

# INTERIM REPORT

2Q 2023





**CONVENIENCE TRANSLATION INTO ENGLISH OF  
INDEPENDENT AUDITOR'S REVIEW REPORT ON SEMI-ANNUAL REPORT  
ORIGINALLY ISSUED IN TURKISH**

To the General Assembly of Dođuş Otomotiv Servis ve Ticaret A.Ş.

*Introduction*

1. We have been assigned to the review whether the financial information in the review report of Dođuş Otomotiv Servis ve Ticaret A.Ş. (the "Company") and its subsidiaries (collectively referred as the "Group") prepared as at 30 June 2023 is consistent with the reviewed interim condensed consolidated financial information. Management is responsible for the preparation of the semi-annual report. Our responsibility is to express a conclusion on whether the financial information provided in the semi-annual report is consistent with the reviewed interim condensed consolidated financial information on which we have expressed our conclusion dated 21 August 2023.

*Scope of review*

2. We conducted our review in accordance with the Standard on Review Engagements ("SRE") 2410 "Review on Interim Financial Information Performed by the Independent Auditor of the Entity". Our review includes the assessment as to whether the financial information included in the semi-annual report is consistent with the reviewed interim condensed consolidated financial statements and other explanatory notes. A review is substantially less in scope than an audit conducted in accordance with Independent Auditing Standards, the objective of which is to express an opinion on the financial statements. Consequently, a review on the semi-annual financial information does not provide assurance that the audit firm will be aware of all significant matters which would have been identified in an audit. Accordingly, we do not express an audit opinion.

*Conclusion*

3. Based on our review, nothing has come to our attention that causes us to conclude that the accompanying financial information included in the review report is not consistent, in all material respects, with the interim financial information and the information presented in the explanatory notes to interim condensed consolidated financial statements.

PwC Bađımsız Denetim ve  
Serbest Muhasebeci Mali Müşavirlik A.Ş.

Cihan Harman, SMMM  
Partner

Istanbul, 21 August 2023

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## 1 - CORPORATE OVERVIEW

### a. Corporate Information

Title	Doğuş Otomotiv Servis ve Ticaret Anonim Şirketi
Address	Maslak Mahallesi, Ahi Evran Caddesi, No: 4, İç Kapı No: 3, Sarıyer / İSTANBUL
Headquarters	Şekerpınar Mahallesi, Anadolu Caddesi No: 45 D, Çayırova / KOCAELİ
Phone	(262) 676 90 90
Fax	(262) 676 76 65
Trade Registry No	429183-0
E-mail	yatirimciiliskileri@dogusotomotiv.com.tr
Website address	<a href="http://www.dogusotomotiv.com.tr">www.dogusotomotiv.com.tr</a>
Central Registration System No	0309011471300010

### b. Activities

Doğuş Otomotiv, the representative of 12 international brands and 13 affiliated product groups, each of which is the leader in its own sector, including passenger cars, light commercial vehicles, heavy vehicles, industrial and marine engines, and cooling systems sectors, offers its individual and corporate customers a wide product portfolio that includes the Volkswagen Passenger Cars, Audi, SEAT, CUPRA, ŠKODA, Bentley, Lamborghini, Porsche, Volkswagen Commercial Vehicles, and Scania brands and more than 80 models of these brands. The company also competes with the Scania brand in the industrial and marine engines market, with the Thermo King brand in the cooling systems market, and with the Meiller brand in the semi-trailer tipper products market. In addition, under the DOD brand, Doğuş Otomotiv offers services to its used vehicles customers. As for after-sales services and spare parts procurement in the maritime sector, the company operates within a corporate structure under the Doğuş Marine Services brand. In 2023, Doğuş Şarj Sistemleri Pazarlama ve Ticaret A.Ş. commenced its operations in the establishment and operation of charging units, charging stations, a charging network, and the provision of charging services. Considering unconditional customer satisfaction its number one priority in the services it provides, Doğuş Otomotiv has the largest Authorized Dealer and Service network in Turkey. More than 660 customer service points spread all over the country offer Doğuş Otomotiv's customers extensive and uninterrupted sales, repair, and spare parts services.

