

CORPORATE SUSTAINABILITY
REPORT 2015



Detailed information on Doğuş Otomotiv's 2015 Corporate Sustainability Report is openly published on the website for our stakeholders to review. Doğuş Otomotiv Corporate Sustainability Report and website contain strategies and policies pertaining to our organization's social, environmental and economic performance, and data and insights on our focus areas.

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EARNING THE TRUST OF OUR CUSTOMERS AND
THE COMMUNITIES IN REGIONS WHERE WE OPERATE,
AND ENSURING THAT THIS TRUST LASTS CONSTITUTES
THE CORE OF OUR SUSTAINABILITY STRATEGY.

We recognize that the consumers of the new century are increasingly more aware, and that they have higher expectations, know what they want, and are open to dialog and conscious. And to that end, we strive to carry out all of our operations with sustainable business models.

We continue to convey our Sustainability approach as part of our Vision to every single stakeholder in our sphere of influence step by step. With the seventh edition of our annual Corporate Sustainability Report, we would like to extend our gratitude to first and foremost our Employees, as well as our Subsidiaries, Authorized Dealers and Service Centers, and Suppliers for making this process a way of doing business...

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As we continue to compete domestically as the market leader, we also aim at positioning ourselves as a leading automotive company in Europe and in the world with operations carried out in line with strategies sustainable both in medium and long term, and within the scope of responsibilities and authority defined by the brands we represent.

CHAIRMAN'S STATEMENT

Mr. Aclan Acar, Chairman of the Board of Directors of Doğuş Otomotiv, speaks about Doğuş Otomotiv's Sustainability strategies and future targets...

You are publishing the 7th Corporate Sustainability Report this year. As one of a handful of companies in Turkey publishing reports in international standards for such a long time, how has Doğuş Otomotiv evolved since the first edition?

Aclan Acar: When we first started implementing sustainability practices in international standards the concept was quite new in Turkey. On the other hand, Turkey is also quite good at catching up with the times in certain areas, and sustainability is one of them... When we at Doğuş Otomotiv began working on these topics in 2009, the internationally recognized and used reporting standard was Global Reporting Initiative (GRI), which we used as basis for our work. Moreover it was not yet quite common in Turkey, and initially we wanted to understand and grasp the requirements of the standard. We began by adjusting our current situation to the standard in those first years. Looking back on the first reports that we published, we see more clearly that its scope at the time was rather narrow, but it was still contemporary and quite advanced for Turkey across the board.

Having started off with very few organizations, the state of sustainability today and where reporting stands now is quite pleasing. While reporting you need to understand its spirit because it is after all a result, and the challenging part is to define the processes that lead to it. So we wanted to figure out and understand how we would incorporate this content to our processes, and we tried to spread it across the organization. At this point, we are among Turkey's highest performing companies. In our seventh Corporate Sustainability Report, scope and content is much more comprehensive.

In 2010, the year we published our first report, we also signed the United Nations Global Compact Convention. We can say that these principles are the widest encompassing awareness action on

sustainability across the globe. If you look at these Principles, you can clearly see the different but equally important and dominant stakeholder groups, and the organizations' focus areas in terms of sustainability. Now aiming to spread sustainability further, we have also encompassed all the stakeholders in our value chain, and expanded the scope some more.

With Borsa Istanbul rating the organizations for the first time for sustainability-related areas in 2015, Doğuş Otomotiv became one of the 29 companies to be included in the index. Considering the large organizations in Turkey and the economy generated in this area, being in the top 29 is of great importance for us. Since Doğuş Otomotiv is also among the top 20 companies in Turkey in terms of volume and scale, I think we are in a state that befits our position.

Do you believe that your sustainability efforts have led to change in your organization?

Aclan Acar: Yes, I believe that they have caused a great deal of change. As a matter of fact, the results of this work reflect directly on business results. Doğuş Otomotiv revolves around three main axes: Manufacturers, our dealer network that delivers these products to the customers, and the technological infrastructure that enables us to do our business at this level. And these three axes are built on the foundation of "people", our employees. We carry out several projects simultaneously. One such project is the lean management system, and another is DRIVE, (Doğuş Otomotiv's Route is toward People and Education). DRIVE is a project that aims to enhance human resources, both within our organization and also across our Authorized Dealer network. Accordingly we are implementing a number of sustainability practices in a wide range of areas such as human resources, procurement processes, risk management, and awareness among our Authorized Dealers and After-sales Service Centers.

We naturally measure the results of these activities but the real measurement is how they reflect on business results and financial statements. Our market share was 7.5 percent at the time we launched these projects, and now it is 20.6 percent. There are certainly hundreds of different factors such as product quality, shipping, logistics, support, and technology that contribute to the increase in market share, and sustainability is an important concept that encompasses them all. Similarly, we were selling nearly 40,000 cars in Turkey back then, whereas we are now selling 200,000 cars. Meanwhile we have also maintained and even increased our profitability.

Above all, our sustainability work has a very important and valuable place in terms of meeting customer needs and expectations. If we take our Traffic is Life work for instance, we see that there is increasing awareness and cultural transformation in the community about traffic. We have observed that the reputation of the organization is also on the rise. Customers have a natural tendency to favor companies that do their business ethically, morally and accountably. So we can confidently say that these reflect on the net results.

Economically, 2015 was a challenging year for Turkey. How did Doğuş Otomotiv perform in this period?

Aclan Acar: For us at Doğuş Otomotiv, 2015 was a remarkable year when we performed at the highest levels. The fact that it was a challenging year for Turkey can be attributed to a number of reasons. Turkey bears some risks due to its geopolitical position. The developments in the political and social landscape of the country caused the growth rate to slow down, and the economy grew about 4 percent last year. However, despite several negative factors, the automotive industry had a successful year overall. Similar to a hat trick, three records were broken. First of all, Turkey reached the highest level in production capacity in 2015. Exports fared very positively as well. And domestic sales including heavy commercial vehicles climbed over the one million-unit bar. In an industry that showed positive growth in 2015, we as a company grew much better, and maintained our market leadership. Volkswagen Passenger Car sales exceeded 100,000 units for the first time. Passenger cars and commercial vehicles combined sold nearly 140,000 units, making the Volkswagen brand number one in Turkey. Meanwhile Doğuş Otomotiv became

the leader in total vehicle sales for four years in a row, and I believe that this successful trend will continue. Reaching the top is hard work but once you reach the summit, it becomes even more important to aim for new peaks. Therefore Doğuş Otomotiv's targets are not limited with Turkey now. We will certainly continue to compete in the domestic market but with all of these activities we are aiming to position ourselves as a leading automotive company in Europe and in the world.

What are some of your predictions for the Turkish market in 2016?

Aclan Acar: In my opinion, 2016 will be an even more challenging year than 2015. If we look at the world markets, there was a global financial crisis in 2008. Actually the financial crisis that began to be felt outside the US as well in 2008 was the result of assuming that future prosperity could be realized in advance. In the past people would work within an economic structure, produce, save up, and invest with their savings. But in this new world order financial institutions, with the intervention of global markets, began to encourage future prosperity to be realized in advance by lending more, which translates to loans in economic terms. Personal loans began to fuel economies. And as a result, the world for a time saw a whole lot of countries, and Turkey among them, with higher prosperity levels that in fact were misleading. But there was one issue that heeded caution, which was the fact that the future prosperity realized in advance had to be repaid on due date... It became apparent later that future prosperity realized in advance brings along a bubble, and this system collapsed in 2008, which was set off in the USA but later spread around the world. This was followed by a period of recession that is expected to last at least a decade, which indicates that reasonable growth may begin again by 2018 and perhaps by 2020. Therefore we do not foresee rapid growth for the world in 2016. Global economy may grow about 1 – 1.5 percent, which would come mostly from developing markets. Turkey will not be able to stay out of this system, and as such 2016 will not see rapid growth.

Does your sustainability agenda drive your corporate strategies? What do you think about the role of sustainability strategies in solving especially the issues faced by the automotive industry?

Aclan Acar: Sustainability activities definitely affect the development and implementation of our corporate strategies, which of course have priority but we had already integrated sustainability while identifying those strategies. For instance, we are trying to transform our company as a whole into a learning organization.

As an important development of last year, we established a formal committee focused on sustainability. At Doğuş Otomotiv, we have a number of committees reporting to the Board of Directors such as Investor Relations and Risk Management Committees. These committees convene regularly and inform the Board. With the establishment of the Corporate Governance and Sustainability Committee, sustainability topics will now be regularly monitored, improved and their results measured in a structured manner, which is very important to us. I value it greatly, and I believe that it will be a driver in the development of our organization.

Sustainability strategies also function as a prediction mechanism for companies in terms of social, environmental and economic risks. As organizations become more transparent, their ability to manage such risks also improves. Volkswagen is managing the emission issue with such a global strategy. How do you as Doğuş Otomotiv interpret Volkswagen AG's emission problem?

Aclan Acar: I think the emission problem faced by Volkswagen AG has once again emphasized how important it is for senior management teams that run such large organizations to act consciously and ethically in these situations.

As a matter of fact, these situations can have an upside to them for individuals or organizations. They let you see where your system is failing, and the areas that need to be changed, and learn from them. It would certainly be better if you can detect these issues without a crisis.

What matters is that you learn from these experiences, determine your corporate governance principles to ensure that they never happen again, establish the necessary control mechanisms, and review your risk management systems...

At Doğuş Otomotiv we maintained open communication about the issue, and informed our customers. We declared that there were no issues with the technical

equipment and driving safety of the vehicles.

Sustainability also holds at its core a system we call "stakeholder engagement". Doğuş Otomotiv has been following a sustainability strategy built on stakeholder engagement since 2010. How do you inquire about the expectations of your stakeholders throughout the year, and how do you make them a part of management?

Aclan Acar: In identifying our founding strategy, we set off with the mission of "providing services that surpass the needs and expectations of our stakeholders". And while doing that we also wanted to be innovative, meaning a creative company that generates solutions. Therefore we act by measuring the needs and expectations of our stakeholders above all. This is a cornerstone of our strategic structure. We carry out a number of activities in this field, and we create environments on various platforms such as information meetings where we provide information about ourselves and gather feedback from stakeholders through surveys and other means.

Stakeholder engagement is after all a cycle, which involves not only communicating information but also learning the expectations of stakeholders, and responding to these expectations regularly and systematically. Our annual Corporate Sustainability Report is one example of this response system. Therefore this report is very important to us.

I can speak of DIM, our Value and Care Center as another example of how we reach our stakeholders using new technologies and voice response systems. The strategy we employ at DIM is quite different than conventional Call Centers. DIM consists of highly trained employees that are able to identify the needs of the caller directly. We not only respond to calls at DIM but we also conduct surveys and queries. And our main objective is to communicate one on one with our customers.

Our stakeholder engagement platforms are certainly not limited to Value and Care Center alone. The feedback we receive from our regional managers and authorized dealers, visits to authorized dealers, activities we carry out with suppliers, and platforms where we come together with manufacturers also continue. We also carry out activities to support our suppliers for sustainability, and we conduct audits. Trainings on Code of Ethics and participation of employees in suggestion systems are only two of the many areas that we continue to work.

Suggestion system is one of the most important stakeholder engagement practices for us. The suggestions we receive throughout the year within a certain systematic include a wide range of topics from improving the employees' own prosperity to how they can do their jobs better or make their work more sustainable. We as the Board of Directors attend the presentations of selected suggestions. We hold four meetings on this issue alone. The technological infrastructure as one of Doğuş Otomotiv's three main axes provides the support needed to accurately analyze the feedback we receive.

Among the suggestions received and deemed viable in 2015, 80 percent were implemented or planned. This is a significant ratio but more importantly it is the content of the implemented suggestions that counts.

So looking at how full the content of the suggestions is we can say that there are suggestions that perhaps contribute up to 90 percent to Doğuş Otomotiv's performance.

What do you think about the future of strategic sustainability management in Turkey?

Aclan Acar: From Doğuş Otomotiv's perspective, when we first started working on sustainability, Turkey was not quite familiar with the concept but we began by incorporating it into our processes, and we ensured that everything we did would be measurable. Then we identified goals, and evaluated our performance. You can only know for sure that you have reached the target you have set by measuring and evaluating. Disclosure, transparency and accountability are three principles of corporate governance. We should know what we want to accomplish with sustainability-related work, how we will complete which processes, and with whom, and how we will measure and evaluate.

In short, I don't find it surprising that organizations should manage sustainability-related areas just like other processes; this is in fact an essential part of our business.

Where we stand at this point in Turkey is much better than where we started... Many organizations care for this matter. But the majority of these organizations are publicly traded, global and large companies... I think we still need to create significant awareness in terms of family constitutions, corporate governance principles, and sustainability in structures that form

the real backbone of Turkey. So we have not yet been able to expand sustainability's sphere of influence much in this respect. The public authority, CMB or the Ministry of Customs and Trade, as well as chambers and commodity exchanges that are required to manage these issues should approach the matter at hand from an educative and training perspective, and show organizations that such work is actually for their benefit. I think we still have a long way to go, and that we should spread successful examples. It is important for large companies that have success stories to communicate to their stakeholders why and how they undertake such work, and how they can help, much like we do at Doğuş Otomotiv. Being a role model is not enough on its own, so I think it is the responsibility of every organization that has this learning skill to convey this concept and how to implement it.

What are Doğuş Otomotiv's future targets for sustainability-related areas?

Aclan Acar: We have covered some distance in Turkey, so we believe our place is in the champions' league from now on. We are striving to become a globally exemplary company. Therefore we now forge ahead by adopting global examples as objectives for our work. These objectives will take us ahead of where we stand now in terms of sustainability in Turkey.

The spirit for us is much more important than its reporting, which is just an outcome and the reflection of the accountability principle. We want to keep on creating better and nicer things both for ourselves and also for our stakeholders. We have ongoing projects, and we are also constantly working on new ones.

As always, Doğuş Otomotiv will keep on working toward managing sustainability-related areas better by allocating time, labor and resources.

Aclan Acar Chairman of the Board of Directors



If the policy of doing long-term business becomes an established strategy and the government incentives offered to companies with long-term investments increase in the coming years, Turkey will be able to reach its goal of sustainable production and brands.

CEO'S STATEMENT G4-1, G4-2

We talked about Doğuş Otomotiv's 2015 performance and future targets for Sustainability with Mr. Ali Bilaloğlu, CEO of Doğuş Otomotiv.

For the fourth time, Doğuş Otomotiv became the leader of Turkish market in 2015, which was also a challenging year for the business world. In your opinion, which areas has Doğuş Otomotiv focused on to attain this level of success during such trying times?

Ali Bilaloğlu: Doğuş Otomotiv represents 13 international brands in Turkey. At Doğuş Otomotiv we have a management that accurately reads and understands the strategies of these global brands, and ensures that targets based on these strategies are also reached in Turkey. We know the Turkish market really well, and we have a good understanding of the brands. Moreover, one of our most important advantages is our ability to integrate the practices that have been successful for different brands into the operations of other brands. This is how we succeeded in becoming an exemplary company, by making all Volkswagen Group brands either the market leaders of their segments in Turkey or achieving outstanding results in various areas.

In all of our endeavors, we take into consideration and assess how the outcomes of the strategies we determine would reflect on our customers, and we identify our targets to align with our policy of "Creating Fan Customers", which has underpinned our way of doing business for many years. In this respect, we see our authorized dealers and after-sales service centers as our business partners and as clients, while we consider our employees "internal customers". We also inquire about their expectations and needs, and try to organize even the training programs to meet their requirements and demands.

Furthermore, our sensibilities toward customer satisfaction, quality services we deliver in sales and after-sales, and aiming for common goals with our authorized dealers all constitute important components of Doğuş Otomotiv's successful track record.

In short, Doğuş Otomotiv achieves its goals with a balanced combination of these factors.

An important development of 2015 in your organization was renaming the former Corporate Governance Committee reporting to the Board of Directors as Corporate Governance and Sustainability Committee, whose purpose is to ensure the implementation of the criteria by monitoring the compliance of the Company with corporate governance principles in line with the new regulation that came into effect, and to present recommendations to the Board of Directors for managing and coordinating sustainability-related processes. As a result, Doğuş Otomotiv has shifted to sustainability management in global standards. What kind of evolution are you targeting for the organization in the coming years? And what benefits do you expect from this committee?

Ali Bilaloğlu: I believe that the Corporate Governance and Sustainability Committee reporting to the Board of Directors will help us follow the international developments in this field more closely, and align our vision with the global sustainability standards.

The world is rapidly evolving in areas related to sustainability. So at Doğuş Otomotiv we also try our best to truly understand these developments, taking care to incorporate them to our strategic priorities, while informing our stakeholders accurately and in a timely manner.

Do you believe that your sustainability targets have an impact on your growth and customer satisfaction-oriented strategies?

Ali Bilaloğlu: Given our fields of operations and our sphere of influence, our customers constitute one of our six Sustainability focus areas, and in the seventh edition of our annual Corporate Sustainability Report we openly share a comprehensive account of our sustainability performance, developments and targets. Therefore, I definitely think they will have significant impact. However, considering that all of Doğuş

Otomotiv's strategies and policies are customer satisfaction-oriented, I should add that our accomplishments in this area are dependent on several factors. But perhaps as the most important impact it has ensured that our executives adopt a more holistic approach to our operations and business results.

Additionally, the automotive industry, by its nature, should be sustainable. All the processes related to the vehicles we sell and then assume responsibility for throughout their lifecycles require long-term planning. Therefore, ensuring continuity across the entire organization and in ways of doing business, internalizing this approach, and acting in this direction are already essential factors. And we approach customer satisfaction in this context as well. Each and every topic and content we address and target for customer satisfaction is a valuable investment for us.

