements began.

Procedures for vehicle refunds, document and records controls, internal audits, trainings and recruitments were established, and complaint management procedures were revised, in anticipation of the Wear&Tear for the TUV NORD Fair in 2015. According to the business processes management plan, value flow charts, action plan follow-ups, process maps and monitoring, and control studies became management priorities. Therefore, every quarter detailed progress reports have been required from process managers, and the whole operation is managed by senior managers.

Within the scope of Process Management, 8 hours of lean training was provided to directors and process managers, which build the first step of disseminating the targeted lean thinking approach.

Suppliers

The following articles will be added to the LeasePlan supplier selection criteria and supplier contracts as of 2014:

- 1. take, implement and organize all necessary occupational safety measures for the related works, and provide necessary materials;
- 2. carry out all required risk analysis of related operations and take appropriate measures;
- 3. ensure that employees in operations have had general occupational health and safety trainings;
- 4. employ only those with health insurance and social security;
- 5. employ healthy and physically appropriate staff;
- 6. provide necessary personal protection materials, assign them individually, and ensure their use and control;
- 7. provide well-maintained, solid and adequate tools and equipment;
- 8. employ only those over the age of 18 in heavy and dangerous work.

We had 600 registered suppliers in 2014. All suppliers can be classified as local.

Ethics

Our values and business management standards are included in our Code of Conduct. In line with the "Incident and Fraud" policy, any employee who suspects any incidence of corruption can send the incident up to the level of the Board of Directors. Our employees have all types of channels for reporting their concerns about offending behavior to the Local Compliance Officer as stated in our 'whistle-blowing' policy.

There are e-learning and regular reminder procedures regarding human rights in LeasePlan Turkey. The commitment of employees to company policies and the adequacy of their knowledge regarding procedures are surveyed regularly during the year.

Environmental Responsibility

Waste Management

2,400 tires were recycled through LASDER within the scope of LeasePlan waste management in 2014. We also provide financial support for recycling of waste spare parts at Authorized After-sales Service Centers.

Waste paper is collected in the boxes of Ayhan Şahenk Foundation and plastic wastes are collected in the waste boxes of the courier company regularly.

LeasePlan Paper Consumption	2013	2014	
Amount of paper consumed (kg)	1,254	1,650	
Amount of paper sent to recycling (kg)	625	1,280	

Emissions

The Kağıthane OfisPark project, where our new office is located, holds the LEED GOLD certificate. Trane brand RTAC375H model devices are used for the conditioning of cooling system water. The gas (134a), used as cooling groups refrigerant liquid within the scope of LEED criteria, was proved by several researches to be environmentally-friendly and not harmful to the ozone layer.

Within the scope of our Human Resources Policy, the right of our employees to work from home for two days a month has been extended to 4 in 2014, in order to decrease time spent in traffic and support the work-life balance.

The Kağıthane Ofis Park building, where our new office is located has LEED (Leadership in Energy and Environmental Design) certificate, given by the U.S. Green Building Council. The project implements several related criteria such as the re-use of land, maximum benefit from the daylight, ensuring high insulation values at the coating of building, use of recyclable material, use of appropriate material for increasing indoor-living quality, and use of efficient engineering systems for optimizing water and energy consumption.

Support to Environmental Approaches

LeasePlan aims to provide sustainable fleet management for its customers while developing their fleet strategy and a new vehicle policy. Our Fleet Balance product, offered in this context, helps customers to balance environmental, social and economic factors in fleet management strategy.

Exhaust inspections of the vehicles leased within the company are regularly performed.

Employees

Occupational Health and Safety

During the year, 16 newly recruited employees were provided with eight hours training on health and safety issues. The trainings of newly recruited employees and those who have not completed their training yet,

continue in accordance with plans. In addition, 10 people were provided with five hours training on Fire Safety and Search-Rescue.

Human Rights

Equality at Work

At the end of 2013, LeasePlan became a member of the Equality at Work Platform, initiated in Turkey by the Ministry of Family and Social Policies. A study on this subject was also launched in all the countries where LeasePlan operates. The LeasePlan Code of Ethics covers discrimination-related issues as well.

As stated in the LeasePlan Code of Ethics, LeasePlan Turkey and its employees show utmost effort on such issues as: respectful and thoughtful behavior,

attitude, manner, appearance; ensuring internal hierarchy; compulsory attendance; sharing information with colleagues; transfer/delivery obligations; equal opportunities; HR regulation on equal opportunities in employment; Human Resources Policy; Code of Ethics and Code of Conduct; ensuring compliance to provisions and policies of Disciplinary Regulations. The Code of Ethics document is shared with and signed by employees when they are recruited.

Product and Service Responsibility

Customer Health and Safety

- To ensure the health and safety of our customers, all maintenance and repairs of vehicles are performed by Authorized After-sales Service Centers.
- Air and pollen filters are changed regularly; exhaust inspections are carried out in TÜVTürk stations.
- Tires must be changed after maximum 50,000 kilometers; customers are directed to authorized tire dealers for necessary changes.
- During the regular maintenance of vehicles, any
- appropriate additional maintenances and repairs recommended by Authorized After-sales Service Centers are carried out to prevent situations that may threaten the health and safety of the users.
- To ensure user safety in winter conditions, we supply winter tires for users who do not have a winter tire allowance in their contracts, in accordance with the right to change tires after 50,000 km.

SafePlan Application

In 2013 we developed SafePlan, which assesses the risk level of car users in traffic and reduces the risk level of fleet vehicles. The plan was prepared with the partnership of VVCR Europe and Cranfield University. It includes assessments and training to determine driving profiles of users through online tests, who are then evaluated by a supervisor during time spent in traffic. The instructor relays information about how users can improve their driving skills, and environmental factors they should consider while driving. The application, encouraging users to exhibit more responsible behavior in traffic and improving their driving skills, also provides online training modules to improve deficiencies or inadequacies in their drive or behavior in traffic.

Our suppliers are required to use original spare parts to ensure health and safety of our customers, so we work only with After-sales Service Centers that can fulfill this request. Thus, we prevent the use of non-original spare parts that may contain raw materials with carcinogenic asbestos.

Payment of taxes, traffic insurances, traffic fines of the vehicles and their inspection procedures are conducted within legal time limits.

Customer Satisfaction

We measure customer satisfaction through a Customer Loyalty Survey (CLL) and a Driver Satisfaction Survey (DSS) each year, conducted by an independent research company, TNS Turkey, which carries out the survey with the help of decision-makers, who evaluate the operational leasing offers and are authorized in the fleet management of their company. In 2014, 200 customers participated in the survey, and the T*RIM score was 80.91%

of LeasePlan customers stated that working with LeasePlan provides them ease of work, and 86% feels that working with LeasePlan brings them success. The DSS survey was delivered to 3,776 LeasePlan leased car users via e-mail by TNS Netherlands. According to the survey results of 741 drivers, the T*RIM score was measured as 73, an increase of 10 points compared to 2013.

Informing About Products and Services

Information booklets and damage record kits are provided for LeasePlan leased car users during vehicle delivery, to provide information about the procedures they should follow in case of emergencies, and information about fire extinguishers and toolboxes. The fire extinguishers are purchased from companies who

fill in line with ISO standards and have TSE (Turkish Standards Institution) certificates. The content and materials of traffic sets are supplied in accordance with the standards specified in the regulations. Snow tire chains are supplied from brands complying with TSE and ISO standards as well.

Confidentiality of Customer Information

Confidentiality is crucial for LeasePlan; hence we have an "Information Security Top Executive" and an "Information Security Manager". Applications with internet access go through penetration tests and each internal project is developed in line with our policy of information security.

Training is organized every year for raising awareness

among company employees on information security. As stated in LeasePlan Code of Ethics and Code of Conduct, we attach great importance to confidentiality of customer information. We only collect the personal information of our customers for clearly specified, pre-defined and legal reasons, and use these in accordance with the laws and regulations.

Marketing Communication

Permission marketing rules apply for membership on the TıklaKirala website and the newsletter subscription through leaseplan.com.tr. Related articles are included in legal disclaimer statements. We comply with sectoral competition rules in the fields of advertising information and releases.

vdf

Volkswagen Doğuş Finans was established in the partnership of Volkswagen Financial Services A.G (51%) and Doğuş Group (49%) in 1999, to provide financing services for Volkswagen Group brands (Volkswagen Passenger Cars and Volkswagen Commercial Vehicles, Audi, SEAT, Skoda, Porsche, Bentley, Lamborghini and Scania) and offers loans for used cars within DOD, the used car trade and exchange brand of Doğuş Group.

vdf makes a difference in the industry by offering car loans from a single point and with a single payment plan, together with insurance and after-sales services, Its expertise in car loans enables it to offer new and exclusive financial products for the needs of its customers, and helps them achieve their dream cars before they leave the dealership. The customer-oriented service approach, competitive interest rates and flexibility in payment plans are the most important differences that separate vdf from its peers.

Sectoral Collaborations

To produce collective solutions to the problems of the sector and to ensure synergy, vdf is a member of Financial Corporations Union. vdf surveys the financial performance of its customers with its "Risk Center" to foresee sectoral risks.

Other Memberships

- Equality at Work Platform
- Financial Literacy Association (FODER)

Quality Studies

To increase quality standards and efficiency, positionbased job descriptions and competency sets were reviewed and updated. The relevant application was initiated in 2013 and completed at the end of 2014. In the process, each position was evaluated by the Human Resources and other relevant department managers; necessary amendment proposals were received by Human Resources Department and position based updates completed.