In addition to its import and distributorship operations, Doğuş Otomotiv continues to operate in areas such as consumer finance, fleet management, spare parts and accessories sales, logistics and customer services, used vehicle sales, express service, vehicle inspection, and insurance, in line with its strategy of having a presence in all rings of the automotive value chain. With the Value and Care Center established in 2014 as a result of the efforts for achieving customer satisfaction, our company provides 24/7 roadside assistance to its customers.

Doğuş Otomotiv shares, which were offered to the public in 2004, are traded on the Borsa İstanbul (BIST) with the code "DOAS.IS". The company has published its first Corporate Sustainability Report in 2009 and signed the United Nations Global Compact in 2010. As part of its product and service responsibility, the company has been engaging in social awareness activities for the past 19 years without interruption, starting with the slogan "Traffic is Life!" in 2004, in an attempt to raise awareness about safe driving in traffic. The program aligns with Goal 3.6 of the UN Sustainable Development Goals and continues to contribute to personal and social security through awareness initiatives on traffic safety in education and training settings.

Doğuş Otomotiv continued to be listed in the BIST Sustainability Index as of June 2023. In addition to the BIST Sustainability Participation Index, our company has been also listed in the BIST Sustainability 25 Index, which started to be published on November 21, 2022, and consists of large and liquid companies with a high sustainability performance.

Our company was also ranked among the Top Three Companies with Highest Corporate Governance Rating by the Corporate Governance Association of Turkey in the field of corporate governance, which it has internalized and largely complied with its good practices.

### c. Information on Capital Structure and Partnership

The paid-in capital of our company, consisting of 220,000,000 shares with a nominal value of 1 TRY each, without different types of shares and privileges granted to certain shareholders, is 220,000,000 TRY and the registered capital ceiling is 1,000,000,000TRY. No capital increase or issuance of any capital market instruments was made by our Company within the period.

Partner's Business Name	Capital Share	
	TRY	%
Doğuş Holding A.Ş.	144,099,708	65.50
Doğuş Otomotiv Servis ve Ticaret A.Ş. (*)	21,485,007	9.77
Doğuş Sigorta Aracılık Hizmetleri A.Ş.	292	0.00
Offered to public	54,414,993	24.73
<b>TOTAL</b>	<b>220,000,000</b>	<b>100.00</b>

(\*) Our company keeps its own shares purchased from Borsa İstanbul A.Ş. in its portfolio.

## d. Information on Senior Executives and Board Members

### Board of Directors

Name, Surname	Duty	Starting date	Duration
Emir Ali Bilalođlu	Chairman of the Board of Directors, CEO	March 30, 2021	3 years
Gür Çađdaş	Vice Chairman of the Board of Directors, Corporate Governance and Sustainability Committee Member, Early Risk Detection Committee Member	March 30, 2021	3 years
Koray Arıkan	Board Member, Corporate Governance and Sustainability Committee Member, Early Risk Detection Committee Member	March 30, 2021	3 years
Özlem Denizmen Kocatepe	Board Member, Remuneration and Nomination Committee Member	March 30, 2021	3 years
Adalet Yasemin Akad	Independent Board Member, Head of Corporate Governance and Sustainability Committee, Audit Committee Member, Head of Remuneration and Nomination Committee	March 30, 2021	3 years
Adnan Memiş	Independent Board Member, Head of Audit Committee, Head of Early Risk Detection Committee	March 30, 2021	3 years

### Employees with Senior Management Duties

Name, Surname	Duty
Emir Ali Bilalođlu	Chairman of the Board of Directors, CEO
Kerem Talih	Chief Financial Officer
Koray Bebekođlu	Chief Digital Transformation and Corporate Communications Officer
Giovanni Gino Bottaro	Chief Brand Officer - Volkswagen Passenger Cars
Anıl Gürsoy	Chief Brand Officer - SEAT, CUPRA, Porsche, DOD and Dođuş Marine Services
Kerem Galip Güven	Chief Brand Officer - Audi, Bentley, and Lamborghini
Mustafa Karabayır	Chief Spare Parts and Logistics Officer
Ela Kulunyar	Chief Human Resources and Process Management
Tolga Senyücel	Chairman of Dođuş Şarj Sistemleri Pazarlama ve Ticaret A.Ş., Chief Brand Officer - VW Commercial Vehicles, Scania, DOD Heavy Vehicles, Thermo King, Meiller; Managing Director of Gebze and Tuzla Service Points

## e. Financial Rights

The sum of the financial rights, including the salaries and similar payments provided to the members of our company's management body and persons with administrative responsibility, and the health insurance and the employer's share in SSI amount to 205,666 thousand TRY (June 30, 2022: 90,129 thousand TRY).