Traffic is Life! initiative has become one of the most known and long-lasting road safety platforms in Turkey. Could you talk about the developments in 2015 and your future goals?

Ali Bilaloğlu: At the time we launched the Traffic is Life initiative the platform was a new challenge for us too. We began by only creating attention grabbing public announcements to build awareness about the mistakes commonly made in traffic. But then we saw that it takes quite a long time to transform these awareness efforts into permanent behavioral changes in real life. You may create an agenda for a brief moment but you can never be sure if you have achieved a fundamental and positive change in behavior. So we later decided to convert the platform into a completely education-focused program, and we started with our own organization. Then the Traffic is Life trainings expanded to group companies, other organizations, followed by elementary schools all the way to universities. These activities, with "education" at the core, continue as planned. We also carry out awareness raising activities through public announcements, particularly in critical periods that require paying more attention to road safety. One of the priority goals of the platform in 2016 will be to raise awareness about the use of child car seats, and we expect this topic to remain on our agenda for the next couple of years. As you may know, child car seats are not used in 80 percent of the vehicles in Turkey; therefore we will provide trainings on this topic, as well. Our aim is to communicate the vital importance of

using child car seats to parents, and even to children if necessary, through psychological teaching methods. So, the Traffic is Life Platform will be focusing on one more new area this year, and other new topics will be visited from time to time while training and awareness activities continue.

Employees constitute one of your Sustainability focus areas. Looking at the developments of 2015 in your DRIVE program that also encompasses the employees of your authorized dealers and after-sales service centers, what will your next targets be?

Ali Bilaloğlu: Doğuş Otomotiv has an all-encompassing definition of employees, and covers not only the employees in our organization but also those employed across the entire Doğuş Otomotiv value chain. We launched the DRIVE Project with the slogan "Doğuş Otomotiv's Route is toward People and Education". Accordingly, we provide information on corporate human resources management in a wide range of areas from criteria and methods to be employed in hiring new people for our Authorized Dealers and After-sales Service Centers to employee trainings, compensation and performance appraisal systems.

Launched in 2014, DRIVE is a project that we aim to expand across the entire authorized dealer network according to plan in the coming years.

In last year's report you announced that the Value and Care Center (DIM) was established. How did this center, which opened a new door to product and service responsibility, perform in 2015, and what are your expectations from DIM for 2016?

Ali Bilaloğlu: We can confidently say that Value and Care Center's performance in 2015 surpassed our expectations. Our priority goal was to achieve excellence in reaching the customers of our brands, and meeting their expectations. Starting from the idea of creating DIM, we adopted a different approach to Call Centers than the rest of the industry. Our aim for the staff to be employed within DIM was to ensure that each one would be fully equipped to serve one brand rather than serving all brands, which require different competencies and expertise. In 2016 we will improve DIM further with teams with more technical expertise and knowledge. Our teams working at DIM are truly

specialized in after-sales services, and ready to serve our customers otherwise problems may arise when customers, many of which contact the center in emergencies, are not met with sufficient technical know-how. Since our technical teams are knowledgeable about the brand's specific technical details, they can quickly respond in such situations and solve the customer's problem over the phone. As a result, the customers receive instant information about their vehicle, understand that the issue is not significant, and do not need to take their vehicle to the service center.

We are also considering meeting service requests from other organizations that learn of the successful solutions we created at DIM. They want us to provide these services on their behalf, and we are currently evaluating the situation because there is serious demand from the group companies in particular. We might perhaps develop the concept further, and offer these services to other organizations operating in different industries.

Productivity is one of the primary sustainability areas. How did Doğuş Otomotiv perform in 2015 in this area? Please tell us how you see 2016 in this respect.

Ali Bilaloğlu: We have an established culture at Doğuş Otomotiv where all the employees work with the idea and belief that they are the owners of the company. As a result we have some truly exemplary productivity practices in place. Throughout the year, our employees generate projects involving how they can work more productively, or in other words how business processes can be improved, and submit them to us. The viable projects are selected, and implemented in the shortest time possible.

"Employee Suggestion System" also makes up an important part of our productivity efforts. We are also working on how we can benefit more from the ideas and opinions of our blue-collar employees.

Therefore, productivity for us is not a goal but rather an integral part of our way of doing business.

What types of activities are carried out to improve perception of sustainability among Doğuş Otomotiv employees?

Ali Bilaloğlu: All of the employees at Doğuş Otomotiv have the necessary sustainability sensibilities because this perception should be present in the foundation of

an organization. All of the projects we implement are aimed at encouraging our employees to think about long-term sustainability.

How do you think the economy would benefit or lose from Turkey's attaining its goals toward sustainable production and sustainable brands?

Ali Bilaloğlu: If the policy of doing long-term business becomes an established strategy and the government incentives offered to companies with long-term investments increase in the coming years, Turkey will be able to reach its goal of sustainable production and brands. I think this is how the country can achieve a healthier and longer-lasting economic structure.

What is Doğuş Otomotiv's sustainability and corporate responsibility vision for the future?

Ali Bilaloğlu: Partnering with Volkswagen Group as an exemplary global organization in terms sustainability and long-term policies for over 20 years has been a great opportunity for Doğuş Otomotiv. Besides, automotive industry in comparison to other sectors in the world has a much wider sustainability vision and investments in these areas. This type of long-term vision, as well as sustainability principles, standards and ways of doing business already exist in German automotive industry in particular. And frankly, we benefit from them.

BIST Sustainability Index was first launched on November 4, 2014 by Borsa Istanbul, and began with calculations and ratings of BIST30 companies. This was followed in 2015 by BIST50 Index that includes Doğuş Otomotiv, and the first ratings were conducted. As a result, our company was added to the index for the period between November 2015 and September 2016 for its high performance in this field as one of the top 29 companies in Turkey. I think the primary reason for this success is the value that Volkswagen Group has added to our organization. We had adopted sustainability as a way of doing business long before this index was formed; therefore we were already way ahead of other organizations. But we still have a long way to go, and we will continue to work at full speed in this direction.

Ali Bilaloğlu
CEO

2015 PERFORMANCE - HIGHLIGHTS



Economic Performance

Net Sales TL 10,889.2 M



Environmental Performance

TL 211,000 for Environmental Investments



Human Rights

Code of Ethics training
at Doğuş Oto total 2,174.5 hours to 1,278 people,
at Doğuş Otomotiv total 828.5 hours to 428 people



Employees

Doğuş Otomotiv Female Employment Ratio

35%



Product and Service Responsibility

DIM Employee Loyalty Rate

89%

DOĞUŞ OTOMOTİV FOCUS AREAS PERFORMANCE CRITERIA

Topics	2014	2015
Economic Development		
Net Sales (TL Million)	7,693	10,889
Number of Suppliers	718	666
Local Procurement Amount (TL Million) ¹	736	965
Local Employment Ratio (%)	8.68	10.82
Environment		
Water Consumption Amount (m ³) – Per Vehicle Sold	0.46	0.69
Amount Paid for Waste Disposal (TL)	154,949 ²	199,473
Hazardous Waste Disposal Cost (TL/Ton)	737	712
Amount of Packaging Recycled Through ÇEVKO (kg)	439,131	436,776
Battery Recycling Ratio (%)	112.9	105.8
Electricity Consumption (kWh)	3,685,381	4,784,127
Natural Gas Consumption (kWh)	295,419	456,721 ³
CO ₂ Emission per Vehicle Sold (kg)	128	127
Employees		
Number of Employees	2,137	2,553
Employee Satisfaction Rate (%)	70.2	Employee satisfaction survey conducted every other year
Workplace Accident Rate (%)	0.00	0.73
Employee Representation Ratio in OHS Committees (%) ⁴	4	3
Female Employment Ratio (%) ⁵	23	24
Number of Suggestions received by the Suggestion System	1,282	1,605
Number of Suggestions Implemented	330	608 ⁶
Training Provided for Employees (man/hours) - at Doğuş Otomotiv	50	29
Human Rights		
Rate of Employees Trained on Human Rights (%)	100	100
Number of Authorized Dealers Informed on Human Rights	12	15
Rate of Suppliers Informed on Human Rights (%)	100	100
Customers		
Customer Satisfaction Rate (over 120)	Sales average: 109.93 Service average: 101.59	Sales average: 110.16 Service average: 101.35
Authorized Dealer Satisfaction Rate	Sales: 4.57 Service: 4.70	Sales: 4.65 Service: 4.86
Community Engagement		
Number of Employees trained on Code of Ethics	377	428
Number of Authorized Dealers informed on Code of Ethics	12	17
Number of Suppliers informed on Code of Ethics	Set to start in 2015	3
Amount of Investment for Community Development Purposes (TL Million)	3.4	3.6

¹ Domestic procurement amount excluding vehicle imports and purchases from Doğuş Group companies.

² 73 after-sales service centers included.

³ Natural gas consumption in 2015 has increased as a result of adding the consumption amounts of the Logistics facility B Block building completed in 2014 and Doğuş Technology building that later became operational to the total consumption amount.

⁴ Pertains to Doğuş Otomotiv alone. Other ratios have been provided in detail in relevant sections of the report.

⁵ Average of Doğuş Oto and Doğuş Otomotiv.

⁶ Number of suggestions received in 2015 and implemented by April 20.

CORPORATE PROFILE G4-3, G4-4, G4-5, G4-6, G4-7, G4-8, G4-9, G4-13

ON THE 21ST YEAR OF ITS OPERATIONS, DOĞUŞ OTOMOTIV HAS MAINTAINED ITS POSITION AS TURKEY'S LEADING AUTOMOTIVE IMPORTER AND ONE OF THE LARGEST AUTOMOTIVE DISTRIBUTORS IN 2015.

Doğuş Otomotiv boasts the industry's widest brand portfolio and the largest service centers network in Turkey. As the representative of 13 international brands, each one a leader in their respective segments, including passenger cars, light commercial vehicles, heavy vehicles, industrial and marine engines, and cooling systems, Doğuş Otomotiv offers its customers and corporate clients a wide brand portfolio consisting of Volkswagen Passenger Cars, Audi, SEAT, Koda, Bentley, Lamborghini, Bugatti, Porsche, Volkswagen Commercial Vehicles, Scania, and Meiller brands, along with a comprehensive product portfolio of over 80 models of these brands. Furthermore the company operates in the marine engines market with Scania Engines brand, in the cooling systems market with Thermo King brand, and in the used vehicle market through its own DOD brand, respectively.

Doğuş Otomotiv boasts one of the largest Authorized Dealer and After-sales Service networks in Turkish Automotive Sector. With over 540 meeting points across the country, Doğuş Otomotiv provides wide-ranging and seamless services including sales, after-sales and spare parts for its customers.

D-Auto Suisse SA in 2015

Doğuş Otomotiv, on its path to becoming a global company, also invests toward taking its successful operations in Turkey abroad. Born as a result of company's mutual trust-based close cooperation with Volkswagen AG Group, D-Auto Suisse SA has been operating as an Authorized Porsche Dealer and After-sales Service Center in Lausanne, Switzerland since 2009. Currently employing a team of 39, D-Auto Suisse SA has increased its sales by 39%, selling 351 vehicles as a first.  G4-4,G4-6,G4-8

D-Auto LLC in 2015

Another international operation of Doğuş Otomotiv is the Erbil-based D-Auto LLC founded in 2014 to serve as the distributor of Volkswagen and Audi brands in Northern Iraq. The entire sales and after-sales operations of Volkswagen and Audi across Iraq are carried out by D-Auto LLC, fully owned by Doğuş Otomotiv. Having signed the agreement with Volkswagen Commercial Vehicles for Iraq Distributorship in December 2015 and included it as the third brand in its portfolio, D-Auto LLC currently operates on a total area of 7,500 m² with 22 employees.

While 2015 saw further economic stagnation, negative effects on the automotive industry continued to be felt and the market shrank significantly. Selling 37 new vehicles in 2015, D-Auto LLC succeeded to become the preferred service point for its customers with quality service experience and qualified technical staff, and provided after-sales services for 2,338 vehicles throughout the year.

Doğuş Oto in 2015

Doğuş Oto, offering new and used vehicles, spare parts and accessories sales, as well as insurance, financing and after-sales support services at six locations in Istanbul, Ankara and Bursa for the seven brands (Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, Porsche, SEAT, Skoda, and DOD) that our company – Doğuş Oto Pazarlama ve Ticaret A.Ş. – represents, has exceeded its 2015 targets, selling 59,948 units, and receiving 240,201 after-sales service entries. In line with the rising trend in vehicle sales and after-sales service entries, Doğuş Oto's business volume and the number of engaged customers have also increased significantly. Doğuş Oto continues to improve its service quality year after year, and keeps moving forward.  G4-4,G4-6,G4-8

DOD in 2015

DOD, the largest used vehicle brand in Turkey that introduced an institutionalized approach and the concept of trust to the used vehicle sector, increased the number of its business partners through the changes made in its business model and efforts to expand its supplier network in 2015, gaining significant momentum in procurement and sales.

These initiatives and efforts resulted in maintaining the consistent growth trend with 23,125 units sold in 2015. Aiming to expand the Authorized Dealer vehicle procurement network and to diversify the inventory, the number of collaborations with other companies has doubled year on year while the expansion in operations has led to 38% increase in vehicle procurement, and 69% increase in vehicle sales compared to 2014. New procurement agreements have led to improved diversity and higher quantities in inventory. The operational changes introduced in 2015 have led to 23% decrease in average age of vehicles in the inventory, and 28% decrease in inventory financing costs. The business model changes launched in 2014 at DOD's retail locations for cash purchasing processes and premium vehicle sales have continued in 2015, resulting in 34% year on year increase in sales revenues. Reaching the highest sales revenues and retail sales quantities since the launch of retail operations, two separate records were broken.

TÜVTÜRK in 2015

As the only authorized body appointed to conduct periodic vehicle inspections in Turkey, TÜVTÜRK provides these services in international standards, contributing positively to road and vehicle safety. With positive customer experience always a priority, TÜVTÜRK had a successful year in 2015, when more investments were made in this area. TÜVTÜRK has recorded growth in all operational fields in 2015, and periodic vehicle inspection services in particular. With the addition of new stations that began operating in 2015, the number of stationary stations rose to 207 while the addition of new mobile tractor stations increased the number of mobile stations to 106. With 2.5% year on year increase, 8,091,000 vehicles were periodically inspected.

vdf in 2015

Vdf excelled in customer satisfaction-oriented products and services, performing well above its 2015 targets; and maintained its position in 2015 as the market leader among consumer financing institutions and banks in terms of "active loan amounts" in individual vehicle loans. vdf increased its total loan count to 146,000 units as of 2015 yearend, also exceeding its targets with record-breaking growth. With 49% growth in active loan volume year on year, vdf went from TL 4 Billion in 2014 to TL 5.9 Billion in 2015.

Doğuş Otomotiv's 2015 financial results, and the latest ownership and legal structures are explained in detail in the 2015 Annual Report.  G4-7, G4-9

Further information on Doğuş Otomotiv's vision and mission statements, strategies, commitments and values.  G4-56

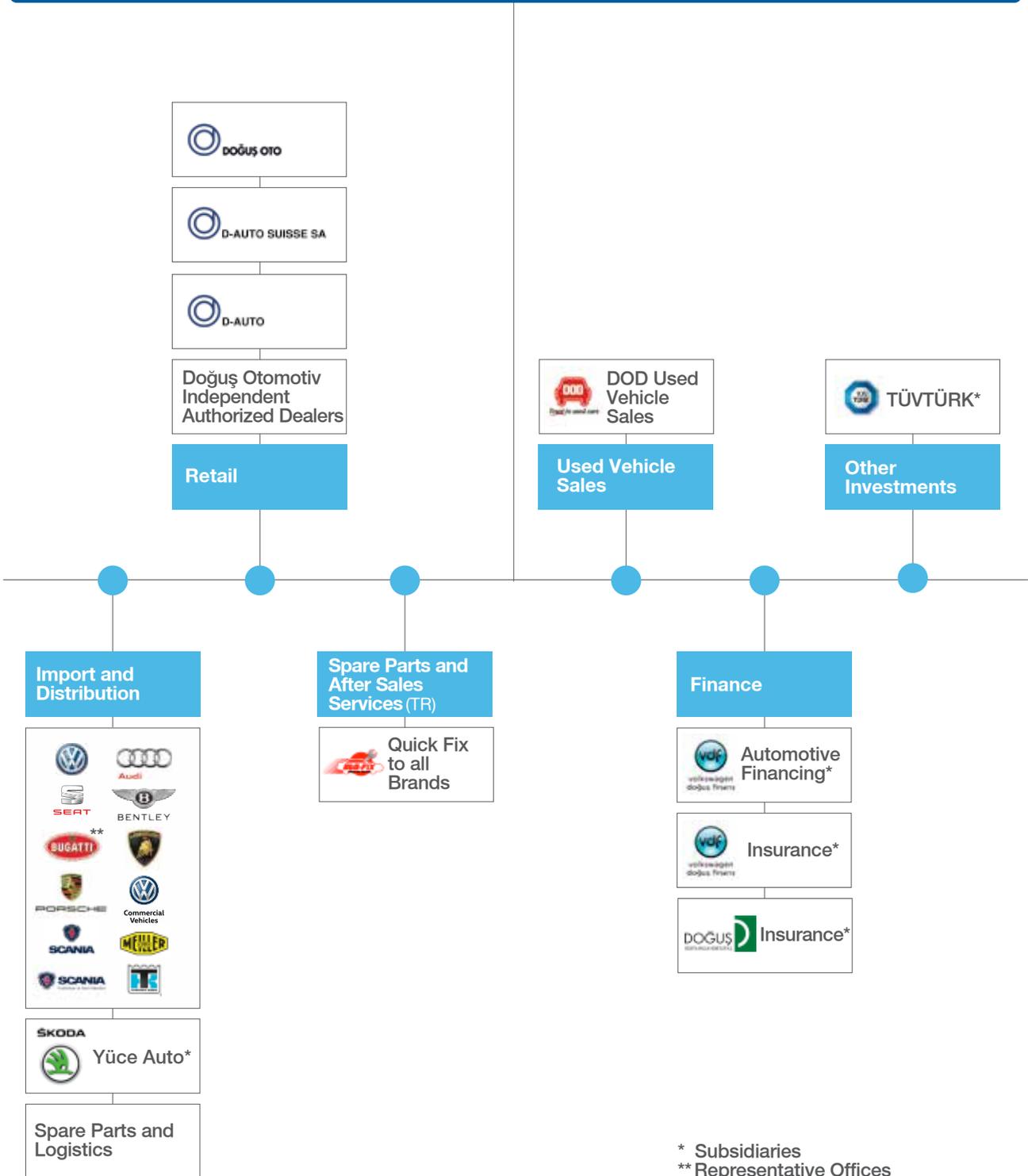
Doğuş Teknoloji in 2015

As a provider of innovative, dynamic, solution oriented, differentiated and high value-added services and products, Doğuş Teknoloji continued to focus on customer satisfaction, and successfully developed and launched several software projects.