Supplier Management

In selecting our suppliers, we act together with the joint purchasing group of Doğuş Group, depending on the subject. In retail purchases, we receive bids from at least three suppliers and take into account such issues as environmental responsibility, measures taken against corruption and bribery, granting social rights

of employees and the company's ethical stance in the decision process. The criteria we pay attention to while choosing suppliers are quality, price advantage and temporal gains. All purchases are carried out from headquarters.

Employees

Employee Benefits

Our full-time employees have the following fringe benefits (which are different from our part-time employees):

- Private health insurance
- Private life insurance
- Bonus
- Graduate Scholarship
- Support for foreign language education
- Vacation permit entitlement based on the date of recruitment
- Birthday permit

All employees have the same rights in the other working conditions. Fringes benefits such as cell phones, lines, vehicles, representation allowance limits are available for employees working in senior management positions. The pension plan of the national Social Security Agency is implemented in our Company. We do not have any employees subject to collective bargaining agreements. Notice periods are in accordance with the Labor Law.

Employee-Senior Management Relations

In "Motivation Meetings" held with the participation of all employees, the previous year's performance is evaluated and objectives for the following year are determined. The meetings are organized for recreational and motivational, as well as informational purposes, and contain a variety of events and a final party.

Senior management meets the rest of the managers every quarter to learn about developments in the company and our road map, conducts periodic employee briefings, and later shares the outcomes with all employees.

Achievements with direct impact on the company's main objectives are announced to the entire company

and recognized by senior management. Related employees meet senior management for lunch, and achievements are celebrated. Coming together at such events as birthdays, celebrations and special occasions strengthens senior management-employee communications.

By performing one-on-one interviews with employees under the title of "Conversation with Human Resources", vdf Sigorta Aracılık Hizmetleri A.Ş. conducted a more detailed satisfaction study.

The employee council, which will be established in 2015, will carry out activities to represent employees.

Employee Health and Safety

We have a Company Physician and an OHS Specialist providing consultancy service regarding Occupational Health and Safety. Our Occupational Health and Safety Committee and the Emergency Teams, who have received necessary trainings from authorized institutions, consist of 36 people and account for approximately 6% of our employees. Our teams and procedures were prepared in line with relevant regulations.

We conduct the maintenance and controls of fire extinguishers, electrical systems, ventilation systems, technical equipment (in coordination with the building management), conduct grounding measurements, and analyze and purify drinking and potable water within the scope of Occupational Health and Safety Services. Lighting and thermal comfort is measured. Dangers and risks, detected by our specialist and physician during regular field trips, are resolved.

Fringe benefits, such as private health insurance and free health check-ups, are available within the scope of employee health; workshops on drinking water and treatment systems are conducted and seminars on balanced diet organized.

All employees in our company receive instruction with regard to employee health and safety. Eight man/hour trainings are given by the OHS specialist and the company physician. All subjects specified in the regulations are covered in the trainings, which occur for new employees every month. Our Occupational Safety Specialist provides emergency plan training to emergency teams every year.

Our company is in the category of companies with low risks because of the sector in which we operate. Any risky subject is carefully taken into consideration by our OHS Officer with the Administrative Affairs Team and the Human Resources department, and detected risks are addressed.

There were no work accidents in 2014. For possible cases in our company, Accident Investigation Procedures and minutes are recorded and available.

Employee Satisfaction

An "Opinion Barometer" survey, conducted to Volkswagen companies every year by Volkswagen FS AG, is applied to vdf employees within the scope of Employee Satisfaction. We participated in this survey and the 'Great Place to Work' platform in 2014; employee loyalty and satisfaction were measured in a comprehensive manner. The outcomes were evaluated by departments; ideas relating to satisfactory points and expectations were shared.

A more detailed satisfaction study was conducted face to face with the employees of vdf Sigorta Aracılık Hizmetleri A.Ş. under the title of "Conversations with HR" in 2014. The results can be summarized as follows:

Our employees

- are highly committed to the company,
- are happy to be a young and dynamic team,
- · can easily be motivated, want to be noticed,
- want to learn continuously,
- are very pleased with HR training, they believe it is valuable,
- expect most of all that their successes are recognized and appreciated,
- feel that it is important for them to be known by senior management.

After these interviews and meetings, action plans for 2015 were created (Employee Council, vdf Value Representatives, Focus Group, FunPractical Workshops, Team Coaching, etc.) and a long-term training/development process was initiated with the support of a consulting firm.

To increase customer satisfaction, gifts were given during Mother's Day, Father's Day, Women's Day and other special occasions in 2014, and a vdf values study (competition and award process) and similar organizations were conducted.

In 2014, to measure employee loyalty and satisfaction in a more comprehensive way, we participated in "Great Place to Work". Our company was placed in the Best Employers 2015 List, in the category of companies with 50-500 employees.

Our annual vacations are more generous than the Labor Law requires: after the first year, 12 working days and after the second year 17 and 22 vacation days are allowed.

Employee Suggestion System

Our suggestion system, called "vdf"ce" (for vdf) is in the process of revision. We are planning to open the system for suggestions in 2015-2016. Within the scope of vdf'ce, innovations for the development of business processes were implemented as well as birthday leave, no dress code on Fridays and removing necktie obligation for male employees.

A communication environment was provided for employees to openly submit their proposals about their jobs and the issues related to the company; they can communicate written or verbal suggestions for the improvement and development of their own business processes to their supervisors and Human Resources department.

At the end of 360 Degree Management/Innovation Program, the projects created with the suggestions of participants in line with vdf Values, are directly presented to senior management and implemented in line with their compliance.

Within the scope of the Lean Management process, launched with the support of Doğuş Holding to review organizational processes and to conduct necessary improvements and arrangements, all the major processes were reassessed with the participation of department employees and managers, and process improvement plans and projects were initiated.

Training

The development of our employees is supported with graduate scholarships, English language support programs, personal development programs, and technical and vocational training. In addition, we have special discount agreements with some universities and language schools.

Our training needs are formed in parallel with our company strategy and values, and determined in department meetings. An annual training catalog, prepared in this regard, is offered to our employees. By including internal trainings in our annual training

catalog, employees who are experienced in their fields are supported as trainers.

Within the scope of Talent Management Circle created by Volkswagen FS AG, country director nominees, managers and deputy managers who are candidates for advancement to country manager position in the medium term are included in Assessment Center application and supported with special training/development programs.

Performance Management

vdf Performance Management System is used as an efficient and important management tool which enabling guidance of added value to employees in line with common objectives and targets, by integrating company targets with individual targets.

The evaluation of the company's previous year performance and the following year's targets are shared by senior management during company Motivation Trips, organized every year for all employees. All employees, starting from senior management, are informed about the targets.

Individual performance of our employees is evaluated and developed through our Performance Management System together with the overall performance of the company, and employees who show outstanding performance are determined and recognized. Performance evaluation forms the basis of our remuneration (salary) and rewarding (bonus) systems.

Demonstrating expected performance is a prerequisite for vdf's Employee Support Program (Graduate Scholarships, English Language Support, Personal Development/Technical/Vocational Trainings), which was created to support the career development of our employees.

In line with the shareholding structure of our company, international employee exchanges are supported, considering employee requests, needs and available positions.

Local Employment

Within vdf Sigorta Aracılık Hizmetleri A.Ş. structure, we have many branches in various provinces of Turkey in addition to Istanbul, and all employees in

those provinces are recruited from the local area; they comprise 16% of the total workforce.

Equality at Work

Within the scope Equality at Work Platform, implemented as a project of the Ministry of Family and Social Policies and supported by Doğuş Group, the subject of supporting women in business life and creating equal opportunities is monitored by vdf Human Resources Department and senior management.

The Equality at Work Follow-up Survey, filled out every six months by vdf, is performed in all Doğuş Group companies. Currently, we have established a balance between the number of female and male employees at all levels within the company.

Mother-Infant Policy

Parental leave rights, determined in accordance with the Labor Law, are granted before and after the birth by vdf. Breast-feeding allowance is applied collectively as one day a week. Our employees can also take unpaid leave up to 6 months after giving birth, with senior management approval. Breast-feeding rooms are under construction.

Ethical Principles

Our company has the "Ethical Principles and Rules Procedure" and all employees are expected to comply with ethical principles; their acknowledgment is available in employee files. Newly recruited employees read this procedure and state for the record that they will comply with it.

Fight against Corruption

Bribery and anti-corruption issues are mentioned in our Human Resources Procedure. In case of an event, necessary intervention is made, utilizing the expertise of our Internal Audit, Legal and Human Resources units. The training on the prevention of criminal money laundering and terror financing, received by all employees in previous years, is renewed every 2-3 years. However, no training was provided on this issue in 2014.

No corruption cases occurred in our company in 2014.

Customers

vdf Consumer Satisfaction Survey is carried out by TNS research company every year. Our customers can communicate all kinds of suggestions and complaints via our website and e-mails. Customer information is not shared with third parties. No complaints regarding the violation of confidentiality of customer information were recorded in 2014.

Marketing Communication

Commitments to principles on morality, integrity, social responsibility, accuracy and respect for consumer rights are taken into consideration in our marketing communications. In addition, we adhere to the rules of competition law in communication. In marketing communication activities, we comply with laws and regulations related to advertising and marketing communications. In all services we receive from creative advertising, public relations and digital

advertising agencies, we ensure that our solution partners provide accurate, clear and transparent information about our products to consumers. We adhere to general provisions on advertising and marketing communication, competition laws and the basic advertising and communication principles in effect. In addition, we fulfill our obligations towards the public, competitors, employees and the media.

Environmental Responsibility

We use water treatment equipment in kitchens and sensor taps in sinks. Sensor lighting systems are used in the areas where the use of electricity is low.