## 2 – PROFIT DISTRIBUTION POLICY AND DIVIDEND PAYMENT

Dividend payments are made in accordance with the legislation and the "Dividend Distribution Policy" approved by the General Assembly and available on the website: [www.dogusotomotiv.com.tr](http://www.dogusotomotiv.com.tr). Based on the decision of the General Assembly held on March 28, 2023, as a result of the activities in 2022, the company has earned;

- a net profit after tax of 5,241,004,263 TRY, based on its financial statements prepared in accordance with the Tax Procedure Law legislation, and
- a net profit after tax of 7,824,186,000 TRY, based on its consolidated financial statements prepared and independently audited in accordance with the Capital Markets Board legislation.

The profit obtained was distributed as follows: A total cash dividend of 2,900,000,000 TRY was designated to be distributed. After deducting the advance dividend payment of 900,000,000 TRY made on November 14, 2022, the remaining cash dividend of 2,000,000,000 TRY was disbursed on April 10, 2023, as per the decision of the Board of Directors.

Dividend Distribution Table - Summary (TRY)	According to CMB	According to Legal Records
<b>Net Profit for the Period (after tax)</b>	<b>7,824,186,000</b>	<b>5,241,004,263</b>
Previous Years' Losses (-)	-	-
Dividend Advance Paid on 14.11.2022	900,000,000	
Total Dividends Payable in Cash	2,000,000,000	
General Legal Reserves	288,900,000	
<b>Transferred to Extraordinary Reserves</b>	<b>4,635,286,000</b>	<b>2,052,104,263</b>

## 3 – SUBSIDIARIES, BUSINESS PARTNERSHIPS, AFFILIATES

Shares in Affiliates and Business Partnerships show the total amount of owned shares together with subsidiaries.

### a. Subsidiaries

	June 30, 2023	December 31, 2022
Doğuş Oto Pazarlama ve Ticaret A.Ş.	96.20	96.20
D-Auto Limited Liability Company (*)	100.00	100.00
Doğuş Şarj Sistemleri Pazarlama ve Ticaret A.Ş.	100.00	-

(\*) As stated in the Disclosure of Material Information dated Jul 01, 2021, the process for the liquidation of D-Auto LLC, our subsidiary operating within the borders of the Republic of Iraq, has been started and is ongoing.

## b. Affiliates

	June 30, 2023	December 31, 2022
Doğuş Holding A.Ş. (*)	3.66 (0.03)	3.66 (0.03)
Doğuş Sigorta Aracılık Hizmetleri A.Ş.	41.99	41.99
Doğuş Bilgi İşlem ve Teknoloji Hizmetleri A.Ş.	21.76	21.76
VDF Servis ve Ticaret A.Ş.	48.79	48.79
Yüce Auto Motorlu Araçlar Ticaret A.Ş. (**)	50.00	50.00

(\*) Participation rates of our subsidiary Doğuş Oto Pazarlama ve Ticaret A.Ş are shown in parentheses.

(\*\*) Although Doğuş Otomotiv owns 50% of the shares of Yüce Auto (distributor of Skoda brand vehicles), it does not have control over the company's activities.

## c. Business partnerships

	June 30, 2023	December 31, 2022
TÜVTURK Kuzey Taşıt Muayene İstasyonları Yapım ve İşletim A.Ş. (*)	33.00 (0.33)	33.00 (0.33)
TÜVTURK Güney Taşıt Muayene İstasyonları Yapım ve İşletim A.Ş. (*)	33.00 (0.33)	33.00 (0.33)

(\*) Participation rates of our subsidiary Doğuş Oto Pazarlama ve Ticaret A.Ş are shown in parentheses.