Doğuş Teknoloji Data Center, completed in considerably short time to meet TIER 3 data center standards, started operating in March 2015. Doğuş Teknoloji improved operational efficiency without compromising from customer satisfaction, and attained its profitability targets for 2015.

ORGANIZATIONAL STRUCTURE

Doğuş Otomotiv / Value Chain 2015



IDENTIFIED PRIORITY AREAS AND REPORTING SCOPE G4-17, G4-23

Doğuş Otomotiv's direct and indirect subsidiaries, share ratios and consolidated financial statements are disclosed in the 2015 Annual Report. The financial data included in Doğuş Otomotiv's 2015 Corporate Sustainability Report is in line with the data provided in the annual report. However, the scope of Corporate Sustainability Report has been defined as Doğuş Otomotiv Sanayi ve Ticaret A.Ş. and Doğuş Oto Pazarlama ve Ticaret A.Ş. As part of the strategy to include the subsidiaries and related partnerships in the value chain of Doğuş Otomotiv's sustainability performance, our subsidiary Doğuş Teknoloji, and vdf Servis ve Ticaret A.Ş., already included in the 2014 report, have also been added to the scope of the 2015 report.

Apart from the subsidiaries, the Corporate Sustainability performances **of 17 Authorized Dealers**  and After-Sales Service Centers have also been included in the 2015 Corporate Sustainability Report. On the other hand, ÖzSa Otomotiv Tic. ve San. A.Ş. (Kayseri) and LeasePlan, whose performances were included in previous reports, have been excluded from this year's report with the completion of their assignment transactions. However, in line with our strategy of expanding our sphere of influence further, we have met with 3 Suppliers to communicate our Sustainability strategies and policies, and we have included some specific performances in this year's report.  G4-19, G4-20

REPORT PROFILE G4-18

As in 2014, the content, scope and overall structure of Doğuş Otomotiv's 2015 Corporate Sustainability Report have been prepared in accordance with the GRI G4 Sustainability Reporting Guidelines. Global Reporting Initiative (GRI) G4 Content Index will be made available online along with this report  G4-32

Doğuş Otomotiv's 2015 Corporate Sustainability Report is the second report prepared in accordance with the GRI G4 Guidelines.

Doğuş Otomotiv has published its 7th Corporate Sustainability Report in GRI standards this year. Doğuş Otomotiv commits to report Corporate Responsibility and Sustainability (social, environmental, ethical and economical) performance annually and the release date of the most recent report is June 2015.

 G4-28, G4-29, G4-30

Calculation methods recommended within the GRI G4 Reporting framework have been utilized to calculate the data disclosed in the report. Non-consolidated data have been described in footnotes. We continue to work toward reaching healthier data with every passing year, and to encompass all the organizations in the Doğuş Otomotiv value chain within scope.

Doğuş Otomotiv 2015 Corporate Sustainability Report has been prepared in accordance with the "comprehensive reporting" option, which is the highest level of reporting in G4 Guidelines, and has not been externally assured.  G4-32, G4-33

PRIORITY AREAS⁷

2015 Topics of Priority Areas	2015 Targets	Outcome
Stakeholder Feedback	Stakeholder Panel and Stakeholder Dialog Platforms	Stakeholder Panel will last through 2017. However, receiving key stakeholders' opinions and suggestions, as well as providing necessary feedback on a variety of platforms continued in 2015.
Strategic Corporate Sustainability Management	Establishing a Corporate Sustainability Committee to report to the Board of Directors	The current Corporate Governance Committee has been renamed "Corporate Governance and Sustainability Committee", and sustainability-related areas have been added to the committee's job description.
Expansion of the Reporting Scope	Increasing the number of Authorized Dealers and After-sales Service Centers and subsidiaries included in the scope of the report.	The number of Authorized Dealers included in the report has reached 17 while 2 new subsidiaries have been added.
Supply Chain Management	Selecting and informing 3 pilot business partners in our Supply Chain, and incorporating our expectations for Corporate Sustainability focus areas to supplier agreements.	Met with and informed 3 suppliers. Expectations from them to monitor performance in certain areas so as to ensure inclusion in the report were communicated.
Environmental Management System	Identifying policies required to establish an Environmental Management System, and creating a risk map.	Necessary preliminary work completed, activities under way to submit to the Corporate Governance and Sustainability Committee.

⁷ Detailed information on Doğuş Otomotiv's Priority Areas, Method of Identifying Areas and Prioritization work is available on the Doğuş Otomotiv website under Sustainability tab.

GOVERNANCE

CORPORATE GOVERNANCE AND SUSTAINABILITY COMMITTEE

The organization's sustainability activities are reviewed within the company by the Corporate Governance and Sustainability Committee, and duly reported to the Board of Directors.

There is also a Sustainability Working Group formed within the organization for the purpose of informing the Doğuş Otomotiv Board of Directors on the company's overall performance and targets in economic, environmental and social issues. The issues shared by the Working Group are presented to the Corporate Governance and Sustainability Committee at least 4 times during the year to take necessary actions.

The organization also has a number of departments including Investor Relations, Value and Care Center, Human Resources, Dealer Development, and Strategic Marketing and Corporate Communications for the management of dialog platforms and feedback mechanisms between the stakeholders and the highest governance body on economic, environmental and social issues.

Doğuş Otomotiv has improved its corporate governance score of 9.25 in 2014 to 9.42 in 2015, and won the award for "Highest Corporate Governance Score in the Board of Directors" category at the 9th Corporate Governance Summit organized by the Corporate Governance Association of Turkey.

PUBLIC POLICY

Key issues such as expectations and developments in the Automotive Industry, Sectoral investments, Legislative changes (special consumption tax, recovery incentive, motor vehicle tax, etc.), Chairman's participation in the World Economic Forum, our CEO's serving on the Board of ODD (Automotive Distributors' Association, Turkey), and involvement in the industry discussions and debates constitute the basis of our public policy.

STAKEHOLDERS

 GRI 43, G4-44, G4-45, G4-47, G4-48, G4-49

Doğuş Otomotiv establishes dialog with individual stakeholder groups through various communication channels. Doğuş Otomotiv's key stakeholders, and the dialog platforms with such stakeholders, along with stakeholder engagement processes are available on the corporate website.

These departments communicate directly or via various tools with relevant stakeholder groups, and regularly share their feedback with the Corporate Governance and Sustainability Committee. Representatives from these departments are also members of Doğuş Otomotiv Sustainability Working Group.

In the internal audits conducted throughout 2015, no critical issues regarding environmental and social performance have been identified.

With the objectives of ensuring the continuity and development of the sector, representing members of the sector in all segments, meeting the needs of the industry, generating solutions for problems, evaluating and communicating the industry data accurately and reliably, thereby forming public opinion, and directly contributing to creating industry-related legislation, Doğuş Otomotiv CEO Mr. Ali Bilaloğlu also serves as the Vice President of ODD, and as an Advisory Committee member of TCCI Turkey: Culture of Change Initiative of TUSIAD.

Mr. Ali Bilaloğlu additionally serves as a member of DEIK's Turkish-German Business Council Executive Committee with the aim of improving Turkey's economic, commercial and industrial affairs with other countries for the good of the nation, helping member organizations to benefit from business opportunities in the best possible manner by forging collaborations

with other public and private institutions, as well as contributing to the efforts toward addressing the relationship between Turkey and Germany with an innovative approach and raising awareness in both communities with the objective of strengthening the socio-economic ties between the two countries.

BUSINESS ETHICS

All business units of Doğuş Otomotiv are committed in all their operations to fully complying with the rules and principles of Code of **Ethics**. ⁱ Furthermore, utmost diligence is exercised for compliance with applicable laws and regulations (Corporate Governance Communiqué, CMB Law, Turkish Commercial Code, etc.) in all operations.

Transparency International Turkey announced the assessment of BIST 100 companies' systems of public disclosure on anti-corruption; based on the information and documents publicly disclosed in the corporate websites in March 2015. Doğuş Otomotiv is listed on top 10 (with 69 points, the best 3rd company) according to its transparency on the matter.

Ethic Hotline

All Doğuş Otomotiv employees can place calls to the Ethic Hotline at 444 3845 (444-ETIK) openly or anonymously, if they wish, to report actual or potential Code of Ethics violations.

Code of Ethics Trainings

Total 365 employees recruited in 2015 have received 730 man/hours of e-orientation training, and watched the Doğuş Otomotiv Sustainability Performance viral video, and been informed on our ethical principles and Code of Ethics. In 2015, 1,278 employees of Doğuş Oto have received total 2,174.5 hours of training on Code of Ethics, while 428 employees of Doğuş Otomotiv have received 828.5 hours of training.

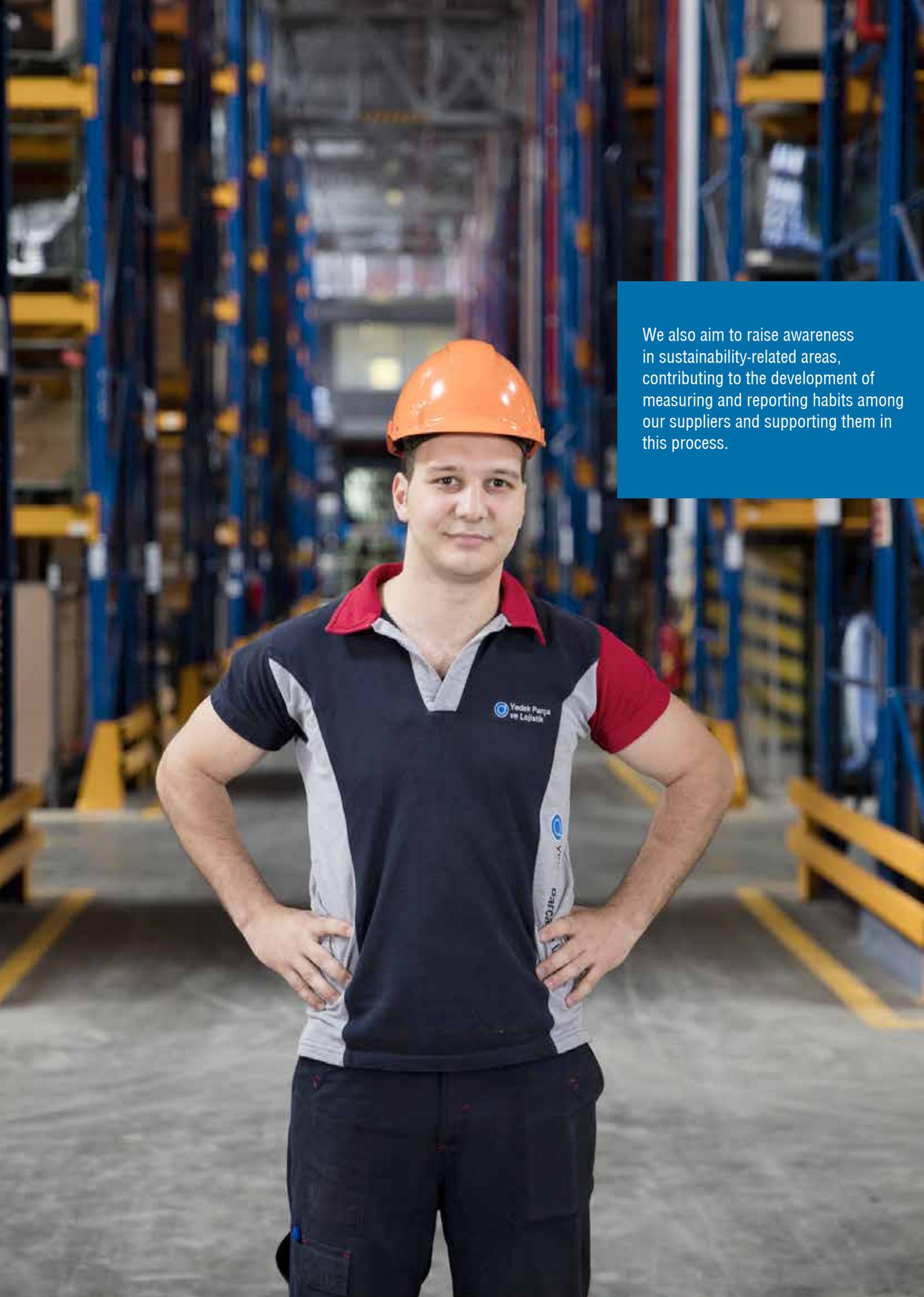
In order to ensure the continuity of ethical code trainings and to offer annual refresher courses, in-class teaching has been replaced with e-learning method. With the Code of Ethics trainings through e-learning in 2016, all the

employees will be offered a chance to refresh their knowledge. ^{GRI} G4-SO3, G4-SO4, G4-HR2

Ethical principles and ethical code procedures have been included in the organization's e-orientation program.

All the informative meetings with suppliers, contractors, Authorized Dealers and Services included sustainability policies and strategies, especially detailed information on Code of Ethics of Doğuş Otomotiv during the year.





We also aim to raise awareness in sustainability-related areas, contributing to the development of measuring and reporting habits among our suppliers and supporting them in this process.



Economic Performance



We are aware that economic sustainability can only be ensured when the stakeholders within our sphere of influence also act with the same approach to sustainability.

ON THE OCCASION OF ITS 21ST ANNIVERSARY IN 2015, DOĞUŞ OTOMOTIV HAS BECOME TURKEY'S LEADING AUTOMOTIVE IMPORTER AND DISTRIBUTOR WITH 13 INTERNATIONAL BRANDS AND OVER 80 MODELS, SALES, AFTER-SALES AND SPARE PARTS SERVICES, OVER TWO THOUSAND EMPLOYEES, AND MORE THAN 540 CUSTOMER TOUCHPOINTS, SERVING OVER 150,000 CUSTOMERS. DOĞUŞ OTOMOTIV HAS MAINTAINED ITS POSITION AS THE LEADER OF THE AUTOMOTIVE MARKET FOR THE FOURTH CONSECUTIVE YEAR WHILE INCREASING ITS MARKET SHARE FROM 20.01% TO 20.06% IN 2015.

 For further information, please refer to [Doğuş Otomotiv 2015 Annual Report](#): 

DOĞUŞ OTOMOTİV;



DOĞUŞ OTOMOTİV SERVİS VE TİCARET A.Ş.

CONSOLIDATED PROFIT AND LOSS STATEMENTS



	2014 (TL Thousand)	2015 (TL Thousand)
Revenues	7,692,702	10,889,161
Cost of Revenues (-)	6,819,714	9,780,598
GROSS PROFIT	872,988	1,108,563
General Administration Expenses (-)	257,280	301,075
Marketing Expenses (-)	237,103	297,208
Warranty Expenses (-)	59,908	75,486
Other Income from Main Operations	79,631	76,628
Other Expenses from Main Operations (-)	72,093	55,303
MAIN OPERATING PROFIT	326,235	456,119
Income from Investments	10,698	37,324
Shares in Profits/Losses of Equity-Appreciated Investments	82,742	43,434
OPERATING PROFIT BEFORE FINANCING COSTS	419,675	536,877
Financing Income	-	-
Financing Costs (-)	123,378	171,488
PROFIT BEFORE TAX FOR ONGOING OPERATIONS	296,297	365,389
Ongoing Operations Tax Costs (-)	43,219	62,945
Tax Costs for the Period (-)	43,584	61,976
Deferred Tax Income	365	-
Deferred Tax Costs (-)	-	969
PROFIT FOR THE PERIOD FOR ONGOING OPERATIONS	253,078	302,444
Distribution of Period Profit		
Non-controlling Shares	1,443	-477
Equity Shares of the Company	251,635	302,921
PROFIT FOR THE PERIOD	253,078	302,444
Personnel Expenses	175,735	209,891
Donations and Grants	3,399	3,581
Taxes, Duties and Fees	3,443	3,249

NEW AUTHORIZED DEALER AND AFTER-SALES SERVICE CENTER INVESTMENTS

INVESTMENTS IN 14 AUTHORIZED DEALERS AND 12 AFTER-SALES SERVICE CENTERS HAVE BEEN COMPLETED IN 2015, AND OPENED FOR BUSINESS.