Waste batteries and other wastes are collected regularly and recycled. Collection boxes are available for paper, waste batteries and packaging wastes in certain areas of each department. Waste paper is sent to Ayhan Şahenk Foundation and Kağıthane Municipality for recycling.

We ensure the recycling of redundant electronic products of our company into usable materials, and their provision to manufacturing process as raw materials, through recycling companies.

2014 Corporate Responsibility Performance of Doğuş Otomotiv in Figures

Economy^(G4-EC1)

Economic Performance

Economic Performance	2013	2014
Sales (Retail Unit)	154,293	157,340
DOAŞ Market Share (%) (Retail)	17.8	20.1
Number of Used Car Sales (DOD)	20,206	21,120
Net Revenues (TL M)	6,603	7,693
(EBIT) Operating Profit (TL M)	308	326
Net Profit for the Period (TL M)	225	253

(TL M)	Doğuş Otomotiv 2013	Doğuş Oto 2013	Doğuş Otomotiv 2014	Doğuş Oto 2014
Paid to Shareholders	220	-	220	-
Taxes	153.5	1,026.9	173.8	1,367.2
Community Investments	3,15	-	3,4	-
Paid to Suppliers ⁵³	339.2	2.245	320.6	2,576.1

Operational Indicators 2014

	Doğuş Oto- motiv 2013	Doğuş Oto 2013	Doğuş Oto- motiv 2014	Doğuş Oto 2014
Number of Sales	154,293	43,309	157,340	46,865
Number of After-sales Service Center Entries		205,741		230,432
Number of Employees	587	1,372	668	1,469

⁵³ Doğuş Otomotiv figures include local procurements excluding vehicle imports and purchases from Doğuş Group Companies. Doğuş Oto figures include all purchases

Environment

Energy Consumption(G4-EN3, G4-EN4)

(TL M)	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
	2013	2013	2014	2014
Natural Gas (m³/GJ)	380,025/	1,038,577/	295,419	1,776,019
	14,566	39,808	11,323	68,075
Gasoline (lt/GJ)	470,912/	466,969/	723,626	417,120
	16,692	16,552	25,649	14,786
Electricity (kWh/GJ)	3,577,363/	9,269,716/	3,685,381/	10,563,274/
	12,879	33,371	13,267	38,027
Total (GJ)	44,137	89,731	50,239	120,888

Emissions

CO₂ Emissions^(G4-EN15, G4-EN16, G4-EN17)

CO ₂ (Tons)	2013	2014
Natural Gas Consumption	3,050	4,454
Company Vehicles	2,463	2,942
Employee Transportation	408	493

CO₂ emissions driven by the electricity consumption for Doğuş Otomotiv were 3,538 tons, and for Doğuş Oto 10,141 tons in 2014.

CO₂ Consumption per Person^(G4-EN5, G4-EN6)

Type ⁵⁴	Consumption 2013	CO ₂ Per Person (tons) 2013	Consumption 2014	CO ₂ Per Person (tons) 2014
Natural Gas-m³	380,025	1.345	295,419	0.95
Electricity-kWh	3,577,363	6.91	3,685,381	5.29
Liquid Fuel-It	470,912	2.037	726,626	2.80
Total	-	10.30	-	9.04

Environmentally Friendly Vehicles^{55(G4-EN15)}

	1	Number etail)	Average Emission per Vehicle CO ₂ Compound (g/km) ⁵⁶		
	2013	2013 2014		2014	
Volkswagen Passenger Cars	88,304	84,645	125	120	
Volkswagen Commercial Vehicles	23,752	24,001	178	176	
Audi	14,987	17,810	124	118	
Porsche	517	588	188	183	
Bentley	21	21	293 ⁵⁷	278 ⁵⁷	
Lamborghini	4	2	348 ⁵⁷	370 ⁵⁷	
SEAT	11,065	12,697	121	120	
Total Sales/All Brands Average	138,650	139,764	133	128	

Water Consumption

m³	2013	2014
Per Vehicle Sold	0.57	0.46

Waste(G4-EN23)

Type of Waste (kg)	2013					
	Doğuş Otomotiv	Doğuş Oto	Other Authorized Dealers	Doğuş Otomotiv	Doğuş Oto	Other Authorized Dealers
Oil and Fuel Filters	2,347	37,393	61,454	3,603	17,318	92,410
Contaminated Waste	2,671	4,558	1,152	3,659	11,276	3,961
Contaminated Packages	1,960	8,443	3,978	3,189	10,629	10,445
Waste Liquid Antifreeze	122	862	-	29	2,339	495
Brake Liquid	12	2,096	-	-	999	160

 $^{^{\}rm 55}$ Scania, Krone and Meiller, do not have ${\rm CO_2}$ values.

 $^{^{\}rm 56}$ When compared to 2013, ${\rm CO_2}$ emissions have decreased by 3.7% in 2014.

 $^{^{\}rm 57}$ Total sales number does not change as it is retail.

Hazardous Waste^(G4-EN23, G4-EN25)

Hazardous Was	Hazardous Waste Amounts 2014																
Waste Source	urce Waste Codes								Amount (kg)	Value (TL)							
	05 01 06	07 06 08	08 01 11	08 01 21	14 06 03	15 01 10	15 01 11	15 02 02	16 01 07	16 01 13	16 01 14	17 04 09	19 02 05	20 01 21	20 01 36		
Doğuş Otomoti	v (Heado	uarters	+ Scania	Gebze)													
Chimiroc						745		1,024	1,441							3,210	2,310
Akademi		568	•			1,608	55	2,635	2,162	29					1,223	8,280	4,096
Anel						836	143								2,249	3,228	0
Authorized Afte	r-sales S	Service C	Centers														
Chimiroc (38 Centers)	112		44		3,172	8,149		5,765	62,972	1,347	884		11,863		91	94,399	98,195
Akademi (Doğuş Otos)			80	1,023		7,154	994	8,651	23,099	1,487	275	168		102	2,666	45,699	21,484
Vebsan (11 Centers)					1,792	5,771	123	821	46,756					30		55,293	28,864
Total	112	568	124	1,023	4,964	24,263	1,315	18,896	136,430	2,863	1,159	168	11,863	132	6,229	210,109	154,949

Waste Code	Definition of Waste
05 01 06	Acidic sludges (oily sludges)
07 06 08	Other still bottoms (grease) and reaction residues
08 01 11	Waste paint and varnish containing organic solvents or other dangerous substances
08 01 21	Waste paint or varnish remover
14 06 03	Other solvents and solvent mixtures
15 01 10	Packaging containing residues of or contaminated by hazardous substances
15 01 11	Metallic packaging containing a dangerous solid porous matrix (for example asbestos), including empty pressure containers
15 02 02	Absorbents, filter materials, wiping cloths, protective clothing contaminated by dangerous substances (contaminated waste)
16 01 07	Fuel and Oil Filters
16 01 13	Brake Fluids
16 01 14	Antifreeze fluids containing dangerous substances
17 04 09	Metal waste contaminated with dangerous substances
19 02 05	Sludges from physic/chemical treatment containing dangerous substances
20 01 21	Fluorescent tubes and other mercury-containing waste
20 01 36	Discarded electrical and electronic equipment other than those mentioned in 20 01 21, 20 01 23 and 20 01 35

Amount of Recovered Package Waste^{58 (G4-EN23, G4-EN28)}

Package Type	2013 (kg)	2014 (kg)	2014 Recovery Rate (%)					
Packaged Materials put into Market								
Paper/Cardboard	234,154	435,484	48					
Plastic Packages	1,237	1,896	48					
Wooden Packages	1,616	1,751	5					
TOTAL	237,007	439,131	-					
Packaged Materials from Logistics Warehouse and Office Use								
Paper/Cardboard	268,060	268,060	100					
Wooden Cardboard	200,300	200,300	100					

Logistics Cage Export^(G4-EN16, G4-EN17, G4-EN30)

Year	Annual Number of Volkswagen Trailers	Improvement on the Basis of the Number of Trailers	Fuel Savings (It)	CO₂ Emission (tons)
2013	481	87	69,600	161
2014	511	83	66,400	153

Vehicle Delivery

Year	Fuel Consumption	Number of Vehicles Delivered	Fuel Consumption per Vehicle (lt)
2013	~ 8,500 Tons	152,591	56
2014	~ 7,000 Tons	153,110	46

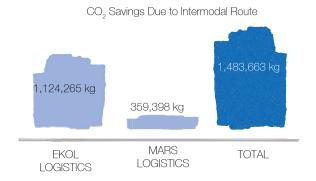
Spare Parts Delivery

	Diesel Consumption (It)	
Year	Cargo	Dedicated
2013	251,272	650,230
2014 ⁵⁹	166,662	431,281

⁵⁸ We collaborate with ÇEVKO due to our responsibility as being the provider. The amount of paper and cardboard recycled through ÇEVKO can be found in the table.

 $^{^{59}}$ Compared to the previous year, 303,559 liters of fuel savings were achieved (%33.6) due to route optimization.

Doğuş Otomotiv Carbon Foot Print



Waste Batteries (Doğuş Otomotiv-AKÜDER Cooperation)60

	2013	2014
Amount of Waste Batteries (Kg)	146,783	174,010

Waste Oil (Doğuş Otomotiv - PETDER Cooperation)61

Amount of Waste Engine Oil (Kg)	2013	2014	
	1,466,212	1,815,162 ⁶²	

Waste Oil	2013	Contribution	2014	Contribution
Amount sent to Regeneration Facilities	695 tons	511,030 liters of base oil	82.6 tons	60,730 liters of base oil
Amount sent to Cement and Lime Factories	750 tons	$3,476$ tons of CO_2 emissions were prevented.	727.2 ton CO_2 emissions were prevented.	3,353 tons of
Disposal of Non-Recyclable Hazardous Waste Oil	22 tons	Disposed without harming the environment.	0 ton	Disposed without harming the environment.