## 4 - OPERATIONAL AND FINANCIAL INDICATORS

### a. Condensed Balance Sheet

<i>Thousand TRY, CMB</i>	June 30, 2023	December 31, 2022	Change %
Current Assets	23,409,865	13,297,377	76
Non-Current Assets	13,973,436	7,367,803	90
Total Assets	37,383,301	20,665,180	81
Short Term Liabilities	14,114,959	8,345,575	69
Long Term Liabilities	4,254,806	613,079	594
Equity	19,013,536	11,706,526	62
Total Equity and Liabilities	37,383,301	20,665,180	81



## b. Changes in Financial Situation

<i>Thousand TRY, CMB</i>	June 30, 2023	December 31, 2022	Change %
Cash and Cash Equivalent Assets	2,442,972	3,366,150	(27)
Financial Debts	6,575,991	2,594,503	153
Net Debt Position (*)	4,133,019	(771,647)	636

(\*) Net Debt Position: Financial Debts - Cash and Cash Equivalents

## c. Automotive Market and Sales Quantities

The wholesale vehicle market figures (passenger vehicles, light commercial vehicles, and heavy commercial vehicles) and our company's wholesale vehicle sales figures realized within the period are as follows:

Wholesale	June 30, 2023	June 30, 2022	Change %
Total Sales Unit in the Market	559,942	360,243	55
DOAŞ Sales Figures (*)	61,921	41,100	51

(\*) Excluding Skoda

## d. Condensed Income Statement

<i>Thousand TRY, CMB</i>	June 30, 2023	June 30, 2022	Change %
Revenue	46,591,924	18,854,381	147
Gross profit	11,176,008	3,982,351	181
Gross Profit Margin	23.99%	21.12%	14
Operating Profit	10,049,593	3,458,517	191
Operating Profit Margin	21.57%	18.34%	18
Net Profit	9,059,302	2,772,713	227
Net Profit Margin	19.44%	14.71%	32

## e. Investments

Fixed asset investments amounted to 433,488 thousand TRY in the current period (June 30, 2022: 292,343 thousand TRY).

## 5 – DONATIONS

Donations made in accordance with the legislation and the “Donation and Charity Policy” on the website [www.dogusotomotiv.com.tr](http://www.dogusotomotiv.com.tr), approved by the General Assembly, amounted to 73,591 thousand TRY in the current period (June 30, 2022: 5,451 thousand TRY).

## 6 – NUMBER OF EMPLOYEES

The average number of employees throughout the period was 2,135 (December 31, 2022: 2,129).

## 7 – RISK MANAGEMENT

Our company's risk management approach signifies minimizing threats to the organization, personnel, and assets within rational and clearly documented methods, and increasing the effectiveness of the oversight duty. Early recognition of the causes that may endanger the existence, development, and continuation of the company, implementation of the necessary measures, evaluation of the opportunity areas, and effective management of risk are commanded and coordinated by the Committee for Early Detection of Risks. Risks that may arise in this context are monitored under the headings of “Financial Risks (summarized in note 23 of the financial table) and Operational Risks and Other Risks”.

## 8 – GENERAL ASSEMBLY INFORMATION

Our Company's Ordinary General Assembly for the year 2022 was held on March 28, 2023 and the following summary decisions were taken. All of the decisions are available on the website: [www.dogusotomotiv.com.tr](http://www.dogusotomotiv.com.tr).

- ✓ The annual report and financial statements of the Board of Directors were approved.
- ✓ Members of the Board of Directors were released from liability.
- ✓ It has been decided to distribute a cash dividend of 2,000,000,000 TRY after deducting the advance dividend payment of 900,000,000 TRY made on November 14, 2022 from the designated total cash dividend amount of 2,900,000,000 TRY.
- ✓ PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik AŞ was selected as the independent auditor for the 2023 accounting period.
- ✓ The amendments made to the article titled “6 -Capital” of our Articles of Association were approved.
- ✓ The amount of donations to be made within an accounting period has been limited to 500,000,000 TRY.

## 9 – AMENDMENTS TO THE ARTICLES OF ASSOCIATION MADE DURING THE YEAR

The article titled “6- Capital” of our company's articles of association has been amended. The registered capital ceiling of our company has been increased from 660,000,000 TRY to 1,000,000,000 TRY as a result of the amendment.

## 10 – CORPORATE GOVERNANCE AND SUSTAINABILITY PRINCIPLES COMPLIANCE STATEMENT

### Corporate Governance Principles

The Corporate Governance Principles Compliance Statement is included in our annual report. In addition, the “Corporate Governance Compliance Report” (CRF), “Corporate Governance Information Form” (CGIF), and “Sustainability Principles Compliance Statement” were disclosed on the public disclosure platform. The information required to be included in the Annual Report as required by the Corporate Governance Reporting Framework has been also included. You may access the report on the website: [www.dogusotomotiv.com.tr](http://www.dogusotomotiv.com.tr).