The numbers of new service points that have become operational are listed below by each brand:

Brand	Sales	After Sales
Volkswagen	4	4
Audi	2	2
SEAT	3	3
Porsche	-	-
DOD	2	-
Scania	-	-
Krone	-	-
Meiller	-	-
Thermo King	3	3
Scania Engines	-	-



As part of the renovation project that VW AG announced and we started to implement, the renovation projects of 13 VW Authorized Dealers have been completed, increasing the number of VW Authorized dealers renovated to 32. In 2015, the operations of 8 authorized dealers and 7 authorized after-sales service centers have been terminated. Within the scope of future investments, a plan to open Authorized Dealers and After-sales Service Centers covering the period until 2020 has been prepared. Accordingly, construction work for 4 Volkswagen investments, 5 for Audi, 3 for SEAT, and 1 for Porsche is currently under way.

As of 2015 yearend, our Authorized Dealer and After-sales Service Center network consists of 88 legal entities, operating at 472 service points excluding Skoda brand, or 548 including Skoda.

INDIRECT ECONOMIC IMPACT

Doğuş Otomotiv examines the **indirect economic**  contributions of its subsidiaries, Authorized Dealers and After-sales Service Centers, and Suppliers included in the annual report and prepares quantitative reports for the purpose of analyzing the indirect economic impact of all organizations within the value chain, and gathering comprehensive relevant data. 

COMMUNITY DEVELOPMENT

DOĞUŞ OTOMOTİV HAS BEEN A REGULAR DONOR OF DARÜŞŞAFKA EDUCATIONAL INSTITUTIONS, WHICH ONLY ACCEPT STUDENTS THAT PASS ENTRANCE EXAMS TO SUPPORT EQUAL OPPORTUNITY IN EDUCATION, AND WHICH AIM TO RAISE LEADERS WHO WILL ACT RESPONSIBLY FOR THEIR COMMUNITIES, ENVIRONMENT AND FAMILIES AS LIFELONG LEARNERS THAT SEARCH AND QUESTION, AND AS CONTEMPORARY AND CONFIDENT INDIVIDUALS. DONATIONS TO DARÜŞŞAFKA SOCIETY HAVE TOTALED TL 1,440,175 IN 2015.

DOĞUŞ OTOMOTİV SERVİS VE TİCARET A.Ş. and SUBSIDIARIES

Donations and Grants in 2015	Amount -TL
Darüşşafaka Society	1,440,175
Şişli Vocational and Technical Anatolian High School	644,862
Istanbul Police Department	525,466
Turkish Oil Foundation	396,000
Konyaaltı Bahtlı Vocational and Technical Anatolian High School	112,109
Esenyurt Municipality	104,868
Ayhan Şahenk Foundation	66,773
Muğla Police Department	60,830
Güvercinlik Vocational and Technical Anatolian High School	25,478
Besni Vocational and Technical Anatolian High School	25,242
Gazi Vocational and Technical Anatolian High School	24,650
Çatalca Arif Nihat Asya Technical and Industrial Vocational High School	24,480
Pendik İmkb Vocational and Technical Anatolian High School	23,476
Sarıyer Municipality Sports Club Association	20,000
Disabled Sports Support and Education Foundation of Turkey	18,000
Feyziye Schools Foundation	15,000
Veysel Karani Vocational and Technical Anatolian High School	10,215
Other associations and institutions	43,690
TOTAL	3,581,314

SUPPLIERS

Doğuş Otomotiv works in collaboration with several local and international suppliers including OEMs and business partners. The suppliers are not only expected to operate in line with the quality of our products and services but also to act in accordance with Doğuş Otomotiv's Sustainability Strategies and policies, and **Procurement Practices Management Approach**. 

According to Doğuş Otomotiv Central Procurement Department records, the number of suppliers totaled 666 in 2015. All the purchases of Doğuş Otomotiv Central Procurement Department throughout the year were sourced locally. All local procurements by Doğuş Otomotiv Central Procurement Department in 2015 have amounted to TL 175 million⁸. 

Each of our brands has its own individual purchasing operations outside the Central Procurement Department. Local procurements by Doğuş Otomotiv Group in 2015 have totaled TL 965 million (total amount of local procurements by Doğuş Otomotiv Group companies⁹, excluding vehicle imports and Doğuş Group companies).

Supply Chain

All of our suppliers are required to sign the Doğuş Otomotiv Servis ve Tic. A.Ş. Business Ethics Principles annexed to the agreements, and expected to comply with these principles. Supplier agreements have Doğuş Otomotiv Human Rights Policy as annex, as well as provisions on ethical principles.

Supplier Audits

The frequency of supplier audits involving their taxes and other liabilities was increased in 2015. Companies identified during audits as lacking in certifications have been informed of the situation, and ensuing processes monitored. During interviews with new suppliers, Doğuş Culture and Sustainability strategies and policies have been explained to ensure they are fully aware of these.

As part of adding new suppliers to our network in 2015, 24 such companies were visited and audited. Visits to suppliers in this respect throughout the year made up 7%, which is planned to reach 10% through 2016. A survey among internal customers that procure within

the Doğuş Otomotiv organization was conducted in November 2015 to measure their satisfaction levels throughout the year, and revealed 84% satisfaction rate. Surveys aimed at measuring the satisfaction rates of internal customers and suppliers after each procurement transaction are planned for 2016.

Suppliers and Sustainability

As part of Doğuş Otomotiv's sustainability efforts and related objectives, 3 suppliers have been selected for a pilot project that was launched in 2015. These three suppliers were trained on Sustainability, and delivered general information on Doğuş Otomotiv's Sustainability strategies.

These three companies, namely Daikin Turkey, Eurest Services Turkey (Sofra Grup) and VOG Tekstil Promosyon Sanayi ve Ticaret A.Ş., which have been selected for the pilot project aimed at raising awareness in sustainability-related areas, contributing to the development of measuring and reporting habits among our suppliers and supporting them in this process, have been included within the scope of our 2015 report.

⁸ The local suppliers that Doğuş Otomotiv procured goods and services from in 2015 have been included in suppliers. Goods and services procured from Doğuş Group Companies have not been included in this amount.

⁹ Regarding the selling and transfer of all equity shares owned by our company and Doğuş Holding A.Ş. in Krone Doğuş Treyler Sanayi ve Ticaret A.Ş. corresponding to 49% of capital to Fahrzeugwerk Bernard Krone GmbH, the parties have signed a sales agreement on January 29, 2015, and the share transfer transaction will be completed following the necessary approval of the Turkish Competition Authority.

SUSTAINABILITY AT DAIKIN TURKEY

- DAIKIN IS FULLY COMMITTED TO THE ECO DESIGN PRINCIPLE, AND CONTINUES TO INVEST IN THE DEVELOPMENT OF GREEN PRODUCTS.
- THE MESSAGES FEATURED ON THE WALLPAPERS USED IN COMPANY COMPUTERS HIGHLIGHT ENVIRONMENTAL SENSITIVITY AND THE IMPORTANCE OF SAVINGS.
- EMPLOYEES ARE CONTINUALLY TRAINED TO BUILD CONSCIOUSNESS ABOUT THE PROTECTION OF ENVIRONMENT BY INHIBITING COOLING GAS EMISSIONS IN PRODUCTION PROCESSES AND PRODUCTION TESTING PHASES.
- DAIKIN TURKEY'S HENDEK MANUFACTURING FACILITY HAS BEEN AWARDED THE "GREEN HEART FACTORY" CERTIFICATION FOR ITS ECOFRIENDLY HVAC PRODUCTS.
- DAIKIN TURKEY, KNOWN FOR THEIR ENVIRONMENT FRIENDLY SOLUTIONS, LAUNCHED A GREEN INITIATIVE IN LOGISTICS THAT LED TO THE PROTECTION OF A 35-HECTARE FOREST AREA IN AS LITTLE AS 6 MONTHS.
- DAIKIN TURKEY COLLABORATES WITH WWF TURKEY TO SUPPORT THE PROTECTION OF SPECIES UNDER THREAT OF EXTINCTION.

Daikin Turkey conducts trainings and presentations to provide information on green buildings (BREEAM, LEED). Trainings focus on various topics including the new environment friendly R-32 gas for more energy-efficient air conditioners with less impact on global warming. Supporting documentation such as articles, bulletins and brochures are provided in these trainings where EU F-Gas Regulation and its impact on both the environment and the HVAC industry are also addressed.

Daikin Turkey provided Occupational Health and Safety trainings for nearly 2,000 employees of Authorized After-sales Service Centers in 2015.

Daikin Turkey conducts regular annual surveys to measure employee engagement and satisfaction, and also has in place a suggestion system that collects relevant data.

As a global company, Daikin is particularly sensitive about equal rights and fighting against discrimination. With "a company is its people" motto adopted as a key corporate principle, Daikin Turkey operates in compliance with local legislation and in accordance with all international norms.

Daikin Turkey Academy

Daikin Academy offers trainings for employees on a variety of categories including personal / professional development, leadership, products/technical, mandatory, foreign languages, and workshops for families and children.

Total 312 employees have benefited from these trainings in 2015. In-class teaching is supported by e-learning platform, which features personal development trainings as well as courses on hobbies, family, etc. Average training per person totaled 24 man/hours in 2015.

Employees are also supported for foreign languages (English, French, Japanese, etc.), graduate studies and MBA degrees.

Daikin Turkey has a Social Club to instill a sense of social responsibility in employees. Another club within Daikin Turkey is the Daikin Green Hearts Club that organizes environmental awareness events with the voluntary participation of employees.

Daikin Turkey also carries out the SAKURA project to support women entrepreneurs as part of a social engagement program. The project, in partnership with KOSGEB and Kalder, provides trainings for young female entrepreneurs, who are then offered the opportunity to become owners of companies that operate as Daikin Turkey Authorized Dealers and After-sales Service Centers with all costs covered for a certain period.

Furthermore, Daikin Turkey grants scholarships for three university students every year, and offers three new university graduates a chance to work abroad within the frame of “Global Trainee” Project.

Eurest Services Turkey (Sofra Grup) and Sustainability

As the second largest employer in its segment in Turkey, Sofra Grup provides employment for over 22,000 people.

Healthy and Responsible Production Standards at Eurest Services Turkey

The management system standards at Sofra Grup are governed under the umbrella of Integrated Management System where the certification processes of standards and systems applied in all units are monitored by Turkish Standards Institute, TSE, Compass Group and other international bodies while constant improvements are made based on the results of internal and external audits.

Sofra Grup is the first catering and food service company in Turkey to be awarded with Quality Management (TSE EN ISO 9001:2008), Food Safety (TSE ISO EN 22000), Occupational Health and Safety (TSE ISG OHSAS TS 18001:2008), Environmental Management System (TSE ISO EN 14001:2004), Customer Satisfaction (TSE ISO 10002 2006), and Energy Management (TSE EN ISO 50001) certifications.

Supply Chain Management in food production

Sofra Grup diligently sources products from safe, quality, healthy and local suppliers. Therefore suppliers' compliance with health, safety and environmental standards is strictly monitored. Environmental standards also require suppliers of Sofra Grup to be sensitive to the environment. In the contract stage, Sofra Grup's suppliers are informed of Eurest's environmental standards, and their independent audits and practices are monitored.

SOFRA GRUP'S SUSTAINABLE PROCUREMENT GOALS ARE LISTED AS FOLLOWS:

- FULL MONITORING OF SUPPLIERS AND PRODUCTS WITHIN THE APPROVED SUPPLY CHAIN IN ORDER TO ENSURE ETHICAL AND SAFETY STANDARDS;
- SUPPORTING LOCAL RESOURCES; COOPERATING WITH FARMERS AND GROWERS FOR LOCALLY AND REGIONALLY MADE OR GROWN FOOD PRODUCTS;
- COLLABORATING WITH CUSTOMERS, SUPPLIERS AND DISTRIBUTORS TO MINIMIZE THE ENVIRONMENTAL FOOTPRINT OF OUR BUSINESS;
- SUPPORTING FARMERS AND COMMUNITIES WITH FAIR TRADE APPROACH.

Eurest Services Turkey and Trim Trax Program

In most countries, foods constitute over 15% of waste, and decomposition of food waste results in release of methane, a gas 20 times more effective than carbon dioxide. Sofra Grup strives to reduce the effects of food waste, and implements the sustainable Trim Trax program to raise awareness and ensure reduction of food waste.

Trim Trax Program stands out with important features such as allowing food waste to be monitored, measured and minimized on the field, and providing the employees with the tools, perspective and a sense of belonging needed to minimize and monitor waste in the production process. The program has helped to recycle 5,400 kilos of paper and 23 kilos of batteries in 2015.

Vog Tekstil and Sustainability

Vog Tekstil uses Oeko-Tex certified textiles with the aim of sustainable production. Our supplier does not use any raw printing materials that may have carcinogenic effects, and to that end performs all necessary oversight and controls.

Vog Tekstil provides occupational health and safety trainings for all staff, as well as an annual training on mass diseases. The employees also benefit from health screenings once a year.

Vog Tekstil donates surplus production to the village schools in need across Anatolia as part of its social engagement efforts.

RISK MANAGEMENT

In line with the financial risk management and financial precaution strategies that Doğuş Otomotiv has determined during the year, the overall financial standing of the Company throughout 2015 was monitored in an environment where financial sensitivities were considered, and solutions were generated where necessary.

With the reporting template indexed on commercial moves in particular, a flexible asset-liability cash flow module with time function has been designed to standardize such moves. Standard cash flows have made it possible to shift to a more uniform structure where risk parameters could be synthesized, **resulting in more practical**  monitoring of important system measurement factors such as current net interest margin.

The navigation of risk management processes toward a strategic and proactive business model is guided by a holistic blueprint that includes correlations of risks. Our risk composition, which takes into account probabilities and possible implications of processes and scenarios, has been expanded in the recent years to encompass our sensibilities about health, safety, environment, climate, business continuity and social standards. Risk measurement and assessment

parameters, use of common terminology, crisis management approach, related reporting, and informing of stakeholders are also reinforced in this direction.

Risk Management and Business Continuity

A working group with representatives from relevant departments of the company has undertaken a comprehensive task for the purpose of further developing the current Business Continuity Plan in 2015. This exercise, more in line with the terminology, and based on raising awareness, is carried out in direct contact with business owners to ensure that it is applicable in real-life situations, and uses as reference the relevant ISO standards and an action plan developed by the International Institute of Internal Auditors.

AS AN IMPORTANT PART OF SUSTAINABILITY EFFORTS, BUSINESS SUSTAINABILITY AND DISASTER RECOVERY ARE TAKEN INTO CONSIDERATION AS TWO DIFFERENT FACTORS THAT COMPLEMENT EACH OTHER WITHIN THE WHOLE ORGANIZATIONAL STRUCTURE.

An emergency action plan developed to recover processes that may potentially be stalled due to devastating risks despite the proactive efforts of our Company as early as possible, and multi-staged crisis management scenarios were also considered during the year. Generally accepted tools and consulting services have also been utilized for the purpose of preventing loss of life, property and information, meeting the expectations of beneficiaries, taking the right legal actions, and protecting the organization's reputation. Crisis management and emergency action plans will continue to be extensively assessed in the coming periods as part of our risk strategies.  G4-2

Economic, Environmental and Societal Risks

The economic, environmental and social issues are addressed within the Company in collaboration with the Board of Directors and the Early Risk Detection Committee, whose work involves detecting the causes that may potentially endanger the existence, development and continuity of the Company, and taking timely precautions when necessary, thereby managing risks effectively. The Committee, with its qualified members and accurate information flow, supports the Board of Directors' task of oversight by providing assurance, and also reviews the risk management systems at least once a year. In 2015, the committee has convened at the number (six) and intervals determined in accordance with working principles, presented the evaluation reports to the Board of Directors, and shared them with the auditor during the year.

The Committee Responsible for Audit reports to the Board of Directors the evaluations and findings on the effectiveness and sufficiency of the Company's internal audits, internal controls and risk management within the frame of the annual audit plan developed with a focus on risks to the integrity of the information generated.

Financial Implications of Climate Change

 G4-EC2

Doğuş Otomotiv defines climate change as a risk and includes the organization's related objectives and activities in the annual Corporate Sustainability Report. Doğuş Otomotiv has been striving to reduce its water and electricity consumption with pertinent practices since 2009, and making new investments to that end. Meanwhile the consumption at Subsidiaries, Authorized Dealers and After-sales Service Centers, and Suppliers are also monitored, and efforts to reduce consumption rates are supported.

Precautions and systematic infrastructure activities to be undertaken regarding extended insurance services (including consulting), the state of insurance coverage and insurance premiums to be upgraded after the hail storm that Doğuş Otomotiv suffered in 2015 as well as other possible climate/environment risks were reviewed during the year. While the impact of extreme weather conditions and natural disasters were considered, studies were conducted both within the Early Risk Detection Committee and also at operational process levels to highlight prioritization of risks, developing preventive measures, raising organizational awareness, and building solidarity.

World Economic Forum Global Risks 2015 report, issued by the World Economic Forum based on the results of global risk perception surveys in the economic, geopolitical, environmental, societal and technological categories, has been used as reference material during the year.