Employees^(G4-10) Employees^(G4-LA1)

Employees	2013	2014
Total Workforce	1,959	2,137
% of Females	22.00	22.50
Work-related Accidents	22	65

⁶⁰ Doğuş Otomotiv has an obligation due to APAK Directive to recycle 90% of the batteries released to the market. In order to fulfill our obligation we collaborate with AKÜDER.

⁶¹ As required by the legislation, Doğuş Otomotiv delivers waste engine oil of its Authorized After-sales Service Centers to PETDER, which is the only organization authorized by the

Ministry. ⁶² 1,005 tons waste oil was sent abroad with an export record.

Employees	Doğuş Otomotiv 2013	Doğuş Oto 2013	Doğuş Otomotiv 2014	Doğuş Oto 2014
Number of Full-time Employees	587	1,372	668	1,469
Number of Part-time Employees	0	0	0	0
Number of Permanent Employees for Undefined Period	581	1,372	664	1,469
Number of Seasonal and Temporary Employees	6	0	4	0
Total Number of Executives (Managers and Upper Level)	63	24	68	25
Total Number of Promotions	33	13	56	14
Number of Promoted Female Employees	13	6	19	2
Total Number of Recruitments	67	246	126	276
Total Number of Recruited Females	16	61	67	63
Ratio of Recruited Female Employees to Total Number of Recruitments (%)	23.9	24.8	53.2	22.8
Resignations	46	149	50	189
Employee Turnover Rate (%)	7.84	10.86	7.49	12.87
Number of Male Employee Resignations	38	107	33	139
% of Male Employees Resignations to Total Workforce	6.47	7.80	4.94	9.46
Number of Female Employee Resignations	8	42	17	50
% of Female Employees Resignations to Total Workforce	1.36	3.06	2.54	3.40
Number of Resigned 30 Employees Under	14	78	23	90
% of Resigned Employees Under 30 to Total Workforce	2.39	5.69	3.44	6.12
Number of Resigned Employees between 30 and 50	31	70	26	97
% of Resigned Employees between 30 and 50 to Total Workforce	5.28	5.1	3.89	6.60
Number of Resigned Employees over 50	1	1	1	2
% of Resigned Employees over 50 to Total Workforce	0.17	0.07	0.15	0.14

Breakdown of Female and Male Employees by Regions

	Fem	nale	e Male		Female		Ма	le
Regions	Doğuş Otomotiv 2013	Doğuş Otomotiv 2014	Doğuş Otomotiv 2013	Doğuş Otomotiv 2014	Doğuş Oto 2013	Doğuş Oto 2014	Doğuş Oto 2013	Doğuş Oto 2014
Marmara	165	218	422	450	183	193	856	910
Aegean	0	0	0	0	0	0	0	0
Mediterranean	0	0	0	0	0	0	0	0
Eastern Anatolia	0	0	0	0	0	0	0	0
Southeast Anatolia	0	0	0	0	0	0	0	0
Central Anatolia	0	0	0	0	65	69	268	297

Age Breakdown of Employees by Position⁶³

	Fema	le	Male)	Under	· 30	Between 3	0 and 50	Over	50
Position	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Board of Directors, Executive Committee	2	0	18	2	0	0	7	0	13	2
Senior Level Executives	10	5	36	18	0	0	41	23	5	0
Executives	45	0	127	0	1	0	159	0	12	0
Sales Employees	12	90	22	125	12	77	22	138	0	0
Blue Collar	2	0	95	687	20	269	70	409	7	9

Payments for Employee Benefits and Wages (G4-LA2)

Scope (TL M) ⁶⁴	Doğuş O	tomotiv	Doğu	ş Oto
	2013	2014	2013	2014
Gross Salary Payments	54.85	62.89	48.16	55.26
Meals	1.8	1.7	3.5	4.0
Transportation Service	2.33	2.5	4.1	4.3
Bonus	34.83	42.86	19.2	25.8
Health and Life Insurance	0.82	0.91	1.7	1.91

⁶³ Because of other employee types not present in the table, there is a difference between the number of total workforce and the sum of the figures above.

 $^{^{64}}$ Figures include gross salary and bonus, social security premium, unemployment premium and gross overtime payments.

Employee Benefits

Fringe Benefits ⁶⁵	Full-Time
GSM (with brand limit)	Included
Private Health Insurance (with company and scope limits)	Included
Company Car (with model and fuel limits)	Included
Shuttle Service	Included
Fuel/Transportation Benefits ⁶⁶	Included
Contribution to Private Pension	Not Included
Nursery	Included
Support for Relocation	Included
Support for Marriage	Included

Breakdown of Female and Male Employees by Education Level

	Fen	nale	Male		Female		Ма	le
Education Status	Doğuş Otomotiv 2013	Doğuş Otomotiv 2014	Doğuş Otomotiv 2013	Doğuş Otomotiv 2014	Doğuş Oto 2013	Doğuş Oto 2014	Doğuş Oto 2013	Doğuş Oto 2014
Ph.D.	0	0	1	1	0	0	0	0
Graduate	28	26	68	78	7	8	13	11
Under-Graduate	111	151	204	213	151	167	248	292
Junior College	12	22	21	28	53	59	169	192
High School	14	19	103	107	37	28	405	431
Elementary- Secondary	0	0	25	23	0	0	289	281

Training^{67(G4-LA9, G4-LA10)}

Man/Hour	Doğuş Otomotiv 2013	Doğuş Oto 2013	Doğuş Otomotiv 2014	Doğuş Oto 2014
Senior Management	23	30	24	39
Medium Level Executives	43	55	54	75
Others	22	18	55	24
Blue Collar	13	28	25	19
Overall Average	25	33	50	26

 ⁶⁵ Benefits for Doğuş Otomotiv Employees are valid for full-time employees only.
 ⁶⁶ Not available to all employees.
 ⁶⁷ The data collection system for training does not record participants by gender and the training provided for employees is based on equality criteria, therefore training by gender categories were not disclosed for the reporting period.

Discrimination and Equal Opportunity^(G4-LA12)

	Female Employees 2013				Female Employees 2014			
By Position ⁶⁸	Total	Gebze Center (%)	Doğuş Oto	Total	Gebze Center (%)	Doğuş Oto		
Senior Level Executives	16	11 (23%)	5 (23%)	15	10 (22%)	5 (22%)		
Executives	38	38 (23%)	0	45	42 (24%)	0		
Sales Employees	100	10 (30%)	90 (42%)	102	9 (27%)	90 (42%)		
Blue Collar	3	3 (3%)	0	2	2 (3%)	0		
Other	254	104 (45%)	150 (31%)	314	93 (31%)	167 (31%)		
Board of Directors, Executive Committee	2	2 (10%)	0	2	2 (10%)	0		

 $^{^{\}ast}$ Gebze Headquarters includes Şekerpınar Center and Şekerpınar facility.

Wage Ratio of Female and Male Employees^{69(G4-LA13)}

	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
	2013	2013	2014	2014
Ratio of Female Employees' Wages to Male Employees' Wages (%)	0.93	0.92	0.89	0.94

Accident Rates(G4-LA6)

		Doğuş Otomotiv		Doğuş O	to
	Data Measurement Method ⁷⁰	2013	2014	2013	2014
Rate of Days Lost Due to Illness – Full-time Employees	(AR)	1.47%	1.30%	1.72%	2.34%
Accident Rate Recorded	(IR)	0.0%	0.0%	0.01%	0.03%
Rate of Days Lost Due to Accidents	(LDR)	0.17%	0.01%	0.03%	0.06%
Number of Fatal Cases – Full Time Employees	-	0	0	0	0
Rate of Days Lost Due to Occupational Illness	(ODR)	0	0	0	0
Number of Fatal Cases – Full Time Employees	-	0	0	0	0

⁶⁸ Ratio of female employees working in this position and location to total number of all employees working in the same position.

ee Data collection system does not include wage ratios by employee categories, hence their breakdown was not available for the reporting period.

⁷⁰ GRI data calculation methods were used.

Customer Satisfaction Survey Results (CSS)71 (G4-PR5)

		2013	2014
Sales	VW Passenger Cars	113.68	115.24
	VW Commercial Vehicles	114	115.13
	Audi	109.04	110.78
	SEAT	103.98	108.45
	Porsche	100.97	100.03
After-sales Service	VW Passenger Cars	99.11	101.09
	VW Commercial Vehicles	97.04	100.67
	Audi	98.96	99.76
	SEAT	98.48	99.21
	Porsche	109.50	107.21

Dealer Satisfaction Survey

Volkswagen Commercial Vehicles	Sales 2014	4.7
	After-sales Service 2014	4.8
DOD	Sales 2014	3.9
Scania	Sales 2014	4.56
	After-sales Service 2014	4.52
Volkswagen Passenger Cars	Sales 2014	4.8
	After-sales Service 2014	4.8
Audi	Sales 2014	4.6
	After-sales Service 2014	4.8
Porsche	Sales 2014	5
	After-sales Service 2014	4.8
SEAT	Sales 2014	4.4
	After-sales Service 2014	4.5

⁷¹ DSS results of Doğuş Otomotiv; Sales: 4.57; After-sales Service: 4.7 (out of 5) CSS averages: Sales: 109.93; After-sales Service:101.59 (out of 120) (Skoda data is not included.).