Within the scope of public disclosure, in addition to the information that is required to be disclosed in accordance with the legislation, the trade registry information, the most recent partnership and management structure, the Board of Directors, information regarding the absence of preferred stocks, the date and number of the Trade Registry Gazettes in which the amendments were published, the final version of the Company's Articles of Association, material events disclosures, investor information presentations, financial reports, annual reports, prospectus, agendas of the General Assembly Meetings, list of attendees and meeting minutes, proxy voting form, internal directive, Dividend Distribution Policy, Information Policy, Remuneration and Compensation Policy, Repurchase of Shares Policy, Donation and Charity Policy, Sustainability Reports and Policies, Human Resources Policy, Code of Ethics created by the Company, and information requests, questions, and notices and answers given to them under the Frequently Asked Questions heading are published at the [www.dogusotomotiv.com.tr](http://www.dogusotomotiv.com.tr) website.

In addition, following the analysis of 456 criteria defined in the methodology prepared by Kobirate International Credit Rating and Corporate Management Services Corp. (Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş.), Doğu Otomotiv has improved its score of 7.75 in 2010 to 9.74 in 2022 in the field of corporate governance, which it internalized and largely complied with its good practices.

### Sustainability Principles

Within the scope of the “Communiqué (II-17.1. a) on the Amendment of the Corporate Governance Communiqué (II-17.1)”, published in the Official Gazette No. 31262 on October 2, 2020”, explanations within the scope of sustainability principles harmonization framework have been added in the reports regarding compliance with corporate governance principles. Although the implementation of these principles is voluntary, the “Comply or Explain” principle renders it obligatory to report whether they have been implemented or not. It has started to be implemented as of the 2021 annual reports, including 2020 data, for the partnerships specified in the 5th paragraph of the 1st article of the Corporate Governance Communiqué numbered II-17.1. After the Doğu Otomotiv Sustainability Principles Compliance Statement was first published in the 2020 Annual Report, it was included in the annexes of the 2021 and 2022 Annual Reports. In addition, our Company has published the Integrated Sustainability Report for the first time in 2021, updated the Sustainability Principles Compliance Statement, and published in the annex of the 2021 Integrated Sustainability Report. In July 2023, the 14th edition of the Integrated Sustainability Report was released, providing a comprehensive overview of our sustainability performance in 2022 to our stakeholders.

The Sustainability Principles Compliance Statement was also updated and included in the appendix of the 2022 Integrated Sustainability Report.

Our Company, which published its first Corporate Sustainability Report in 2009 and signed the United Nations Global Compact in 2010, became a signatory to the United Nations Women's Empowerment Principles (UN WEPs) in 2022. For this reason, the UN WEPs index has been incorporated in the Appendices of the 2022 Integrated Sustainability Report as of this year. Doğuş Otomotiv has included the United Nations Sustainable Development Goals index within the Sustainability Reports it has published since 2017 and disclosed the harmony of its areas of focus and its performances related to the principles that match its sphere of influence regarding 14 of these 17 objectives. In addition, Doğuş Otomotiv follows the methodology suggested by AccountAbility AA1000SES (Stakeholder Engagement Standard) as a guide when determining its priority areas of focus, key stakeholders, and the strategy of dialog platforms it maintains with all stakeholders. The company acts by taking into account the framework and principles of this standard in all its stakeholder engagement-oriented performances.

In addition, our company has received limited assurance from PwC for the last three years in line with the expectation of "Independent auditing of the data published in the report", which is principle requirement in the United Nations Global Compact Reporting Principles and global sustainability reporting standards. Doğuş Otomotiv also included the Global Automotive Sustainability Practical Guidance Index of the Automotive Industry Action Group (AIAG), which is supported by our most important stakeholders (OEMs), in its 2022 Integrated Sustainability Report. Indicators specific to our industry published by SASB (Sustainability Accounting Standards Board) are also included in the appendices of the report as an index for the second time after 2021. Doğuş Otomotiv will continue to publish reports in line with the SASB Index and strive to be among the leading companies in complying with the standards developed by IFRS.