ECONOMIC EFFICIENCY IN BUSINESS PROCESSES

Since internal control is a living operation and assessments provide instant information about the system, our current internal control structure has been reinforced with a triple defense line. The internal control system carried out by executives and employees forms the first line of defense while Financial Control and Risk Management activities restructured within the General Directorate Responsible for Financial and Administrative Affairs acts as the second line of defense. Financial Control and Risk Management works directly on operational level in coordination with other control units such as Internal Audit and Legal, aiming to create time and cost savings as a result of preventing duplicate

transactions and completing more tasks with available resources. Our third and last line of defense is internal audit.

PROCESS MANAGEMENT

The Process Management Department offers advice to employees on projects, and holds at least two meetings for each project, and then monitors the implementation of such projects and relevant improvements. The executives rate the project targets, which are also followed by the Process Management Department.

IMPROVEMENT PROJECTS

AIMING TO SPREAD THE CONSTANT IMPROVEMENT PERSPECTIVE ACROSS THE ORGANIZATION AND TO ENSURE THE PARTICIPATION OF EMPLOYEES IN PROCESS IMPROVEMENTS, A LEAN METHODOLOGY HAS BEEN ADOPTED. AMONG SEVERAL PROCESS IMPROVEMENT PROJECTS FOCUSED ON COST REDUCTION, REVENUE INCREASE, CUSTOMER SATISFACTION OR QUALITY, 84 HAVE BEEN EVALUATED AS VIABLE AND IMPLEMENTED IN 2015.

BIRTHDAY OF IDEAS AT DOĞUŞ

Every year, over 80 projects on average are generated within the organization to enhance business processes and to provide positive contribution to the Company's performance.

At the first ever Birthday of Ideas at Doğuş event this year, 65 projects, which aimed to eliminate unnecessary and repetitive workload, and to achieve a more efficient way of doing business by increasing the harmony and information sharing among brands and departments, were presented to the employees by project leaders. Birthday of Ideas at Doğuş event was held at our conference hall on April 7, 2015 with the attendance of 200 employees.

GRADUATION CEREMONY OF THE BIRTHDAY OF IDEAS AT DOĞUŞ PROJECT

Birthday of Ideas at Doğuş Graduation Ceremony where the best projects of our employees were awarded took place at the Doğuş Otomotiv conference hall with the attendance of senior management on October 19, 2015. During the ceremony, employees had the chance to present their implemented projects to senior management while coworkers that completed the Wave 12 Lean Leader training received their certificates.

Having completed their theoretical trainings, 12 Lean Leaders from Doğuş Otomotiv and Doğuş Oto presented their projects, and received their certificates, thereby increasing the number of active Lean Leaders in our organization to 74. Furthermore, Logistics Warehouse employees who received the Developing Lean Implementation Skills Training and generated projects were presented their certificates during the ceremony by Doğuş Otomotiv Chairman Aclan Acar.

Out of the 80 process development projects created by Doğuş Otomotiv employees 6 that were deemed worthy and 13 employees received their awards. Among the numerous suggestions submitted by Doğuş Otomotiv and Doğuş Oto employees based on their own observations, 10 were awarded as the best.



WITH 84 PROJECTS IMPLEMENTED IN 2015, THE COMPANY IS ESTIMATED TO ACHIEVE NEARLY TL 1 MILLION IN SAVINGS, AND TL 1.5 MILLION WITH THE ENTIRE AUTHORIZED DEALER NETWORK INCLUDED.

SUGGESTION SYSTEM

The number of suggestions submitted to the Suggestion System established with the objective of systematically handling the ideas received from employees to improve business processes, and implementing the viable suggestions increased by 25%, totaling 1,605 suggestions from Doğuş Oto and Doğuş Otomotiv employees.

With the new reward system introduced to swiftly recognize viable suggestions at Doğuş Oto, individuals, whose suggestions are implemented within the month, receive symbolic awards. Meanwhile suggestions that contribute to significant improvement in costs, customer satisfaction, speed, quality, and Sustainability (OHS, Environment, Social, etc.) were separately evaluated by the Suggestion

Committee, and the best were awarded. The Suggestion Committee has convened twice for Doğuş Oto suggestions, once in January 2015 and once in July. The suggestions found worthy by the Committee received their awards during the Birthday of Ideas at Doğuş Graduation Ceremony. The Suggestion Committee also convened to determine the winning suggestions for Doğuş Otomotiv General Management, and the special awards were presented during the same ceremony.

The entire staff of Value and Care Center (DIM) as well as all the blue-collar employees of Gebze After-sales Service center received training on the Suggestion System and Lean System, resulting in significant increase in the number of suggestions submitted by the employees at DIM and Gebze After-sales Service Center, which also awarded the suggestions.

THE INTERFACE USED IN THE KIOSKS, WHICH HAVE BEEN DEVELOPED FOR THE SUGGESTION SYSTEM AVAILABLE IN OPERATIONAL FIELDS WHERE BLUE-COLLAR EMPLOYEES WORK, WAS UPGRADED IN 2015. THIS HAS ENABLED ESPECIALLY THE TECHNICIANS WITHOUT A COMPUTER TO ACCESS NOT ONLY THE SUGGESTION SYSTEM BUT ALSO THE HUMAN RESOURCES SYSTEM PROCEDURES AND NEWS RELEVANT TO THEIR REGIONS USING THE KIOSKS, WHOSE OUTFITS WERE RENEWED FOR A MORE APPEALING LOOK.



Environment



Efforts to raise awareness among employees regarding factors that affect climate are addressed as a priority in line with Doğuř Otomotiv's environmental responsibility policy.

DOĞUŞ OTOMOTIV, IN LINE WITH THE **ENVIRONMENTAL RESPONSIBILITY POLICIES** DEFINED IN 2010, HAS IDENTIFIED TARGETS FOR PRIORITY FOCUS AREAS LISTED BELOW, AND IMPLEMENTED IMPROVEMENTS BY MONITORING PERFORMANCE.

Doğuş Otomotiv initiated preliminary work on Environmental Management System (ISO14001) in 2015. In the first phase that covers the General Management building in Şekerpınar, certification process will be finalized in 2016.

Of the policies developed for Environmental Management System, our management approaches to Energy Efficiency, Water Consumption, and Emission Management have been published on our corporate website.

- 0.8% reduction in CO₂ rates of Environmentally Friendly Vehicles
- 322,750 kWh in energy savings (corresponding to 310 ton CO₂) through Battery Recycling
- 2,703 tons of CO₂ emission prevented by Recycling of Lubricant Waste
- 1,250 tons of CO₂ emission prevented by Recycling of Scraps from Warranty Replacements
- 14,360 trees conserved through Recycling of Packaging Waste
- 2,656 tons of CO₂ emission from logistics operations prevented

ENERGY AND WATER CONSUMPTION

Based on the results of Doğuş Otomotiv's priority focus area studies in 2010, efforts continue to reduce electricity and water consumption, and emissions.

As a growth-focused company providing sales and after-sales services, Doğuş Otomotiv uses the energy consumption factor per employee in reporting for the purpose of keeping the increasing energy requirement under control.  G4-EN5, G4-EN6

Total amount of water consumed in the Şekerpınar complex in 2015 has been measured as 23,998 m³.

Water consumption per vehicle sold was 0.69 m³ in 2015. A new contract was offered during the year for washing customer vehicles in new sales and after-sales services. In addition to the customer

satisfaction provisions included in the agreements under this contract, warnings have also been incorporated regarding paying special attention to water consumption in PDI and washing processes. The rise in water consumption in 2015 was caused by the increase in the number of vehicles sold.

Route optimizations in domestic spare parts transport operations, use of intermodal systems in international spare parts transport operations, and recycling/recovery in waste management (especially batteries and lubricants) are some of our emission reducing efforts.

WASTE MANAGEMENT

In 2015, a total of 1,975,265 kilos of lubricant waste was collected from Authorized After-sales Centers. A portion of this collected amount was sent to regeneration plants while the rest was delivered to cement and lime factories. The environmental gains from these practices are listed below:

- From 139 tons of lubricant waste sent to regeneration plants, 101,704 liters of lubricant oil base was produced.
- 586 tons of lubricant waste collected from after-sales service centers and sent to cement and lime factories were used as supplementary fuel in place of conventional fuel sources (coal, petroleum coke, etc.) in these facilities. Not using fossil fuels like coal or petroleum coke or using them in smaller quantities has prevented the emission of

2,703 tons of CO₂, corresponding to creating the positive impact of 122,864 trees or nearly 307 hectares of forest.

The conservation effect created in the last two years is equivalent to that of 275,264 trees or 687 hectares of forest.

Battery Waste (Doğuş Otomotiv-AKÜDER collaboration) G4-EN19

In 2015, the amount of batteries collected and sent to recycling totaled 208,759 kilos resulting in both fulfilling the obligation to collect and recycle 197,271 kilos of batteries and also outperforming legal obligations (105.8%). Recycling of batteries results in recovery of 60% lead, and 10% plastics, while 20% of acidic water is neutralized. With total 208,759 kilos of battery waste collected and sent to recycling in 2015, 125,255 kilos of lead and 20,876 kilos of plastics were recovered

The battery recycling efforts in 2015 have generated total 322,750 kWh in energy savings.

while 41,752 kilos of acidic water was neutralized, thereby preventing environmental pollution.

In addition to these recoveries and environmental benefits, there have also some indirect advantages:

- The process of obtaining 1 ton of lead from ore requires 345 kWh of energy while the process of obtaining 1 ton of lead from battery waste only consumes 115 kWh, which means 230 kWh in energy savings per 1 ton. By recycling nearly 125 tons of lead we achieved 28,750 kWh in energy savings.
- Considering that 10 grams of lead contaminates 0.2 tons of soil, we prevent the pollution 2,505,100 tons of soil by recycling 125,255 kilos of lead.
- Recycling 1 ton of plastic results in 14,000 kWh in energy savings. With nearly 21 tons recovered from battery recycling, we achieved 294.000 kWh in energy savings.

Packaging Waste Project G4-EN27

Paper – cardboard packaging materials delivered to the market and recovered via ÇEVKO amounted to 431,485 kilos while paper – cardboard packaging materials from Şekerpınar facilities and Gebze Scania after-sales service center collected separately at source and delivered to a licensed recycling company amounted to 350,190 kilos, totaling 781,675 kilos, and saving 13,260 trees.

Wooden packaging materials delivered to the market and recovered via ÇEVKO amounted to 2,497 kilos while wooden packaging waste from Şekerpınar facilities collected separately at source and delivered to licensed recycling company amounted to 272,840 kilos, totaling 275,337 kilos. Recovery of wooden packaging waste has saved 1,100 trees.

Recovery of packaging waste in 2015 has saved nearly 14,360 trees.

Waste Management in Authorized Dealers and After-Sales Center G4-EN27

Parts replaced within warranty by Authorized Dealers and After-sales Service Centers are disposed of by a certified company in conformity with standards and under constant monitoring by Volkswagen After-sales Services Department. From 2015, the department has employed a fulltime technical specialist dedicated to this task.

INSTEAD OF THE DISPOSABLE PLASTIC PROTECTIVE SEAT COVERS FOR CUSTOMER VEHICLES, THE AUTHORIZED DEALERS AND AFTER-SALES SERVICE CENTERS HAVE STARTED USING LONGER LASTING TEXTILE PROTECTIVE COVERS. THESE NEW REUSABLE COVERS ARE ONLY REPLACED WHEN THEY ARE WORN OUT. THIS PRACTICE HAS LED TO REDUCTION IN PLASTIC WASTE, AND PREVENTED THE USE OF APPROXIMATELY 780,000 PLASTIC COVERS.

Furthermore, the use of smart boards in After-sales Service Technical Training classes has resulted in significant decrease in pen and paper consumption.

LOGISTICS

Spare Parts Distribution G4-EN30

Spare parts shipments to Doğuş Otomotiv's 146 distribution points across Turkey are made by land transport. In 2015, fill rate of vehicles reached almost 90%, and our route optimization efforts continued to increase this rate especially in second shipments to Authorized Dealers and After-sales Service Centers with lower fill rates. Total diesel consumption of the "Cargo" and "Dedicated" shipments in 2015 has decreased by 5,740 liters compared to the previous year.

Logistic cage exports have also saved 122 tons of fuel in 2015.

GREEN TECHNOLOGY

The number of virtual servers used in our company has risen from 75 to 136 in one year, total processors from 163 to 359, and total memory use from 463GB to 969GB, respectively. Preparations have been made in 2015 to deliver idle IT equipment to a partner recycling company, and the sales transactions will be completed in early 2016.

Moreover, usable technological devices past their economic life are donated to elementary schools, high schools or foundations in need. In 2015, total 64 notebooks, 6 PCs and 6 monitors have been donated to various schools and foundations.

Environmental Awareness Among our Employees G4-EN27

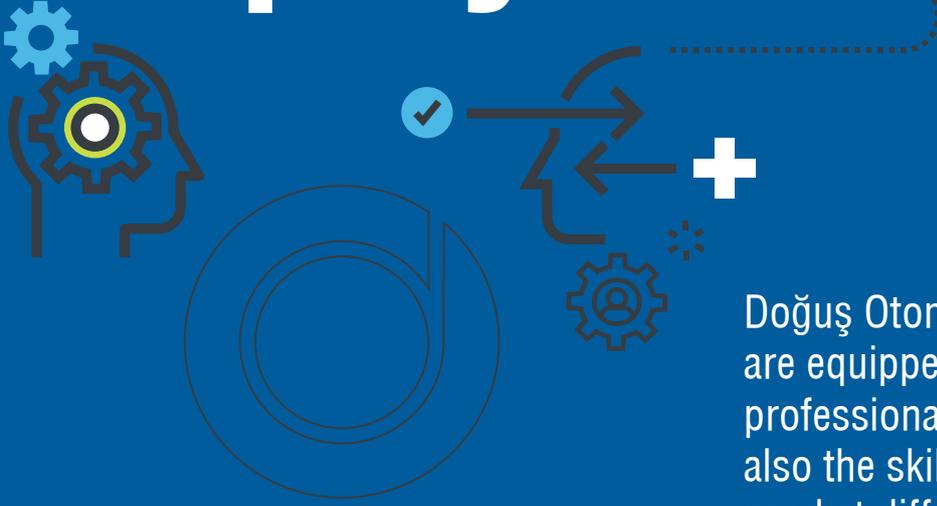
Doğuş Otomotiv has continued to work toward raising environmental awareness among its employees. Information screens feature useful data about the environmental impact of our consumption. Images on digital screen, banners on the intranet and the Sustainability board at the main entrance also provide constant information on the topic.







Employees +



Doğuş Otomotiv employees are equipped with both professional knowledge and also the skills that they may need at different stages of their lives.

Employee Management

The objective of Doğuş Otomotiv's employment policy is to be a company that makes employees feel valued and builds a common culture, and to **become**¹⁰ the most desired employer with sustainable Human Resources practices.

Employee Satisfaction

Doğuş Otomotiv conducts biannual Employee Satisfaction Surveys, and based on the results that reveal development areas prepares a variety of action plans, which are duly implemented in relevant time periods and also included in the executives' targets. The most recent employee satisfaction survey was conducted in 2014. Additionally, performance appraisals are conducted to regularly monitor the employees' development and to maintain their job

Bir'iz (Together)



Following studies and preparations in 2014 to build a brand identity, the Employer Brand Project was presented to the employees at a launch event on March 25, 2015. A video where Doğuş Otomotiv CEO Ali Bilaloğlu explains the Bir'iz Platform (Together Platform) was emailed to all employees. "Bir'iz" is an employee value proposition and represents Doğuş Otomotiv's commitment to work culture and employees. We position all internal and external employer communication under this proposition. This platform has enabled centralization of all applications and communication channels relevant to employees. Human Resources, Strategic Marketing and Corporate

satisfaction at highest levels. In 2015, performance appraisals were conducted for 100% of employees that also benefited from **performance management practices**.

One of the most important practices implemented to make the employees' life easier was the change in working hours as 7.45 am to 4.45 pm as of April 2015. With traffic lately becoming increasingly congested in Istanbul, this change has led to significant improvement in the employees' arrival times to their homes. Furthermore, employees' social media access restrictions have been lifted as of 2015 yearend.

In collaboration with the Strategic Marketing and Corporate Communications Department, the company organized two events (Oktoberfest & Mulled Wine events) for the employees.

Communications, and Administrative Affairs departments have started to act jointly in internal communication. Announcement formats have been simplified while communication and correspondence language within the organization has become leaner. This common culture and new correspondence language has been communicated to the employees through the Bir'iz tab on the intranet.

A Bir'iz Feedback Meeting was held with the participation of coworkers from different brands and departments to discuss the employees' perception and expectations of Bir'iz. Majority of feedback and suggestions from this meeting have been included in employer brand 2016 business plan.

¹⁰ Detailed data on Doğuş Otomotiv employees are provided in the Sustainability Performance in Numbers section of this report.

Why BİR'İZ?

We initiated the Employer Brand Study-Values and Perception Survey in 2014 with the objective of emphasizing the value of our employees as the main pillar of our success. This value and perception survey was conducted for us to understand and tell how much we value the experience of being a part of Doğuş Otomotiv with total 699 participants including current employees, new recruits, students that have crossed paths with Doğuş Otomotiv at one time or another, and industry professionals, all of whom provided valuable insights.

According to survey results, Doğuş Otomotiv brand is perceived by the employees as: Representative of 13 global brands, A large company that guides the industry, and A reliable organization that offers support through fringe benefits and forms strong friendship bonds.

The BİR'İZ platform provides the perspective that will take us to the Doğuş Otomotiv ideal not only as a company that most customers prefer but also as a best employer.

THE MANIFESTO OF BİR'İZ

We are Doğuş Otomotiv employees.

As Doğuş Otomotiv employees, we are lifelong brand ambassadors.