Gebze Scania After-sales Service Center Performance in Figures

Economy

Economic Performance	2014
Total Number of Suppliers	24
Paid to Local Suppliers (TL)	2,000,000
Community Investments (TL)	60,000

Environment

Environmental Figures	2014
Electricity Consumption (kWh)	252,000
Natural Gas Consumption (m³)	0
Gasoline Consumption (Lt)	1,700+12,000 It diesel fuel + 16,000 It heating fuel
Water Consumption (m³)	480

Employees

Employee Figures	2014
Number of Full-time Employees	40
Number of Part-time Employees	0
Total Workforce	40
Number of Female Employees	5
Number of Male Employees	35
% of Female Employees	12.5
Turnover Rate (%)	2.5
Average Training Hour per Employee (Man/Hour)	96

LeasePlan Performance in Figures

Economy

Financial Figures

Economic Performance	2013	2014
Sales (Number of Contracts)	4,744	13,158
Market Share	6%	7.3%
Net Revenues	TL 169,439,163.07	TL 226,860,112.1
Operating Expenses	TL 14,147,102.61	TL 18,325,416.43
EBIT (Operating Profit)	TL 137,069,458.40	TL 208,534,696
EBIT Margin	81%	91%
Gross Profit	TL 30,905,452.11	TL -9,532,117.53
Gross Profit Margin	18%	4.1%
Net Profit for the Period	TL 9,959,026.03	TL 41,741,304.91
Net Profit Margin for the Period	6%	18%
Paid to Suppliers	TL 354,163,817.60	TL 562,506,281.81
Paid to Government	TL 96,367,921.71	TL 3,277,281.35

Environment

Energy Consumption

Energy Consumption from Primary Sources	2013	2014
Natural Gas (m³)	29,000	43,621
Gasoline (It)	43,100 (incl. employee shuttles)	52,700 (incl. employee shuttles)

Indirect Renewable Energy Consumption	2013	2014
Electricity (kWh)	81,650	64,700
Heating and Cooling (m³)	33,800	43,621

Water Consumption

m³	2013	2014
Water Consumption	700	701

Employees

	2013	2014
Number of Full-time Employees	73	96
Number of Part-time Employees	0	0
Total Workforce	73	96
Number of Female Employees	33	47
Number of Male Employees	40	49

Breakdown of Employees

	2013	2014
Resignations	10	14
Employee Turnover Rate (%)	13.70	14.58
Number of Male Employee Resignations	6	6
Male Employees Turnover Rate (%)	15	13.04
Number of Female Employee Resignations	4	8
Female Employees Turnover Rate (%)	12.13	20
Number of Resigned Employees under 30	4	8
Turnover Rate of Employees under 30 (%)	15.38	19.51
Number of Resigned Employees between 30 and 50	6	6
Turnover Rate of Employees between 30 and 50 (%)	12.77	11.11
Number of Resigned Employees Over 50	0	0
Turnover Rate of Employees Over 50 (%)	0	0

Employee Turnover

2014	Female Workforce		Employees by Age Group		Group
By Position	Number of Female Employees	% of Female Employees	Under 30	Between 30 and 50	Over 50
Board of Directors, Executive Committee	0	0	0	0	0
Senior Level Executives	1	25	0	4	0
Executives	6	32	0	19	0
Others	33	40	41	31	1

Employee Training⁷²

Man/Hour	2013	2014
Senior Level Executives	25.12	92.75
Executives	47.08	49.60
Blue Collar	-	-
Other	19.42	14.16
Overall Average	26.55	24.45

Wage Ratios of Female Employees to Male Employees

	2013	2014
Ratio of Female Employees' Wages to Male Employees' Wages (%)	1.01	0.75

Mother-Infant Policy Figures

	2013	2014
The number of female employees that took parental leave	2	1
The number of male employees that took parental leave	0	0
% of female employees who returned to work after parental leave	100%	100%
% of male employees who returned to work after parental leave	0	0

 $^{^{72}}$ Calculation methodology = Total hour by employee category/Total workforce by employee category

vdf Performance in Figures

Economy

Economic Performance	2014
Total Number of Suppliers	40
Paid to Local Suppliers (TL)	5,273,990
Community Investments (TL)	0

Environment

Environmental Figures	2014
Electricity Consumption (kWh)	326,289.60
Natural Gas Consumption (m³)	0
Gasoline Consumption (It)	5,000
Water Consumption (m³)	2,996

Employees

Employee Figures	2014
Number of Full-time Employees	242
Number of Part-time Employees	0
Total Workforce	242
Female Workforce	145
Male Workforce	97
% of Female Employees	60
Turnover Rate (%)	2.89
Average Training Hour per Employee (Man/Hour)	54

2014 Corporate Responsibility Performance of Authorized Dealers and After-sales Service Centers in Figures^(G4-EC8)

Economy

Performance Indicators	Acarlar Otomotiv	Aldo Otomotiv	Altur	Başaran Oto	Demoto	General Oto	Lenaoto	Mercan		Özsa Otomotiv	Tamaş	Vosmer
Number of Suppliers	302	90	35	178	40	254	794	10	146	150	6	457
Paid to Local Suppliers (TL)	207,246, 770.05	2,790, 000	17,650, 000	803,615, 018	728,70	7,814, 000	4,674, 136.20	550,000	114,561, 118.92	3,500, 000	2,911, 358	19,185, 510.23
Community Investments (TL)	30,500	37,000	0	27,826	0	65,884	60,000	40,000	0	35,000	0	0

Environment

Performance Indicators	Acarlar Otomotiv	Aldo Otomotiv	Altur	Başaran Oto	Demoto	General Oto	Lenaoto	Mercan	Opat Otomotiv	Özsa Otomotiv	Tamaş	Vosmer
Electricity Consumption (kWh)	979,114	172,080	1,950, 946.788	741,342	163,975	437,968. 96	778,582	250,000	355,556	412,234	737,988	1,098. 432
Natural Gas Consumption (m³)	20,878	0	102,000	0	0	56,634	0	22,000	0	56,113	69,543	12,270
Gasoline Consumption (lt)	72,560 .54	17,500	30,000	25,500	6,522	9,293	69,367	14,000	48,000	56,113	15,737	9,117
Water Consumption (m³)	2,212	2,760	8,570	1,197	912	3,711	8,754	16,037	4,495	3,269	6,482	9,200

Value and Care Center (DIM) by Figures⁷³

Care Management	Appointments	Surveys	Road Assistance
28,000 Requests	48,500 Appointments	300,000 Surveys	63,800 Files
11,000 Complaints			200,000 Calls
15,000 e-mails			22,000 Towing Service
55,00 Chats			17,800 Emergency Service
			3,175 Temporary Vehicles

Employees

Performance Indicators	Acarlar Otomotiv	Aldo Otomotiv	Altur	Başaran Oto	Demoto	General Oto	Lenaoto	Mercan	Opat Otomotiv	Özsa Otomotiv	Tamaş	Vosmer
Number of Full-time Employees	143	33	185	194	63	132	140	42	135	148	160	303
Number of Part-time Employees	0	1	0	0	0	0	5	0	2	0	0	0
Total Workforce	143	34	185	194	63	132	145	42	137	148	160	303
Number of Female Employees	27	10	31	35	13	29	36	7	33	26	31	51
Number of Male Employees	116	24	154	159	50	103	109	35	104	122	129	252
% of Female Employees	27	30	17	18	22	22	40	16	24.08	17.56	19.38	17
Employee Turnover (%)	21.6	11.76	7	12	23	28	15	12	19	18.91	28.75	17
Average Training Hours per Employee (Man/Hour)	20.34	0	10	17	6.2	6	34	50	0	14	16.32	5

 $^{^{73}\,\}mbox{The performance period covers the last 2.5 months of 2014.}$

UNGC Index

UN Global Compact Principles	Stance of Performance Information in Report
Human Rights	
Principle 1 . Businesses should support and respect internationally proclaimed human rights.	Ethical Principles - 36 Doğuş Otomotiv Human Rights Policy - 80
Principle 2. Businesses should take all precautions in order not to be complicit with human rights abuses.	Doğuş Otomotiv Human Rights Policy - 80
Labour	
Principle 3. They should respect freedom of union and collective bargaining.	Doğuş Otomotiv Human Rights Policy - 80 UNGC Principles
Principle 4. They should work for the elimination of all forms of forces and compulsory labour.	Doğuş Otomotiv Human Rights Policy - 80 Forced or Compulsory Labour Management Approach - 83
Principle 5 . They should work for the complete abolition of child employment.	Ethical Principles - 36 Doğuş Otomotiv Human Rights Policy - 80 Child Labour Management Approach - 83
Principle 6. Businesses should uphold the elimination of discrimination regarding employment and occupation.	Ethical Principles - 36 Diversity and Equal Opportunities - 77 Doğuş Otomotiv Human Rights Policy - 80
Environment	
Principle 7 . Businesses should support a precautionary approach to environmental challenges.	Risk Management - 15 Financial Effect of Climate Change - 41 Environmental Responsibility Management Approach - 54
Principle 8 . Businesses should support all forms of activity and formations that would increase environmental responsibility.	Environmental Responsibility Management Approach - 54
Principle 9. They should encourage the development and diffusion of environmentally friendly technologies.	Environmental Responsibility Management Approach - 54
Anti-Corruption	
Principle 10 . Businesses should fight against all kinds of corruption including bribery and extortion.	Risk Management -15 Ethical Principles - 36 Fight against Corruption Management Approach - 91



GRI G4 Content Index(G4-32)