Doğuş Otomotiv continues to be a role model in its sector in terms of managing the medium- and long-term risks that may arise from climate change and ensuring that necessary process improvements are made. In this direction, in addition to ISO 14001 Environmental Management System, ISO 50001 Energy Management System, ISO 9001 Quality Management System, ISO 45001 Occupational Health and Safety Management System and ISO 27001 Information Security Management Systems were successfully established in 2021, their certificates were received in the second quarter of 2022, and the transition to the Integrated Management System has been realized. In April and May of 2023, the first interim audits for ISO 9001, ISO 45001, ISO 50001, and ISO 27001, as well as the second interim audit for ISO 14001, were successfully conducted as part of the Integrated Management Systems. Doğuş Otomotiv's Integrated Sustainability Report, which also includes the 2016 GRI Standards Index and has been published in accordance with international standards, may be accessed on the company's website. Doğuş Otomotiv has prepared its 2022 Sustainability Report in accordance with the updated GRI Standards 2021 version, which follows the 2016 version. Doğuş Otomotiv was among the six countries that participated as a pilot country in the GoToZero @Retail program, which Volkswagen AG initiated as a pilot across the globe in 2021. The second phase of the program was started in September 2022, while the program, which includes activities such as calculating carbon emissions and raising awareness about climate change, still continues at our Authorized Dealers and Services. In 2022, 54 dealers participated in the program. In 2023, the participation of 60 dealers is targeted. In addition, two authorized dealers and service centers participated in the pilot phase of the sustainability certification program initiated by Volkswagen AG. The program is currently in progress.

As of 2022, 11 Authorized Dealers and Services have embraced renewable energy through the Solar Power Systems (SPS) project, which involved a total investment of 2.4 million US dollars. The project has installed a total number of 14,469 panels, resulting in a power capacity of 5,914 kWp and an annual energy production of 9,631 MWh. Thanks to the SPS Project, our logistics operations now procure 115% of their electricity from renewable solar energy as of 2022.

Risk categorization and initial audits were completed in the Sustainable Supply Chain program. All of our suppliers categorized as high-risk underwent an audit, which included an assessment of their compliance with sustainability criteria.

In addition, as Doğuř Otomotiv, we have applied for the Zero Waste Certificate in the process managed by the Turkish Ministry of Environment and Climate Change to render our waste management more effective. According to the results of the environmental awareness survey conducted after the environmental and energy management training given to Doğuř Otomotiv employees in May 2022, 87% of our employees stated that they had close attention to ecological environmental pollution and that climate change is among the most important problems of the planet. In addition, 3,587 hybrid vehicles were sold in 2022. The emission values for each brand per vehicle sold have been included in the Appendices of the 2022 Integrated Sustainability Report.

The Battery Repair Center, which will serve the Central and Eastern Europe region, has commenced operations at the Doğuř Oto Kartal venue. The plan is to expand the number of battery repair centers to four by 2023. In addition, in 2023, our Company (Doğuř Otomotiv) established Doğuř řarj Sistemleri Pazarlama ve Ticaret A.ř., a 100% owned subsidiary, to operate in the establishment, operation, and charging service of electric charging units, charging stations, and a charging network.

The workshop component of the program, which was initiated in 2022 to identify Doğuř Otomotiv's risks and opportunities related to human rights, began in 2023 and the company's priorities pertaining to human rights were determined by following a methodology consistent with the United Nations Guiding Principles on Business and Human Rights. Together with the 2022 Sustainability Report, our performance and targets regarding human rights will be disclosed in line with these priorities. In addition, Doğuř Otomotiv once again will hold the areas of focus workshop in 2023, updating its priorities in line with the Double Materiality principle and sharing its new targets with its stakeholders in this context.

## **11 - EXPECTATIONS FOR 2023**

We predict that the total domestic automotive market sales will reach 1 million units in 2023. Accordingly, we expect our Company to sell over 110 thousand units during the calendar year (excluding Skoda). We also aim to continue our profitability-oriented approach for long-term success. While we try to strengthen operational efficiency and continue to monitor the prudent expense management structure in the light of all re-evaluated project and marketing plans, we plan to give more importance to digitalization projects for our investment plans and expect our spending amount to reach some 2.3 billion TRY. In the light of the effects of geopolitical risks and semiconductor supply capacity, we plan to reevaluate our predictions according to the exchange rate levels and the course of the economic conditions.