We are the lifelong advocates of the BİR'İZ vision within and outside the organization. With 13 global brands and over 540 service points we are BİR'İZ (TOGETHER) in the value we offer to more than 150,000 customers.

We are TOGETHER in pride, in joy

We are TOGETHER in goals, in dreams

We are TOGETHER in reality.

In quality and service, we are the first

And we are always TOGETHER

In the past, the present, and the future we are TOGETHER.

Being of Doğuş Otomotiv,

At work and in life,

We are TOGETHER with the mark we make on thousands of people ...

New Communication Language



receive opinion



information



thank



invite



permit

Mother – Infant Policy

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

Doğuş Otomotiv has a daycare center for young children of female employees, and offers daycare support to those mothers who are unable to bring their children to the company daycare center. In 2015, 30 female employees with babies aged 0-66 months have benefited from this opportunity. Employees with children that pass the 66-month limit before the end of term can still benefit from the daycare center until school starts.¹¹

While at work, employees are able to monitor their children using the camera systems installed in their homes. Female employees are offered paid maternity leave for the duration of their legal leave. Our workplaces also have nursing rooms for new mothers.

At Doğuş Otomotiv, 22 female employees have taken maternity leave in 2015, and 21 of those have returned to work. No male employees have taken paternity leave in 2015. Return to work ratio after maternity leave was 95% for female employees, while it was 100% for male employees since no men took paternity leave.  G4-LA3

Employee Volunteering

In 2015, 18 employees that volunteer in the Sahne-D Bir'iz drama group performed a stage presentation of a play titled "Sinekli Dağ" (Fly Mountain) for the benefit of Koruncuk Foundation. After almost 160 hours of rehearsals, the play was performed in front of an audience of 450 people. Proceeds from ticket sales totaling TL 4,500 were donated to the Koruncuk Foundation.

Activity-D team organizes a variety of activities throughout the year. Participation in a number of sports events was for the benefit of charitable organizations like the Koruncuk Foundation and TGEV. Our Corporate Running Team participated in the Istanbul Marathon and ran for the benefit of TGEV foundation and collected TL 13,500 in donations. Some of the activities that Activity-D organized include a trip to the Alaçatı Herb Festival, 5 plays for children, 1 play for adults, 1 ballet performance, photography excursion and exhibition, and participation in sports events such as Dragon Fest, Indoor Cup, Istanbul Marathon, and Runatolia.

Volunteering-based Internal Instructors program conducted total 496 man/hours of training in 2015 with 5 internal instructors on 5 different topics. The training program for 2016 featuring a variety of topics will be announced to the employees while an Internal instructor program will also be launched in Doğuş Oto during the year, and the pre-selection process has already been completed.

In 2015, Doğuş Otomotiv and Doğuş Oto employees have participated in total 806 man/hours of volunteering programs including internal trainings.

Doğuş Oto Management Trainee Program and Volunteering

Born Again with Doğuş

The program launched with the slogan of Born Again with Organ Donation aimed to raise awareness among Doğuş Oto employees about the importance of organ donation. Organ donation trainings were conducted by Dr. Ali Demirel at Doğuş Oto Maslak, Doğuş Oto Esenyurt and Doğuş Oto Kartal locations for a total of 300 participants. As a result of total 150 hours of training, 115 employees decided to become organ donors, and were presented plaques.

Books Have Voices

The program carried out by Doğuş Oto Maslak employees in partnership with the Six Dots Foundation for the Blind aimed at raising awareness about audio books and encouraging more employees to record books. Launched with the slogan Doğuş Oto Employees Give Voice to Books, the program allowed 10 employees of Doğuş Oto Maslak to record 20 minutes of reading during working hours every day. The 10 audio books completed within the program were donated to the Six Dots Foundation for the Blind.

Female Interns in After-sales Services Program

This program aimed to encourage female employment and to increase the number of female employees in After-sales Service departments. As of May 2015, employment ratios at Doğuş Oto After-sales Services Departments were recorded as 7% female and 93% male with 0% female interns. Selected as pilot regions, Etimesgut and Esenyurt Regional Directorates hired 6 female students from local vocational high schools as interns. With this program, female intern employment ration in After-sales Service Departments rose to 15%.

¹¹ This practice is only applicable for Doğuş Otomotiv.

WORKFORCE/MANAGEMENT RELATIONS

Apart from including employees in the organization's decision-making mechanisms to the extent of their authorities and responsibilities, platforms **have been**  made available on the intranet for employees to communicate their demands, suggestions and opinions. The ideas submitted by our employees in accordance with Suggestion and Reward System are addressed by relevant teams, and rewarded when deemed worthy.

Employee satisfaction surveys have been enriched with additional questions about social, environmental and economic expectations of employees. The responses are regularly monitored and reported to senior management. The Sustainability Working Group, consisting of representatives from all organizational departments, presents its findings to the Corporate Governance and Sustainability Committee that reports to the Board of Directors.

Our employees are informed about several topics that require sharing of information and matters that concern the Company via the intranet system developed for them. Management Information Meetings held at regular intervals emphasize achievements, strategies and targets while the organization's roadmap is shared with the employees with a transparent approach. Questions or demands communicated by phone are also evaluated swiftly and necessary notifications are made.

Human Resources Department also provides information to the employees during regional visits when they listen to and evaluate the employees' requests.

Turkuaz System

Following consultancy services procured in 2015, all of our processes have undergone changes, which started to be implemented. Information communication systems within the company were re-organized, and all teams were trained in accordance with ITIL (Information Technology Infrastructure Library) standards. In order to ensure effective monitoring of requests, ITSM (Doğuş IT Service Management), a helpdesk product used to manage information technology services, related processes and requests, was implemented, and all transactions began to be recorded.

OCCUPATIONAL HEALTH AND SAFETY

Occupational Health and Safety (OHS) practices at Doğuş Otomotiv and Doğuş Oto locations are carried out by their own employees (On-site Physician, OHS Specialist, Healthcare Personnel, etc.). 

The number of OHS Specialists working at Doğuş Otomotiv and Doğuş Oto locations was increased from 2 to 4 in 2015. Meanwhile 549 employees of Doğuş Otomotiv received total 2,268 man/hours of occupational health and safety trainings, and 2,461

employees of Doğuş Oto received 3,572 man/hours of the same trainings.

Mass Diseases

Trainings on mass diseases offered within the organization totaled 40 man/hours in 2015. The seminar delivered by Professor Metin Çakmakçı, MD on the occasion of Breast Cancer awareness week was followed by nearly 40 people.

TRAININGS AND LEARNING

Internal Instructor, Mentoring and Coaching Programs

Mentoring is a program that involves assigning Mentors to newly recruited employees to instill corporate culture as quickly as possible and to accelerate the orientation of the new employee to the company. As part of the Internal Mentoring Program in place since 2012, 14 Internal Mentors have mentored 44 Mentees in 2015.

It has been observed that the most challenging issue faced by both the Mentors and the Mentees was that they were unable to come together for their busy schedules, which led to the decision to conduct meetings over Skype. The plan for 2016 is to move all such meetings to the mobile space. A personal development program was designed specifically for mentors in 2015, while talks with an expert Mentor from outside the organization were also held. Our targets for 2016 include providing personal development tools and programs for Mentors.

Employee Trainings

Making employees feel valued as stated in our Human Resources vision and the principle of offering equal training opportunities to all employees from a common culture perspective are among priorities of Doğuş Otomotiv. It has been ascertained that a training

model is needed to increase awareness among employees about the availability of several programs developed over time, to ensure sustainability of development activities, and to support employees who are able to deliver high performance in the long term.

All training and development programs have been modified according to the new model, and trainings have been standardized in 8 main categories. These developments have been announced to the employees through Human Resources information sharing meetings, relevant training procedures and over the intranet. This model, which offers training opportunities for both Blue-Collar and also White-Collar employees, allows newly recruited as well as existing employees of Doğuş Otomotiv to see clearly the development programs they will attend during their career and the areas where they can improve. The employees, based on their titles, also attend various programs to improve their skills. The contents of training programs may vary depending on the competencies required for different employment positions and key values.

Skill development programs are offered to employees who are not Managers, Directors or General Managers. Offered for Managers and up, Leadership Development programs mainly aim to further develop the joint management culture. Some trainings are mandatory for employees, while some others are offered as elective.

Apart from mandatory trainings, employees are also offered workshops to support personal development, talks with guest speakers, and internal trainings. In 2015, guest speakers were hosted in 6 programs that were attended by 390 employees while 780 man/hours of supporting workshops were held.

Training times in 2015 totaled 23,322 hours at Doğuş Otomotiv, and 23,615 hours at Doğuş Oto, respectively. Average training time per person was 29 man/hours at Doğuş Otomotiv, and 13 man/hours at Doğuş Oto. ¹²  G4-LA9

¹² Education levels by gender and employee categories are provided in detail in the Performance Data section of this report

Lifelong Training G4-LA10

Doğuş Otomotiv employees are equipped with not only professional know-how but also with knowledge that they would need at various stages of their lives. A variety of trainings and other activities are offered for this purpose.

One such activity that we carried out in 2015 was offering support to employees in the process of exiting the company. Executive-level trainings provide information on this topic and while they include legal aspects, the aim is to maintain continued relationship between Doğuş Otomotiv and employees. These trainings received by 94 people in 2015 totaled 109 man/hours.

Doğuş Otomotiv also continues to partner with universities through annually renewed agreements to support the development of employees.

GO – Development School

Development School (GO) is a digital training platform that features a range of activities from gamification-based e-training and v-training to support social learning to watching TED talks and reading articles in order to communicate with employees. The aim here is to be involved in the

daily lives of employees through continual interactive applications.

Since its launch in April 2015, the platform has become a part of our life as a learning portal that allows employees to plan and follow their annual training schedules. One priority objective for GO is to ensure that each employee and each of their superiors understand the importance of the mandatory and elective trainings, and that educational investments made for them/their departments become “visible and tangible”. The aim is to have users participate in trainings and at the same time to see the bigger picture, or the path they are on. Our priority objectives include showing the employees that each training they take is directly related to the “values and skills” associated with corporate strategies, making the progress achieved in each “value and skill” more visible, and therefore increasing engagement with these trainings.

Development Maps have been designed for this purpose and integrated to the Development School. In the system, each key value of Doğuş Otomotiv (We, Sincerely, Solve, Apply, Develop) is represented as an “island”. The skills associated with these key values are symbolized as locations to stop by on the island. This is a section that allows the employees to see how far along they have come in each skill.

With GO Training steps, we aim for the trainings to be relevant to the employees throughout the training process while adding value by increasing the time spent in trainings and their frequencies. Users of this platform benefit from a self-study approach and become their own supervisors without any pressure or force. They are responsible and should improve their learning skills. They set the learning time and pace, and can test themselves. If they believe they have learned a subject, they can move on to another, and gain the skills to comment on topics they have learned.

In determining the gamification dynamics to be employed for GO, the results of the extensive survey conducted in 2015 for Doğuş Otomotiv employer branding with the participation of Doğuş Otomotiv employees, potential employees, and competitors' employees have been used as data. After survey results have been interpreted, the dominant player type in the gaming structure was identified as "competitive player", and accordingly the game

mechanics to be used in GO were defined. The employees earn scores and badges as they navigate and complete activities.

GO Blog feature, employees can share what they have learned in training and development activities and what they wish to announce to their coworkers in this section.

The screenshot displays the GO application interface with the following sections:

- HOME DEVELOPMENT ACTIVITIES AGENDA BLOG PROFILE FAQ** (Navigation bar)
- NEXT EVENTS**
 - 22 June 2016 (1 DAY) 09:00 – 16:30: MIND-CODES FOR LEADERSHIP
 - 29 June 2016 (1 DAY) 09:00 – 16:30: FOLLOW-UP ON 3. AND 4. COACHING AND MENTORSHIP MODULES FOR WOMEN
 - 29 June 2016 (1 DAY) 09:00 – 16:30: FOLLOW-UP ON 5. AND 6. COACHING AND MENTORSHIP MODULES FOR WOMEN
- DEVELOPMENT ACTIVITIES**
 - MIND-CODES FOR LEADERSHIP (Progress: 00:08:15) by ETHEM KOCABAŞ
 - AN EXCEPTIONAL STORY OF COURAGE AND SUCCESS FROM THE ULTRAMARATHON RUNNER BAKİYE DURAN (Progress: 00:00:05) by BAKİYE DURAN
 - ASTROLOGY MAP OF HUMAN (Progress: 00:07:45) by SEDA DAĞDELEN
- RECENTLY ONLINE** (2 notifications): A grid of 12 circular profile pictures of active users.
- SHARE & DISCOVER**
 - MUTLU SERTAÇ ARDA watched a video.
 - Video thumbnail showing a woman interacting with a horse in a stable.
- LEADERSHIP TABLE**

RANK	NAME	POINTS
1	NEJLA AVŞAR (Undefined)	6250 Points
2	HAKAN AKBABA (Undefined)	4700 Points
3	ERDOĞAN DOĞAN (Undefined)	4700 Points
4	HACI GÜRBÜZ (Undefined)	3950 Points
5	MURAT ALPARSLAN (Undefined)	3950 Points

GO Evaluation Results

A total of 198 people have taken the survey conducted within the company. According to survey results, 90.07% of participants (rated average and above) have expressed

that following trainings has become easier after GO. Meanwhile 83.69% have found GO better (average and above) compared to the training management program we used previously, and 70.22% have said that they were able to follow trainings more easily.

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

Doğuş Otomotiv launched the DRIVE – “Doğuş Otomotiv's Route is toward People and Education” – project in 2014 with the objective of improving the human resources management process in 566 Authorized Dealers and After-sales Service Centers in 46 provinces, and to provide support in this area. DRIVE project was specifically designed for the Authorized Dealer and After-sales Service Center network that consists of 8,150 employees with the aim of enabling organizational structures in human resources of Authorized Dealers and After-sales Service Centers, and attaining sustainable success in customer satisfaction and business results.

Best employees are acquired with the help of evaluation center application

Recruitment activities carried out by the DRIVE team across Turkey aim at acquiring new employees that are believed to elevate performance and workforce quality. In addition to supporting Authorized Dealers and After-sales Service Centers for recruitment

announcements, delivering trainings on recruitment and interview techniques for team leading employees, providing on-site recruitment support according to defined criteria and using specially developed test and inventories are all important efforts toward improving total quality. Technical trainings are designed with a focus on constant development while training plans are created using feedback from the field and following general and industry trends. Along with technical trainings, behavioral trainings are also provided.

Infrastructure consultancy for Human Resources

All business processes are thoroughly analyzed with business evaluations, rankings and assessments of organizational structure to reach effective organizational models. Performance management activities on the other hand aim to guide employees to the right objectives in not only financial but also customer, process and employee development areas. Compensation studies focus on business scale and matching salaries, while rewarding activities are used as methods to increase moral and material motivation.

Exclusive activities for the adaptation of the Y generation

As the Y generation continues to gain more prominence among today's employees, numerous efforts such as including their ideas and suggestions in processes, building corporate structure together, improving sense of belonging and motivation, forming the value proposition targeted by the employer together, all stand apart as activities aimed at the Y generation.

In 2015, 998 candidates have participated in the evaluation center activities in 73 Authorized Dealers in 46 provinces, and total 245 people have been recruited.

With DRIVE, 2,928 employees working at 38 Authorized Dealers have been ranked within a structure. Their salaries were analyzed taking into consideration their ranks and performance scores, and the compensation studies in each Authorized Dealer have been supported.

A special system has been set up for measuring performance and skills. The system designed

specifically for Doğuş Otomotiv Authorized Dealers combines a system that measures the employees' performance with a four-dimensional approach to financial, customer, process, learning and development areas with a skills system, and features special areas for employees such as personal development and career expectations. The employees' targets will be defined in 2016 using this innovative performance system.

Trainings at Authorized Dealers

Owners and management teams of Authorized Dealers are offered special trainings. With Sustainable Financial Coaching and Fostering Understanding between Generations trainings provided for owners of Authorized Dealers in 2015, financial knowledge was refreshed and information on managing different generations, and especially the Y generation that makes up 65% of employees was shared. Historical Human Resources Applications Training on the other hand provided a comparison of successful and failed examples from the magnificent environment of Topkapı Palace with modern day Human Resources applications, aiming to draw lessons from historical practices.

Communications plans for 2016 involving the communication aspect with employees at all Authorized

Dealers will be made with advice from the DRIVE team. An employee satisfaction survey is also planned in Authorized Dealers for April or May, followed by creating action plans for individual Authorized Dealers.