GENERAL STANDARD DISCLOSURES					
General Standard Disclosures	Page	Omissions	External Assurance		
STRATEGY AND ANA	ALYSIS				
G4-1	Message from the Chairman of the Board of Directors - 2 CEO's Message - 5		No		
G4-2	CEO's Message - 5 Doğuş Otomotiv Focus Areas Performance Criteria - 13 Doğuş Otomotiv Risk Management Approach - 15		No		
ORGANIZATIONAL P	PROFILE				
G4-3	Corporate Profile - 16		No		
G4-4	Corporate Profile - 16 Detailed information can be found at Doğuş Otomotiv 2014 Annual Report http://www.dogusotomotiv.com.tr/ dogusotomotiv_files/2015323151244950_ Dogus%20Otomotiv_2014_ENG_WEB1.pdf (Pages; 28-70)		No		
G4-5	Back Cover - 185		No		
G4-6	Corporate Profile - 16 Detailed information can be found at Doğuş Otomotiv 2014 Annual Report http://www.dogusotomotiv.com.tr/ dogusotomotiv_files/2015323151244950_ Dogus%20Otomotiv_2014_ENG_WEB1.pdf (Pages; 2-3)		No		
G4-7	Corporate Profile - 16 Detailed information can be found at Doğuş Otomotiv 2014 Annual Report http://www.dogusotomotiv.com.tr/ dogusotomotiv_files/2015323151244950_ Dogus%20Otomotiv_2014_ENG_WEB1.pdf (Pages; 2-3)		No		

General Standard Disclosures	Page	Omissions	External Assurance
G4-8	Corporate Profile - 16 Detailed information can be found at Doğuş Otomotiv 2014 Annual Report http://www.dogusotomotiv.com.tr/ dogusotomotiv_files/2015323151244950_ Dogus%20Otomotiv_2014_ENG_WEB1.pdf (Pages; 2-3)		No
G4-9	Corporate Profile - 16 Detailed information can be found at Doğuş Otomotiv 2014 Annual Report http://www.dogusotomotiv.com.tr/ dogusotomotiv_files/2015323151244950_ Dogus%20Otomotiv_2014_ENG_WEB1.pdf (Pages; 2-3)		No
G4-10	Governance of Employment - 19 Employees - 142		No
G4-11	UNGC Principle 1,3 There is no labour union in our Company.		No
G4-12	Doğuş Otomotiv Supply Chain Management - 21		No
G4-13	Corporate Profile - 16 There were no changes in the issued capital of Doğuş Otomotiv during the reporting period.		No
G4-14	Precautionary Approach - 22		No
G4-15	Contracts, Principles and Initiatives Signed outside the Organization - 22		No
G4-16	Memberships and Collaborations - 22		No
IDENTIFIED MATE	RIAL ASPECTS AND BOUNDARIES	,	
G4-17	Corporate Structure - 19 Identified Material Issues and Scope - 23 Detailed information can be found at Doğuş Otomotiv 2014 Annual Report http://www.dogusotomotiv.com.tr/ dogusotomotiv_files/2015323151320263_ Dogus%20Otomotiv_2014_ENG_WEB4.pdf (Pages; 126)	No	

General Standard Disclosures	Page	Omissions	External Assurance
G4-18	Method for Determining Material Issues - 23 Determining Topics - 23 Report Profile - 31		No
G4-19	Determining Topics - 23		No
G4-20	Determining Topics - 23 Prioritization - 24		No
G4-21	Prioritization - 24		No
G4-22	Repeated Information - 25		No
G4-23	Corporate Profile - 16 Identified Material Issues and Scope - 23		No
STAKEHOLDER ENG	BAGEMENT		
G4-24	Our stakeholder list can be found at Doğuş Otomotiv web site: http://www.dogusotomotiv.com.tr/dogusotomotiv_ files/2012831894100_Stakeholder_Engagement. pdf		No
G4-25	Stakeholder Engagement - 26 Doğuş Otomotiv identified all its key stakeholders in line with AA1000SES standard in workshops, where all departments participated.		No
G4-26	Doğuş Otomotiv Stakeholder Engagement Process - 26		No
G4-27	Doğuş Otomotiv Stakeholder Engagement Process - 26		No
REPORT PROFILE			
G4-28	Report Profile - 31		No
G4-29	Report Profile - 31 Doğuş Otomotiv publishes its Corporate Responsibility Report every year since 2009.		No

General Standard Disclosures	Page	Omissions	External Assurance
G4-30	Report Profile - 31		No
G4-31	Back Cover - 185		No
G4-32	Report Profile - 31 GRI G4 Content Index - 156-183		No
G4-33	Report Profile - 31		No
GOVERNANCE			
G4-34	Corporate Governance and Compliance - 32 Corporate Governance and Sustainability Committee - 32		No
G4-35	Structural Status - 32 Corporate Governance and Sustainability Committee - 32		No
G4-36	Structural Status - 32 Corporate Governance and Sustainability Committee - 32		No
G4-37	Doğuş Otomotiv Stakeholder Engagement Process - 26 Suggestion System - 48		No
G4-38	Composition of the Board and sub-committees are available in the 2014 Annual Report (pages 84-87 and 88-91, respectively) http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201532315139576_Dogus%20 Otomotiv_2014_ENG_WEB3.pdf		No
G4-39	The responsibilities of the Chairman of the Board of Directors is available in the 2014 Annual Report (pages 84-85) http://www.dogusotomotiv.com. tr/dogusotomotiv_files/201532315139576_ Dogus%20Otomotiv_2014_ENG_WEB3.pdf		No
G4-40	The nomination and selection process of the Board and sub-committees are available in the 2014 Annual Report (pages 85 and 88, respectively) http://www.dogusotomotiv.com. tr/dogusotomotiv_files/201532315139576_ Dogus%20Otomotiv_2014_ENG_WEB3.pdf		No

General Standard Disclosures	Page	Omissions	External Assurance
G4-41	The management of potential conflicts of interest is available in the 2014 Annual Report (page 89) http://www.dogusotomotiv.com. tr/dogusotomotiv_files/201532315139576_ Dogus%20Otomotiv_2014_ENG_WEB3.pdf		No
G4-42	Corporate Governance and Sustainability Committee - 33		No
G4-43	Corporate Governance and Sustainability Committee - 33		No
G4-44	Corporate Governance and Sustainability Committee - 33		No
G4-45	Corporate Governance and Sustainability Committee - 33		No
G4-46	Corporate Governance and Sustainability Committee - 33		No
G4-47	Corporate Governance and Sustainability Committee - 33		No
G4-48	Corporate Governance and Sustainability Committee - 33		No
G4-49	Corporate Governance and Sustainability Committee - 33		No
G4-50	Corporate Governance and Sustainability Committee - 33		No
G4-51	Corporate Governance and Sustainability Committee - 34 The remuneration policy for the Board is available in the 2014 Annual Report (page 91) http:// www.dogusotomotiv.com.tr/dogusotomotiv_ files/201532315139576_Dogus%20 Otomotiv_2014_ENG_WEB3.pdf		No
G4-52	Corporate Governance and Sustainability Committee - 34 The remuneration policy for the Board is available in the 2014 Annual Report (page 91) http:// www.dogusotomotiv.com.tr/dogusotomotiv_ files/201532315139576_Dogus%20 Otomotiv_2014_ENG_WEB3.pdf		No
G4-53	Corporate Governance and Sustainability Committee - 34 The remuneration policy for the Board is available in the 2014 Annual Report (page 91) http:// www.dogusotomotiv.com.tr/dogusotomotiv_ files/201532315139576_Dogus%20 Otomotiv_2014_ENG_WEB3.pdf		No

General Standard Disclosures	Page	Omissions	External Assurance
G4-54	The remuneration analysis of the Board is not declared as it is not a norm in the countries we operate.		No
G4-55	The remuneration analysis of the Board is not declared as it is not a norm in the countries we operate.		No
ETHICS AND INTE	GRITY		
G4-56	Our Vision - 34 Our Mission - 34 Our Commitment - 35 Our Values - 35 Ethical Principles - 36		No
G4-57	Compliance with Code of Ethics - 37 Doğuş Otomotiv Ethics Hotline - 37		No
G4-58	Doğuş Otomotiv Ethics Hotline - 37 Detailed information can be found at Doğuş Otomotiv Code of Ethics http://www.dogusotomotiv.com.tr/ dogusotomotiv_files/24022015_Dogus_Otomotiv_ Code_of_Ethics.pdf (Pages; 9-12)		No
SPECIFIC STANDA	ARD DISCLOSURES		
DMA and Indicators	Page	Omissions	External Assurance
CATEGORY: ECON	OMIC	'	
ASPECT: ECONON	NIC PERFORMANCE		
G4-DMA	Economic Performance Management Approach - 40		No
G4-EC1	Consolidated Profit and Loss Statements - 40 Economy - 137 Detailed information can be found at Doğuş Otomotiv 2014 Annual Report: http://www.dogusotomotiv.com.tr/ dogusotomotiv_files/2015323151320263_ Dogus%20Otomotiv_2014_ENG_WEB4.pdf (Pages; 120-123)		No