## 12 - DOĞUŞ OTOMOTİV'S DIGITAL TRANSFORMATION STRATEGY

The foundations of digital transformation works at Doğuş Otomotiv were initiated with the establishment of the Digital Transformation department in 2017, with the motto of identifying the current trends and customer expectations within the framework of operational excellence, and reconfiguring the future by redefining the value chain, and accelerated with the expansions made in the following years.

As of 2019, agile project portfolio management, in which all digital and IT software projects across the Company were jointly evaluated, has been adopted and relevant roles and duties have been defined. The Digital Transformation works accelerated and were spread throughout the Company in 2020. For the second half of 2020, an additional budget was provided in order to realize the digital software projects by anticipating the needs after the pandemic. As of the end of 2020, a total of 85 digital projects were worked on and 31 of them were completed. Our annual benefit projection from the projects completed in 2020 is 18 million TL.

IT software development investments and digital projects, which increased in 2020, progressed with an increasing momentum in 2021 as well.

While 15 digital projects were completed in 2019, 31 digital projects were launched in 2020. In 2021, 64 digital projects were launched. By the end of 2022, a total of 73 projects were completed, generating an estimated gain of approximately 133 million TRY per year based on time, cost, and income projections.

Software development will continue at a similar pace and with similar efficiency targets in 2023. As of the second quarter of 2023, a total of 44 digital projects have been completed and software development works for 67 other projects have continued. These projects include processes such as sales, after sales services, and marketing, and other projects that use digital technologies such as RPA, IoT, ERP, BI, Web/Mobile, Machine Learning and Artificial Intelligence in areas such as Value and Care Center (Değer ve İlgi Merkezi, DIM) and Spare Parts and Logistics, where we directly touch our customers. In line with the digital transformation vision and strategy, trainings and seminars, data analytics studies, and agile project management studies continue within the scope of the program to increase the digital competencies of employees.

In line with this program, horizontal and vertical programs have been determined in order to increase awareness of digitalization and digital technologies throughout the company. The horizontal programs cover Digital Transformation Trainings, while Vertical Programs focus on Data Science School, Robotic Process Automation (RPA), Customer Experience and Trends, and Artificial Intelligence. In 2021, competency development activities continued to be implemented within the scope of the Digital Competence program under the GO-DGTL Academy. Related studies continued in 2022 with awareness-raising webinars and trainings.

In addition to the above, "Data Strategy and Data Roadmap" studies were started in 2021 to determine Doğuş Otomotiv's data processing strategies. With these efforts, it is aimed to develop data, use it correctly, manage its storage and destruction, increase its quality, establish systems (architecture) suitable for needs, and ensure maximum benefit from data analytics studies. These long-term studies, which are planned to manage data in an effective and professional manner in general, are carried out in a way that maximizes the use of data and technology. Within the scope of this roadmap, a total of 16 projects have been drawn up, and the efforts for the implementation of the projects within a 2-3 year time period have been initiated.

As of the end of the second quarter of 2023, nine out of 16 projects have been completed, while the work on 7 projects is ongoing. In addition to these projects, efforts on data sets and on data projects focusing on standardized data governance processes and creating value from data continue in line with the dissemination targets. Fifty employees from Dođuř Otomotiv and Dođuř Teknoloji have taken an active role in these processes.

In addition to defining roles such as leaders for Data Groups, Data Management Leader, and Data Privacy Executive, technical data roles have also been defined in partnership with Dođuř Teknoloji, within the scope of the data governance process. Within the scope of data group projects, relevant business units were given technical training on data, while improvements regarding processes, time efficiency, and data quality were made. The dissemination/publicizing targets will be pursued for the remainder of 2023.

As Dođuř Otomotiv, we have taken new steps with the responsibility of always carrying the value we place on information and information security a step further. In a world where digitalization is increasing day by day, the last of our efforts to protect, improve, and develop digitalization and all the processes it brings along with proven and verified methods has been the receipt of the DIN EN ISO 27001 Information Security Management Systems Certificate for Dođuř Otomotiv. With the ISO 27001 Certificate, Dođuř Otomotiv has proven the importance it places on information as an automotive company. This step, taken in line with the goal of continuous improvement, supported the documentation and announcement of 360-degree assurance in Dođuř Otomotiv's digitalization journey. Dođuř Otomotiv has been continuing its journey as the holder of the ISO 27001- Information Security Management Systems certificate as of July 2022.