Reward System

Doğuş Otomotiv 2015 Blue Steering Wheel Awards

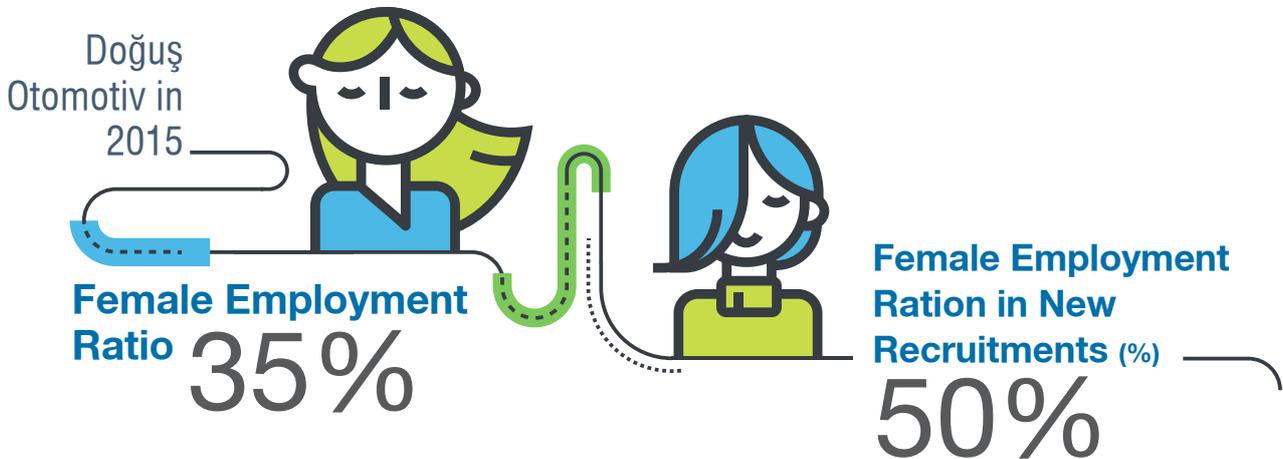
As part of the Blue Steering Wheel Awards presented to Doğuş Otomotiv employees based on their seniority, their successfully implemented projects and other works, 86 employees won Road Passion Awards in 2015 while 23 employees earned the 15th Anniversary Award for Road Story, and 44 employees the 10th Anniversary Award.

DIVERSITY AND EQUAL OPPORTUNITIES

Doğuş Otomotiv offers equal opportunities for all its employees and treats them equally. Furthermore, procedures including Employee Regulation, Basic Rights and Obligations, and Code of Ethics all refer to the principle of equality. 

Doğuş Otomotiv Board of Directors has 2 female members.  G4-LA12

The employment ratio of people with disabilities is 2.7% at Doğuş Otomotiv, which complies with all applicable legislation and has not been subjected to any fines in this area. The number of people with disabilities employed by Doğuş Otomotiv Servis ve Ticaret A.Ş. was 22 in 2015, and 50 by Doğuş Oto ve Pazarlama Ticaret A.Ş.



No adverse incidents involving discrimination or human rights were reported among our suppliers during the year.  G4-HR11 Suppliers are also subjected to assessment for workforce practices.  Regarding the employee criteria considered during audits, none of our suppliers have displayed negative performance in terms of workforce practices throughout the year.

 G4-LA14, G4-LA15

Equality at Work Platform

Equality at Work trainings continued in 2015. We organized a special “Coaching and Mentoring Program” titled ‘Archetypes of Leadership’ for women. Archetypes are the typical building blocks, or the

subconscious identities that make up human culture. The program, consisting of eight modules, aims to uncover the archetypes of leadership among women, and to identify how to benefit best from these archetypes in the workplace.

The program is designed to have the women participants to recognize the 8+8 Archetypes in themselves and in those around them in 8 sessions; to understand themselves, their teams and those in their sphere of influence; to develop their coaching and mentoring skills; and to realize their executive and leadership potential by providing direction based on the environment’s need. Overall 38 employees received total 1,600 man/hours of training.



HUMAN RIGHTS

No investment agreement that may pose a human rights risk was entered into in 2015.   G4-HR1 Watching out for the rights of local communities living in regions of operation is also considered a priority for Doğuş Otomotiv. Related Management Approach to Local Communities and Their Rights has been published on our corporate website.   G4-DMA

No violation of human rights has been observed during the audits of 24 suppliers in 2015.   G4-HR10 We have no suppliers that were selected in consideration of their impact on the community.  G4-SO10

All security personnel are informed on legal issues

including personal rights and human rights as part of the mandatory trainings they take in the certification process.  Nevertheless, we continue to review the contents of the trainings, and work on improvements that may provide contributions to such content.  G4-HR7

Doğuş Otomotiv does not carry out any operations that potentially pose a threat to human rights in its fields and sites of operation. Furthermore, as part of its Human Rights Policy, Doğuş Otomotiv is committed respecting human rights in all its ways of doing business, and taking special care to convey the necessary messages across the entire value chain.



Doğuş Otomotiv carries out community engagement programs by observing the impact of its operations on the community and respecting the priority expectations of the community.



Community

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Our community engagement programs are executed in a manner to ensure that they are always beneficial for all parties concerned, measurable in terms of positive impact, sustainable and accountable.



COMMUNITY ENGAGEMENT ACTIVITIES

Our commitments for environmental, economic, social and ethical factors that shape our strategic decisions support our sustainability vision. In addition to financial success that will take our company to the future, Doğuş Otomotiv also believes in the importance of creating social benefits for the communities that live in the regions where we operate.

Doğuş Otomotiv has continued to carry out social engagement practices in 2015 with the objective of managing the impact of its operations and conveying the solutions developed for focus areas to all of its stakeholders.

TRAFFIC IS LIFE!

Doğuş Otomotiv operates with the vision of adding value to the environment and community, of which it is a part, and with the Traffic is Life! Platform, the company contributes to the spreading of a respectful culture in traffic. Acting with responsibly for its

stakeholders and the society in general in terms of road safety as an important component of sustainable development, Doğuş Otomotiv strives to drive positive cultural change in road safety and to build a beautiful future starting today.

The Traffic is Life! Platform's ongoing 'Road Safety Distance Learning Project' launched in 2012 won the Special Jury Award at the Golden Compass Public Relations Awards organized by Turkish Public Relations Association (TÜHİD). To date, this project has reached over 15,000 students, and provided training content for 15 universities.

The Traffic is Life! Platform's awareness raising campaign about 'cell phone use' while driving as an essential factor of road safety culture, and the platform was rewarded for the field operations conducted in collaboration with Seferihisar Municipality, Sustainable Mobility Association and Road Safety Platform with Silver Apple at the Crystal Apple Advertising Awards. The project also won in the 'Guerilla Activity' category at the Direct Marketing Awards.

Traffic is Life! for Employees

Activities carried out to ensure the adoption and internalizing of the Traffic is Life! Platform at higher levels of the organization led the employees to becoming fully equipped for road safety and voluntary ambassadors of Traffic is Life!

- The future vision of Traffic is Life' was defined at a workshop held with the participation of 25 Doğuş Otomotiv employees, while several employees contributed to the projects.
- Doğuş Broadcast Group's employees who are active drivers were provided total 88 man/hours of safe driving trainings to ensure they gain experience in conditions such as driving on rugged terrain or braking distance on slippery surfaces.
- Traffic is Life! develops innovative applications to improve road safety, in this context safe driving simulations with virtual reality glasses were tried by 532 employees at Doğuş Otomotiv and Doğuş Holding.
- Through full day trainings conducted by road safety experts Doğuş Group employees were informed on a number of topics including road safety, defensive driving, risk analysis, vehicle safety system, tire controls and blind spots.

Traffic is Life! for Children

Traffic is Life! activities aimed at raising road safety awareness among children are an important start for future projects for adults to be of higher quality.

- As part of the "Safe Traffic Project" carried out in partnership with World Health Organization, "Learning Life" trainings aimed at second grade students continued in 2015, and 118 students of Gaziosmanpaşa Atabek Elementary School were educated by Doğuş Otomotiv's volunteering instructors.
- Traffic is Life! participated in the Ayhan Şahenk Foundation Doğuş Festivities Day with a special booth

and activities for children to teach road safety with games and interactive applications.

Traffic is Life! for Young People

With the youngest population among European countries, 16.6% of Turkey's population consists of young people in the 15-24 age group. Given this fact, young people make up one of the most important target audiences for Traffic is Life!, which develops and implements "dynamic" projects for this demographic.

- 'Traffic is Life! Road Safety Distance Learning' as one of the first community engagement activities included in the university SCORM system with its road safety content has reached over 15,000 students in 15 universities.
- In order to ensure that theoretical information provided in Road Safety Distance Learning is long lasting, numerous field activities are organized, and road safety practices are introduced on campuses. With training panel sessions, virtual reality driving simulations and social media activity booths organized at 10 universities in 10 cities from Isparta to Sivas, 12,356 people in total were reached in 2015, enriching students' knowledge with experiences.
- Public Announcement Competition' as another project to include young people in the road safety agenda, and to encourage them to think and create was launched in November 2015. The plan is to shoot a video of the winning project among the scripts submitted by young people by acclaimed director Ömer Faruk Sorak, and broadcast it on screen as the public announcement of 2016. The judging panel of the 'Traffic is Life! Public Announcement Competition' launched to encourage young people to generate solutions about road safety and to improve their creativity includes leading figures such as director Ömer Faruk Sorak, journalist Elif Ergu, and producer Oğuz Peri. Received with great interest among young people, the competition has accepted 493 scripts.

Traffic is Life! for Community

Training and communication projects that offer a combination of practical information and awareness activities to convey the road safety messages defined within the scope of Traffic is Life! initiative to the society in general are carried out.

- 2015 started off with educational collaborations with the public authority and private organizations. With trainings in coordination with the Governorship of Mardin and the Police Department, 257 public personnel have been reached, and solutions to the problem of road safety were sought with local authorities.
- Visitors to Istanbul Autoshow at TÜYAP Exhibition Center were welcomed at a booth set up in Hall 12, where they were offered information and a chance to experience a 2.5-minute drive in a simulation designed with internal mechanism of a real vehicle. Four participants with the highest scores were presented free advanced driving techniques training at Istanbul Park while total 990 people were reached during Autoshow.
- The 'Missed Signs' project aimed at raising awareness about using cell phones was launched in partnership with

the Sustainable Mobility Association and Municipality of Seferihisar, a town in Izmir that has been identified as the location where most traffic accidents are caused by using cell phones during driving. This guerilla activity that emphasized that traffic signs are missed while checking cell phones was recognized at the Direct Marketing Awards in the 'Guerilla Activity' category, and with Silver Apple at Crystal Apple Awards in the 'Best Outdoor Activity' category.

- With traffic accidents occurring most intensely during holidays, drivers and passengers traveling on the roads were offered mini trainings and offered informative flyers in collaboration of Istanbul Sea Buses (IDO). At the event held at the Eskihsar and Yenikapı piers during the week of Eid, a variety of important topics such as fastening the seat belts correctly, the right way of sitting in a seat and the right angle for the headrest were explained to 10,255 people.
- Along with events and guerilla activities, Traffic is Life! also garners attention with successful communication activities. In collaboration with bloggers and digital media, the importance of avoiding cell phone use and speeding was emphasized, while a radio spot with the same message was broadcast on 60 radio stations for a total of 144,450 seconds.

Given the fact that road safety issue cannot be solved by rules and bans alone, training projects, field activities, digital media applications and effective media communication are essential to implement long-lasting cultural change and to ensure the continuity of the Traffic is Life! Platform. Always striving to raise awareness in the community about road safety, Traffic is Life! will continue to add value with consciousness building activities.



COOPERATION WITH VOCATIONAL HIGH SCHOOLS

Within the frame of Volkswagen's support of educational institutions, a new class was opened in 2015 in addition to the ones currently sponsored. The 6th Volkswagen Training Laboratory was completed in Antalya Konyaaltı Bahtılı Vocational and

Technical Anatolian High School. Within the framework of the protocol signed with the Ministry of National Education, the schools were supported for physical improvements, as well as with equipment, materials and hardware.

As of 2015, Doğuş Otomotiv Volkswagen Training Laboratories are in six schools, namely Istanbul Sisley Technical and Industrial Vocational High School, Samandıra Technical and Industrial Vocational High School, Ankara Gazi Technical and Industrial Vocational High School, Diyarbakır Burhanettin Yıldız Technical and Industrial Vocational High School, Adıyaman Besni Osman İsoot Vocational and Technical Anatolian High School, and Antalya Konyaaltı Bahtılı Vocational and Technical Anatolian High School. The Volkswagen Training Laboratory in Şişli Technical and Industrial Vocational High School was renovated in 2015, the classroom, atelier and training tools were renewed, and materials and equipment replaced. The support extended to Doğuş Otomotiv Volkswagen Training Laboratories in 2015 has thus exceeded TL 500,000. Additionally, Doğuş Oto Maslak has opened a Body Repair and Paint class in the Şişli school in 2015.

All the students were provided with work uniforms, work boots, clothes and books at the beginning of the academic year in 2015, like we do every year. Furthermore training tools, demo parts, various equipment and devices were donated to the schools. Thus, the number of schools benefiting from training material support including demo parts, etc., rose to 124.

Atelier internships for almost 150 students from 4 schools have been arranged with 18 Authorized After-sales Service Centers for the 2015 -2016 academic year, while 123 students started studying in our classes in those 6 schools. Employment of the students to graduate from our classes by Authorized After-sales Service Centers has also been ensured. Among the 64 students that graduated from these classes, 16 have started to work for our Authorized After-sales Service Centers.

Meanwhile 31 of these students have pursued higher education in Colleges or Universities, whereas 17 have started working in different industries or for other brands. With the addition of this year's class, total number of graduates rose to 354 in 2015, with 263 still studying. A total of 182 employees working for various Doğuş Oto locations are graduates Şişli Industrial Vocational High School and Ankara Gazi Industrial Vocational High School. We have plans to build a system that would enable monitoring of current students and graduates.

Interviews with students to train in Volkswagen Laboratories and constant supply of textbooks during the academic year are among the processes monitored as part of the program. Furthermore, teachers at Vocational High Schools participate in the technical trainings offered within Doğuş Otomotiv and are provided with up-to-date training documentation with the aim of supporting professional development of teachers.

Visits to schools and interviews conducted with students at regular intervals during the year have helped to learn of the students' expectations, wishes and requests, and to provide guidance and information. A two-day trip to Istanbul including the Doğuş Otomotiv Logistics site and Training Center was organized for the students of Diyarbakır Burhanettin Yıldız Industrial Vocational High School Volkswagen Laboratory. The 60 students that participated in the trip attended a seminar at Şekerpinar training center.

Vocational High School teachers continue to attend the technical trainings held at Doğuş Otomotiv by VW After-sales Service Center instructors. The professional development of these teachers is supported with up-to-date training documentation.



Audi Göcek Race Week

The 16th Sailing Week organized by Göcek Yacht Club and sponsored by Audi for the last four years, Audi Göcek Race Week took place with the participation of 33 boats and some 300 sailors on May 15-20, 2015. The great support that Audi provides for the races organized by Göcek Yacht Club contributes to Club's reasons of existence listed below.

The Club aims to support several economically disadvantaged children and young people by:

- Instilling the love and culture of seas,
- Ensuring that they maintain and develop their mental and physical wellbeing, and guiding them in this direction,
- Raising the sailors of the future in a caliber to represent the country internationally,
- Upholding our maritime culture and leading the way in conveying it to future generations,
- And carrying out supporting activities to ensure that young people of the region stay away from bad habits at a young age.

Audi will continue to support Göcek Yacht Club in their endeavors to spread sailing, which is normally only available to children and young people of

certain means, to wider segments, to provide sailing trainings, and to ensure that these trainings reach especially children and young people with economic disadvantages.

In 2015, 120 children started to train for sailing, and with the sponsorship of Audi the aim is to increase this number to 140.

Audi Twin Cup

Audi AG has been organizing the global Audi Twin Cup since 2006 with the aim of developing the personnel working in the after-sales services area and ensuring that they adapt to latest technologies. Held in Vienna, Austria in 2015, Audi Twin Cup took place with the participation of 74 qualifying teams from 38 countries. Technical teams that won among the Authorized After-sales Service Centers in their countries competed for two days in the service, technical and Twincup categories to win the championship title. Şenyıldız Otomotiv, as the representative of Doğuş Otomotiv Audi Turkey beat its rivals in all categories and won the Twin Cup World Championship.

Behind this great success lies another quality that makes this team special.

Şenyıldız Team, consisting of 8 men and 4 women, represented the changing and developing face of the Turkish automotive industry through its female teammates, and proudly became the team with the most female members among all countries.