DMA and Indicators	Page	Omissions	External Assurance			
G4-EC2	Financial Impact of Climate Change - 41 Climate Change - 108		No			
G4-EC3	There is no salary based pension contribution at Doğuş Otomotiv.		No			
G4-EC4	No significant financial assistance was received from the government in the reporting period.		No			
ASPECT: MARKET P	RESENCE					
G4-DMA	Market Presence Management Approach - 42		No			
G4-EC5	Market Presence Management Approach - 42 Starting salary is in compliance with laws and regulations and varies according to the position at Doğuş Otomotiv and Doğuş Oto.		No			
G4-EC6	Majority of the executives and employees are from Istanbul and Gebze, where our headquarters and operational offices are situated.		No			
ASPECT: INDIRECT (ECONOMIC IMPACTS					
G4-DMA	Management Approach for Indirect Economic Impacts - 50		No			
G4-EC7	Management Approach for Indirect Economic Impacts - 50		No			
G4-EC8	Management Approach for Indirect Economic Impacts - 50 Suppliers - 51 Corporate Responsibility Performance of Authorized Dealers and After-sales Service Centers - 125 2014 Corporate Responsibility Performance of Authorized Dealers and After-sales Service Centers in Figures - 153		No			
ASPECT: PROCUREN	ASPECT: PROCUREMENT PRACTICES					
G4-DMA	Management Approach for Purchasing Practices - 51		No			
G4-EC9	Suppliers - 51		No			

DMA and Indicators	Page	Omissions	External Assurance
CATEGORY: ENVIRO	NMENTAL		
ASPECT: MATERIAL	S		
G4-DMA		This subject is not applicable, since it is not among our material issues.	No
G4-EN1		This subject is not applicable, since it is not among our material issues.	No
G4-EN2		This subject is not applicable, since it is not among our material issues.	No
ASPECT: ENERGY		J	
G4-DMA	Energy Efficiency Management Approach - 57		No
G4-EN3	Energy Consumption - 138		No
G4-EN4	Energy Consumption - 138		No
G4-EN5	Energy Efficiency Management Approach - 57 CO ₂ Consumption per Person - 138		No
G4-EN6	Energy Efficiency Management Approach - 57 Energy Savings - 105 CO ₂ Consumption per Person - 138		No

DMA and Indicators	Page	Omissions	External Assurance	
G4-EN7	Environmental Responsibility by our Brands http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014/EnvironmentalResponsibilitybyBrands.pdf		No	
ASPECT: WATER	•			
G4-DMA	Water Consumption Management Approach - 57		No	
G4-EN8	Water Consumption Management Approach - 57		No	
G4-EN9	There are no water sources significantly affected by withdrawal of water. Doğuş Otomotiv uses water from the distribution system of local municipalities.		No	
G4-EN10	Water Consumption - 109 Related data is not calculated for Doğuş Otomotiv, but for Doğuş Oto, which uses water intensely.		No	
ASPECT: BIODIV	ERSITY			
G4-DMA		This subject is not applicable, since it is not among our material issues.	No	
G4-EN11	Doğuş Otomotiv does not have any operations in or adjacent to protected areas of high biodiversity value.		No	
G4-EN12	Doğuş Otomotiv does not have any operations in or adjacent to protected areas of high biodiversity value.		No	
G4-EN13	There are no protected living spaces in Doğuş Otomotiv's operating area.		No	
G4-EN14	There are no protected living spaces in Doğuş Otomotiv's operating area.		No	
ASPECT: EMISSIONS				
G4-DMA	Emissions Management Approach - 58		No	

DMA and Indicators	Page	Omissions	External Assurance
G4-EN15	CO ₂ Emission - 138 Environmentally Friendly Vehicles -139		No
G4-EN16	CO ₂ Emissions - 138 Logistics Cage Export - 141		No
G4-EN17	CO ₂ Emissions - 138 Logistic Cage Export - 141		No
G4-EN18		This subject is not applicable, since it is not among our material issues.	No
G4-EN19	Waste Oil - 58 Waste Batteries - 59 For detailed information; Environmental Responsibility by Brands http://www.dogusotomotiv.com.tr/dogusotomotiv_ files/2014/EnvironmentalResponsibilitybyBrands. pdf		No
G4-EN20		This subject is not applicable, since it is not among our material issues.	No
G4-EN21		This subject is not applicable, since it is not among our material issues.	No

DMA and Indicators	Page	Omissions	External Assurance
ASPECT: EFFLU	ENTS AND WASTE	I	I
G4-DMA	Waste Management Approach - 58		No
G4-EN22	Doğuş Otomotiv discharges its waste water, 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.		No
G4-EN23	Waste - 139 Hazardous Waste - 140 Amount of Recovered Package Waste - 141		No
G4-EN24	There was no leakage caused by activities of Doğuş Otomotiv. The Company's operations have no risk of dangerous leakage in significant quantities. Wastes carrying leakage risk (batteries, etc.) are classified according to their types and sent to the relevant companies for proper disposal, in compliance with laws and regulations.		No
G4-EN25	Hazardous Waste - 140 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.		No
G4-EN26	Doğuş Otomotiv has no operations which significantly affect habitat because of the discharge of water.		No
ASPECT: PRODU	ICTS AND SERVICES	<u>'</u>	
G4-DMA	Management Approach for Environmental Impacts of Products and Services - 60		No
G4-EN27	Packaging Waste Project - 60 Waste Management in Authorized Dealers and After-sales Service Centers - 61 Environmental Impact of Logistics Operations - 62 Environmental Awareness of Our Employees - 63 For detailed information; Environmental Responsibility by Brands http://www.dogusotomotiv.com.tr/dogusotomotiv_ files/2014/EnvironmentalResponsibilitybyBrands. pdf		No
G4-EN28	Amount of Recovered Package Waste - 141		No

DMA and Indicators	Page	Omissions	External Assurance
ASPECT: COMPLIA	ANCE		
G4-DMA	Compliance Management Approach - 92		No
G4-EN29	Doğuş Otomotiv was not fined in 2014 because of not complying with environmental laws and regulations, except for the penalty of TL 3,085.56 for failing the limits at the water analysis carried out for the Karcher refinery system in Doğuş Oto Çankaya Region.		No
ASPECT: TRANSPO	ORT	·	
G4-DMA	Management Approach for Environmental Impact of Logistics Operations - 62		No
G4-EN30	Spare Parts Distribution - 62 Logistics Cage Export - 63		No
ASPECT: OVERALL			
G4-DMA		This subject is not applicable, since it is not among our material issues.	No
G4-EN31	To reduce environmental impacts, TL 188,124.4 was invested by Doğuş Otomotiv in 2014. Environmental investments include payments to various organizations for waste disposal and environmental taxes.		
ASPECT: SUPPLIE	R ENVIRONMENTAL ASSESSMENT		
G4-DMA	Management Approach for Environmental Responsibility in Suppliers - 64		No
G4-EN32	Management Approach for Environmental Responsibility in Suppliers - 64		No
G4-EN33	Management Approach for Environmental Responsibility in Suppliers - 64		No

DMA and Indicators	Page	Omissions	External Assurance
ASPECT: ENVIRO	NMENTAL GRIEVANCE MECHANISMS	•	
G4-DMA		This subject is not applicable, since it is not among our material issues.	No
G4-EN34	In 2014, there were no grievances related to environmental impact.		No
CATEGORY: SOCI	AL	'	
SUB-CATEGORY:	LABOR PRACTICES AND DECENT WORK		
ASPECT: EMPLO	YMENT		
G4-DMA	Employees and Decent Work Management Approach - 66		No
G4-LA1	Employees - 142-143		No
G4-LA2	Payments for Employee Benefits and Wages - 144		No
G4-LA3	Mother-Infant Policy - 68		No
ASPECT: LABOR	MANAGEMENT RELATIONS		
G4-DMA	ManagementApproach for Workforce/ Management Relations - 70		No
G4-LA4	ManagementApproach for Workforce/ Management Relations - 70		No
ASPECT: OCCUPA	ATIONAL HEALTH AND SAFETY		
G4-DMA	Occupational Health and Safety Management Approach - 70		No
G4-LA5	Occupational Health and Safety Management Approach - 71		No
G4-LA6	Accident Rates - 146		No

DMA and Indicators	Page	Omissions	External Assurance		
G4-LA7	Occupational Health and Safety Management Approach -71		No		
G4-LA8	There is no labour union in Doğuş Otomotiv.		No		
ASPECT: TRAINING	S AND EDUCATION				
G4-DMA	Management Approach for Training and Learning - 71		No		
G4-LA9	Employee Trainings - 72 Training - 145		No		
G4-LA10	Lifelong Learning - 73 Işık University Blue Collar Development Program - 74 Scania Top Team - 103 Training - 145		No		
G4-LA11	Performance Management - 76		No		
ASPECT: DIVERSIT	Y AND EQUAL OPPORTUNITY				
G4-DMA	Diversity and Equal Opportunities Management Approach - 77		No		
G4-LA12	Diversity and Equal Opportunities Management Approach - 77 Discrimination and Equal Opportunity - 146		No		
ASPECT: EQUAL RE	EMUNERATION FOR WOMEN AND MEN	·			
G4-DMA	Equal Pay for Equal Work Management Approach - 78		No		
G4-LA13	Wage Ratio of Female and Male Employees - 146		No		
ASPECT: SUPPLIER	ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES				
G4-DMA	Management Approach for Evaluation of Suppliers in Terms of Labor Practices - 78		No		
G4-LA14	Management Approach for Evaluation of Suppliers in Terms of Labor Practices - 78		No		
G4-LA15	Management Approach for Evaluation of Suppliers in Terms of Labor Practices - 78		No		

DMA and Indicators	Page	Omissions	External Assurance	
ASPECT: LABOR PR	ACTICES GRIEVANCE MECHANISMS			
G4-DMA	Doğuş Otomotiv Code of Ethics: http:// www.dogusotomotiv.com.tr/dogusotomotiv_ files/24022015_Dogus_Otomotiv_Code_of_Ethics. pdf (Pages; 9-12)		No	
G4-LA16	There are two complainments regarding this issue within 2014.		No	
SUB-CATEGORY: HU	IMAN RIGHTS	•		
ASPECT: INVESTME	NT			
G4-DMA	Investment Management Approach - 80		No	
G4-HR1	Investment Management Approach - 80		No	
G4-HR2	Investment Management Approach - 80		No	
ASPECT: NON-DISC	RIMINATION			
G4-DMA	Prevention of Discrimination Management Approach - 80		No	
G4-HR3	Doğuş Otomotiv did not report any incidents of discrimination during the reporting period.		No	
ASPECT: FREEDOM	ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
G4-DMA	Doğuş Otomotiv Human Rights Policy - 80		No	
G4-HR4	Doğuş Otomotiv respects freedom of association of its employees. There is no labour union in our Company.		No	
ASPECT: CHILD LABOR				
G4-DMA	Child Labour Management Approach - 83		No	
G4-HR5	Child Labour Management Approach - 83		No	
ASPECT: FORCED OR COMPULSORY LABOR				
G4-DMA	Forced or Compulsory Labour Management Approach - 83		No	

DMA and Indicators	Page	Omissions	External Assurance
G4-HR6	Forced or Compulsory Labour Management Approach - 83		No
ASPECT: SECURITY	PRACTICES		
G4-DMA	Safety Practices Management Approach - 84		No
G4-HR7	Safety Practices Management Approach - 84		No
ASPECT: INDIGENO	US RIGHTS		
G4-DMA	Rights of Local Communities Management Approach - 84		No
G4-HR8	Rights of Local Communities Management Approach - 84		No
ASPECT: ASSESSM	ENT		
G4-DMA		This subject is not applicable, since it is not among our material issues.	No
G4-HR9		This subject is not applicable, since it is not among our material issues.	No
ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT			
G4-DMA	Evaluation of Suppliers in Terms of Human Rights Management Approach - 84		No

DMA and Indicators	Page	Omissions	External Assurance	
G4-HR10		This subject is not applicable, since it is not among our material issues.	No	
G4-HR11	No negative human rights impacts were reported in Doğuş Otomotiv's supply chain.		No	
ASPECT: HUMAN RI	GHTS GRIEVANCE MECHANISMS			
G4-DMA		This subject is not applicable, since it is not among our material issues.	No	
G4-HR12	No grievances related to human rights were reported for Doğuş Otomotiv through formal mechanisms during the reporting period.		No	
SUB-CATEGORY: SO	CIETY			
ASPECT: LOCAL CON	MMUNITIES			
G4-DMA	Rights of Local Communities Management Approach - 84		No	
G4-SO1	Traffic is Life! - 87 Gebze Scania After-sales Service Center Traffic is Life! Studies - 106		No	
G4-SO2	Activities of Doğuş Otomotiv and Doğuş Oto have no negative impact on the local community.		No	
ASPECT: ANTI-CORRUPTION				
G4-DMA	Fight Against Corruption Management Approach - 91		No	
G4-SO3	Fight Against Corruption Management Approach - 91		No	
G4-SO4	Fight Against Corruption Management Approach - 91		No	

DMA and Indicators	Page	Omissions	External Assurance
G4-SO5	In 2014, there were no incidents of corruption in our Company.		No
ASPECT: PUBLIC PO	DLICY		
G4-DMA		This subject is not applicable, since it is not among our material issues.	No
G4-SO6	Doğuş Otomotiv was not involved in any lobbying activity, nor in any collaboration related to public policy development. Doğuş Otomotiv does not provide any kind of financial or other contributions to political parties, politicians and related institutions.		No
ASPECT: ANTI-COM	PETITIVE BEHAVIOR		
G4-DMA	Anti-Competitive Behavior Management Approach - 92		
G4-SO7	Anti-Competitive Behavior Management Approach - 92		
ASPECT: COMPLIAN	ICE		
G4-DMA	Compliance Management Approach - 92		No
G4-S08	There were several administrative monetary penalties (customs, tax, traffic, demerits) due to regular operations of Doğuş Otomotiv, Doğuş Oto and Doğuş Information Technology for not complying with regulations. Counter lawsuits were processed for some of them, which were not finalized in 2014. Definitive penalties for 2014 were as follows: • The Ministry of Transportation, Maritime and Communication fined Doğuş Otomotiv, which owns K-2 and D-3 certificates, for not declaring changes in the authorized signatory list on time. The penalty was TL 8,320 within the scope of Land Transportation Law. • Doğuş Otomotiv paid TL 9,014 in the reporting period in line with the relevant sections of Customs Law No: 4458.		No

DMA and Indicators	Page	Omissions	External Assurance	
ASPECT: SUPPL	ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY			
G4-DMA		This subject is not applicable, since it is not among our material issues.	No	
G4-SO9	Doğuş Otomotiv launched awareness activities among suppliers and started to include social and environmental articles in supplier contracts in 2014. Topics such as occupational health and safety, environmental and human rights, and working conditions were the first ones integrated in processes. The impact of companies on society will be processed before 2018.		No	
G4-SO10	Doğuş Otomotiv launched awareness activities among suppliers and started to include social and environmental articles in supplier contracts in 2014. Topics such as occupational health and safety, environmental and human rights, and working conditions were the first ones integrated in processes. The impact of companies on society will be processed before 2018.		No	
ASPECT: GRIEVA	NICE MECHANISMS FOR IMPACTS ON SOCIETY			
G4-DMA		This subject is not applicable, since it is not among our material issues.	No	
G4-SO11		This subject is not applicable, since it is not among our material issues.	No	

DMA and Indicators	Page	Omissions	External Assurance		
SUB-CATEGORY.	SUB-CATEGORY: PRODUCT RESPONSIBILITY				
ASPECT: CUSTO	MER HEALTH AND SAFETY				
G4-DMA	Customer Health and Safety Management Approach - 95		No		
G4-PR1	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%.		No		
G4-PR2	No penalties, monetary and non-monetary, were reported for non-compliance with laws and regulations concerning health and safety impacts of products and services of Doğuş Otomotiv, considered either a problem or risk, during the reporting period.		No		
ASPECT: PRODU	ICT AND SERVICE LABELING				
G4-DMA	Product and Service Labelling (Informing) Management Approach - 97		No		
G4-PR3	Volkswagen Passenger Cars Informing Customers - 101 Audi Social Media Applications – 102 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 labelling. Informing the Customers Accurately can be found at: http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014/InformingCustomersAccurately.pdf		No		
G4-PR4	Doğuş Otomotiv complies with all laws and regulations concerning its products and services. There were no incidents of non- compliance with regulations and voluntary codes regarding labelling. There are several decisions by the Presidencies of Consumer Problems Arbitral Authority against Doğuş Oto for not complying consumers accurately in vehicle registration processes; several counter lawsuits were processed.		No		

DMA and Indicators	Page	Omissions	External Assurance
G4-PR5	Customer Satisfaction - 98 Scania CQSBE Project - 103 Scania Trainings - 103 Customer Satisfaction - 105 Customer Satisfaction - 107 Customer Satisfaction - 118 Customer Satisfaction Survey Results (CSS) - 147 Customer Satisfaction by our Brands can be found at: http://www.dogusotomotiv.com.tr/ dogusotomotiv_files/2014/Customer_Satisfaction_ by_Brands.pdf		No
ASPECT: MARKETI	NG COMMUNICATIONS	1	
G4-DMA	Marketing Communications Management Approach - 101		No
G4-PR6	After-sales Service Campaigns - 100 Informing the Customers Accurately can be found at: http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014/InformingCustomersAccurately.pdf		No
G4-PR7	The counter-lawsuit for a penalty, which was due to a TV advertisement in 2014, was not concluded in the reporting period.		No
ASPECT: CUSTOM	ER PRIVACY		. 7
G4-DMA		This subject is not applicable, since it is not among our material issues.	No
G4-PR8	Doğuş Otomotiv fully complies with laws, regulations and voluntary codes about customer information security, and uses international standards to protect customer information. There were no incidents recorded about complaints regarding customer confidentiality.		No

DMA and Indicators	Page	Omissions	External Assurance	
ASPECT: COMPLIANCE				
G4-DMA		This subject is not applicable, since it is not among our material issues.	No	
G4-PR9	There are several consumer lawsuits against Doğuş Otomotiv and Doğuş Oto due to faulty products/services for the products and services offered in automotive sector. In such cases, necessary actions are taken in line with legal regulations.		No	

Doğuş Otomotiv Corporate Responsibility Team



Koray Bebekoğlu Strategic Marketing and Corporate Communications



Ali Burak Emgen Doğuş Oto Marketing



Ahsen Bayraktaroğlu DOD Marketing



Aylin Bekem
VW Commercial
Vehicles



Bulut Ejder
Porche Marketing



Burak Uyanık Financial Controlling



Burçin Cengiz Logistics



Cem Kaya

Dealer Development



Çağla Gül Şenkardeş Strategic Marketing and Corporate Communications – Brand and Media Management



Çiğdem Çakmak Financial Controlling



Demet Derelioğlu Strategic Marketing and Corporate Communications – Communication Management



Gizem Aclan LeasePlan Marketing



Gözde Araç Budgeting and Finance



Mete Akmantürk Doğuş Technology – System and Infrastructure



Müge Yücel Investor Relations



Ozan Tiryakioğlu Audi Marketing



Özgecan Üstün Process Management



Pinar Tuncer Doğanç Strategic Marketing and Corporate Communications – Brand Management



Selin Kayhan SEAT Marketing



Sertaç Arda Logistics



Sibel Gürkan



Suat Aktürk Volkswagen After-Sales Service Organization



Şeref Kurtarıcı

VW Technic



Zeynep Çetinkaya Scania-Krone-Meiller Marketing



Zeynep Mert Purchasing



Zuhal Özkan VW Passenger Cars Marketing

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