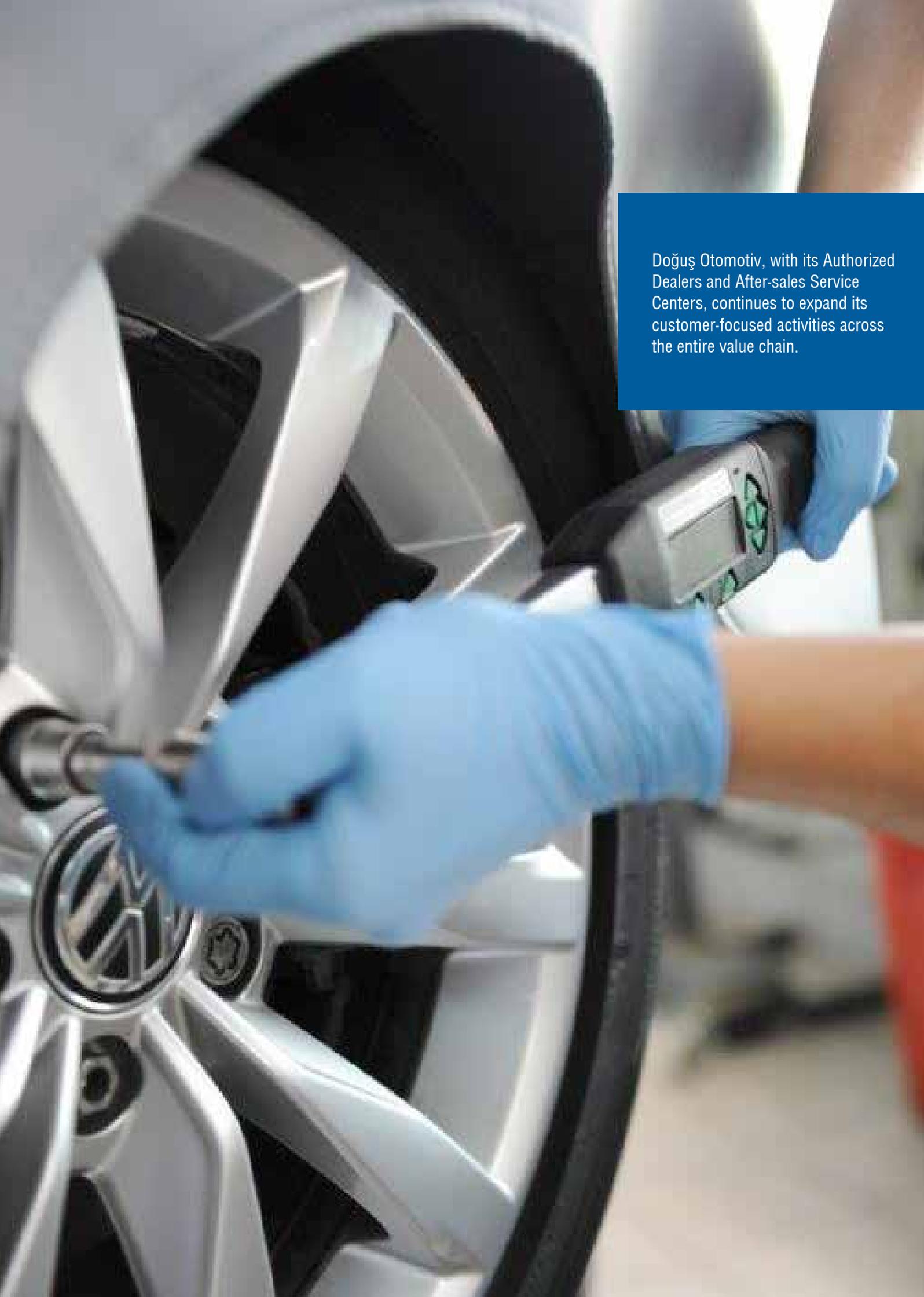
SEAT Darüşşafaka and Euroleague Sponsorships

Since 2014, SEAT has been a sponsor for Darüşşafaka Doğuş Basketball Team competing in the Turkish Basketball League. As part of its sponsorship for Darüşşafaka Doğuş Basketball Team, SEAT has allocated Alhambra models to the foreign players in the team. SEAT's support for basketball has continued in 2015 with Euroleague Basketball, and according to an agreement with the administration of the league, SEAT Turkey will be one of the sponsors of Euroleague games to be played in Turkey for two seasons from

2015-2016 onward. SEAT Turkey sponsors Game of the Week, as well as Final Four games.

In order to achieve more effective communication about Euroleague sponsorship, a commercial featuring Darüşşafaka Doğuş Basketball Team players was shot, and shown on NTV and Lig TV channels that broadcast Turkish Basketball League and Euroleague games throughout the 2015-2016 season.

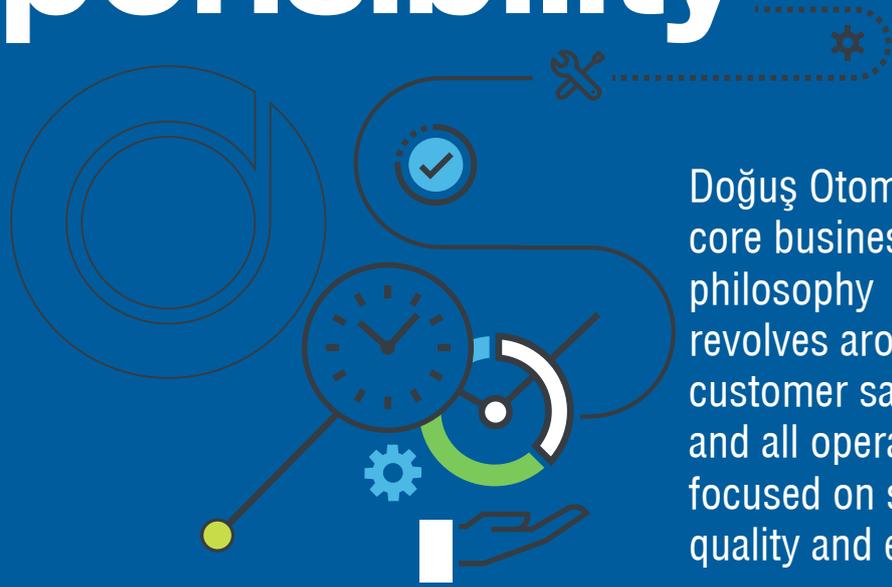
As part of basketball sponsorships, t-shirts, sweatshirts and scarves were gifted to 150 students from Darüşşafaka Schools.



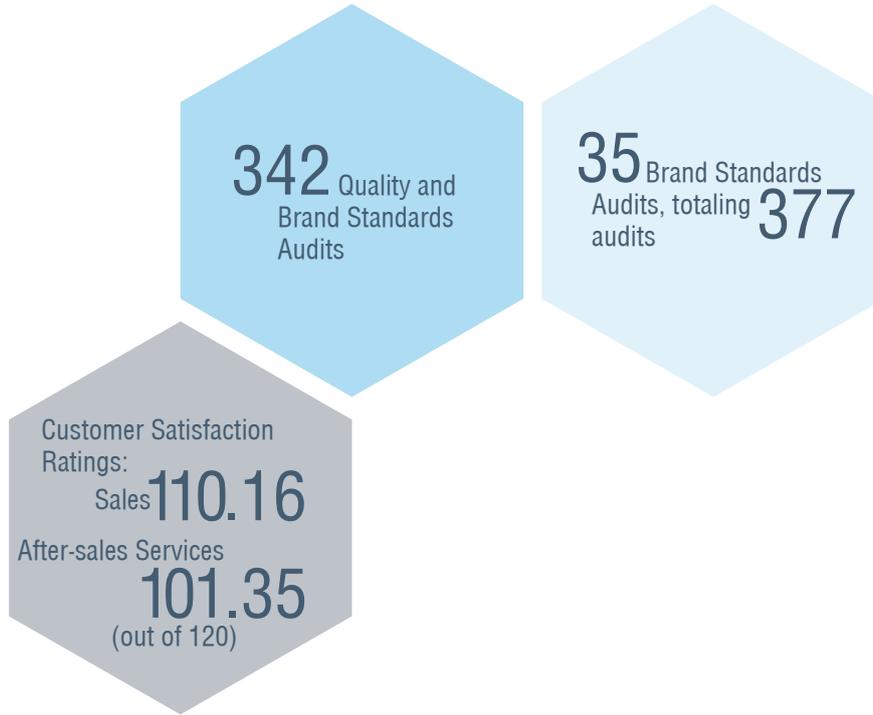
Doğuş Otomotiv, with its Authorized Dealers and After-sales Service Centers, continues to expand its customer-focused activities across the entire value chain.



Product and Service Responsibility



Doğuş Otomotiv's core business philosophy revolves around customer satisfaction, and all operations are focused on service quality and excellence.



MANAGEMENT OF AUTHORIZED DEALERS AND AFTER-SALES SERVICES

Auditing Authorized Dealers and After-sales Service Centers

We meet with manufacturers and distributors from other countries at least once a year at quality conferences to discuss and exchange latest strategies and standards. Our company is subjected to annual quality audits (ISO 9001:2008 certification) by Munich-based TÜV, which acts in partnership with manufacturers. All necessary coordination, both in and out of the company, and quality work is carried out by our Dealer Development Department. Auditors certified by manufacturers conduct minimum one quality audit every year in Authorized Dealers and After-sales Services of Brands in accordance with manufacturer requirements.

We also organize individual audits at selected Authorized Dealers and After-sales Service Centers of Brands (10% of the network) every year in collaboration with TÜV, and Audi AG, Volkswagen AG, SEAT SA or Scania CV AB. To qualify for a dealership application, candidates are required to undergo inspections (for physical conditions and equipment) for compliance with brand standards.

Two audits were conducted in 2015 as part of the DOS 4 Audits by Doğuş Otomotiv for Scania AB.

2015 Brand Audits

- 377 audits in total were conducted including 342 Quality and Brand Standards Audits (ISO+Scania DOS), and 35 Brand Standards Audits for Sales and After-sales.
- Audi AG has conducted manufacturer audits for sales and after-sales in 2 Authorized Dealers and After-sales Service Centers.
- TÜV-SÜD has conducted manufacturer audits for After-sales Services in 3 Authorized Dealers and After-sales Service Centers, and necessary actions have been taken in development areas identified during these audits.
- DOS 4 manufacturer audits have been conducted in 2 Scania Authorized Dealers and After-sales Service Centers.
- Doğuş Otomotiv's company ISO 9001:2008 certification audit in 2015 was conducted by TÜV-SÜD, and resulted positively.
- Doğuş Otomotiv represented by Cem Kaya and Gökhan Özgürbüz participated in the 17th Global Quality conference held in Wolfsburg, Germany on October 6-8, 2015.

The number of audits planned for 2016 is 400 (this plan does not include new Authorized Dealers to be opened and new candidates but includes Skoda ISO 9001:2008 Quality and Skoda Brand Standards Audits.)

DEALER CERTIFICATION AUDITS (DEALERS + AFTER-SALES – ISO & DOS)



Dealer audits conducted since 2008 totaled 2,561.

BRAND STANDARDS AUDITS*



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



AUTHORIZED DEALER AND AFTER-SALES SERVICE CENTER TRAININGS

Sales Trainings at Authorized Audi Dealers

Audi Sales Trainings continued in 2015 with several trainings including Product, International Basic Audi, Audi Certification, and International Sales Manager Trainings. Apart from the trainings by the HR Department, total 829 man/hours of training over 64 days was provided for Sales Consultants, Sales Officers and Sales Managers. As of 2015 yearend, 79% of Sales Consultants, and 75% of Sales Managers have received International Audi Sales Consultant/Manager certifications, respectively.

In 2015, 434 people, all of whom are technicians employed by Authorized After-sales Service Centers, were provided total 1,162 man/hours of technical training. With the addition of 6 newly trained Diagnostics Technicians and 7 newly trained Service Technicians, their total numbers have reached 49 and 44, respectively.

Non-technical trainings provided at Şekerpinar Training Center totaled 886 man/hours. Non-technical trainings for After-sales are delivered in Audi AG standards and

organized according to the need of Authorized After-sales Service Centers. Process-related feedbacks received from participants in trainings are evaluated, and suggestions that would benefit service processes are implemented.

Central Launch Training (CLT) where the new A4 model was promoted and explained took place in Munich in four groups, and for 96 people in total.

Support for Authorized Dealers and After-sales Service Centers

Technical Assistance requests for problems that Authorized Dealers and After-sales Service Centers have difficulty solving or communicated by customers are generated via the Request Management System, and Authorized Dealers and After-sales Service Centers are immediately contacted by phone, remote connection, or video, etc. to provide the requested assistance. When necessary, such Authorized Dealers and After-sales Service Centers are visited to provide onsite technical assistance. Technical Assistance needs are identified and managed completely on the Direct Information Service System (DISS).

Video Assistance System, currently available at 28 Authorized Dealers and After-sales Service Centers in 25 provinces, has helped to solve 10 requests in 2015 without having to visit the region. This support is provided by the Technical Assistance Manager, who may also contact the customer directly to offer explanation and information.

Kalitek Quality Control

As the updated quality control process continued, repair times have shortened while repair quality has improved.

The standards included in the Quality Standards and Procedures Booklet are updated according to the needs observed in the field. A Technical Report Card has been introduced to ensure continuity of quality at Authorized Dealers and After-sales Service Centers. These report cards are shared with Authorized Dealers and After-sales Service Centers to contribute to their development. Furthermore motivating activities are

carried out to enhance performance.

We have met with accident coordinators consisting of damage claim consultants of Authorized Dealers and After-sales Service Centers, and shared the latest information and experiences pertaining to safe and quality repairs and safe driving to ensure that our customers can drive their cars safely.

Stowing machines specially designed to improve occupational safety, service speed and quality in parts storage were delivered have been all Authorized Dealers and After-sales Service Centers.



Occupational Safety at Authorized Dealers and After-sales Service Centers

Nearly 90 people including the accident coordinators of all Authorized After-sales Service Centers and some company employees were trained on a number of relevant and important topics such as: Preparing data/information/documentation pertaining to damaged vehicles involved in accidents/fires; Taking photographs in accident/fire claims; Collecting data from damaged vehicles involved in accidents/fires ; Reporting accidents/fires via DISS; generating requests on Request Management System; managing and responding to customer complaints / requests / court cases; Driver/passenger safety; Safe driving; Issuing service

documentation for accidents/fires; and Explanations to be made to customers, etc.

Subject of the Week Test

Offered to blue-collar employees working in ateliers, the Subject of the Week Tests continued in 2015, and 26 Service Center employees that gave the correct answers to the tests delivered on screen were rewarded. This application not only motivates the employees but also improves their knowledge, which in turn helps them to follow updates, information and notifications more easily, and results in better service and repair quality for customers.

CUSTOMER SATISFACTION

The Customer Satisfaction Surveys (CSS) at Doğuş Otomotiv were again conducted by the independent survey company GfK Turkey in 2015 in monthly intervals. The monthly, quarterly and yearly results are evaluated to identify areas of improvement and necessary actions are taken to develop such areas. According to 2015 CSS results calculated over 120, sales scored 110.16, and after-sales services 101.35 on average in customer satisfaction. In addition to the CSS, each and every Authorized Dealer and After-sales Service Center calls the customers after their last service center visit, and measures their level of satisfaction.  G4-PR5

Furthermore, we continue to audit and score the quality of service using the secret customer method. In 2015, all Authorized Dealers and After-sales Service Centers have been subjected to total 185 secret customer visits, organized by an independent company.

We have maintained one-to-one contact with nearly 26,000 customers online via our webpage (Volkswagen Passenger Cars and Volkswagen Commercial Vehicles) in 2015.

Dealer Satisfaction Surveys (DSS) conducted with the managers at Authorized Dealers and After-sales Service Centers to rate the quality of service and behaviors in different departments of after-sales services revealed a score of 4.65 for sales, and 4.86 for after-sales (both out of 5) in 2015.

A convention and a factory tour titled Travel to the Heart of Volkswagen were organized for our fleet clients to reinforce their faith in our products.

The 9 Authorized After-sales Service Center employees that were successful in the All Star Competition in 2014 were sent on vacation with their families in 2015, while the winners of each category represented our company in the international competition.



A strategic communication channel: Social Media

All brands under the Doğuş Otomotiv umbrella use social media channels effectively. After Volkswagen unified all of its Facebook pages across the world, followers of the Volkswagen Passenger Cars account reached 23 million, and with over 3.6 million local followers became the brand with the most followers. Apart from Facebook, Volkswagen Passenger Cars is also very active in other popular social media channels, leading the industry on Instagram, Youtube, and LinkedIn, which opened in 2014 and quickly reached 41,000 followers. The brand's active presence on social media enables instant one-to-one contact with followers via Social CRM applications. The brand's website, which has been offering personalized quotes since 2013, receives over 16 million visits annually.

Volkswagen Commercial Vehicles has over 1 million Facebook followers and is also very active on other social media channels such as Instagram and Youtube, offering customer focused, innovative and attention grabbing applications while leading the

industry with customer satisfaction focused services continued in online channels. The new website of the brand has increased number of users by 180%, and time spent on the website by 20%, as customer focused communications continued.

Audi is among the leaders of automotive industry with engagement result averages achieved on Facebook and Twitter. SEAT Turkey's Instagram account is at the top of the list among all SEAT country pages, while its Facebook page ranks fourth in terms of followers among all SEAT accounts. Meanwhile DOD maintains its active and visionary approach to social media, as the use of digital channels increases in the brand's national and local communications.

After-Sales Services

Doğuş Otomotiv, having built a business philosophy around customer satisfaction, is committed to delivering quality services in all operations. Driven by its mission of creating fan customers, Doğuş Otomotiv has continued to take innovative steps in after-sales services in 2015 to forge the ultimate customer experience by maximizing service quality.

Doğuş Otomotiv launched the Value and Care Center (DIM) with the aim of providing sales and after-sales services to the users of the brands that the company distributes in Turkey. In addition to receiving excellent approval from vehicle users in the first year of its operations, DIM also achieved nearly one million customer contact in only one year, and became the most active unit of its kind in the Turkish automotive industry.

Volkswagen After-sales Services opened Demoto (Kütahya) and Aykan (Osmaniye) Authorized After-sales Service Centers in 2015, expanding its service

network across Turkey further with 75 Authorized After-sales Service Centers in all.

Three Volkswagen Authorized After-sales Service Centers in Turkey succeeded to be listed among the Top 100 Authorized After-sales Service Centers in Europe in the Service Quality Awards organized for the fifth time by Volkswagen AG. Our Authorized After-sales Service Centers receive nearly 573,000 vehicle entries annually, serving 47,750 customers on average each month. Spare parts revenues have increased by 19%, and labor revenues by 25% in 2015.



Audi AG conducts an IACS study every year to measure customer satisfaction in After-sales Service and to identify its position among competitors, and in 2015 Audi Turkey left behind all competitors with its exceptional services to win first place.

Audi After-sales Services launched new projects in 2015 to set the service quality bar even higher. With the implementation of Self Reception project, one of Audi's digital projects, customers' waiting times during vehicle reception have been shortened. A customer arriving at the after-sales service center can open their own job order using the Audi Self Reception kiosk, and pay online again via the kiosk when collecting their

vehicle. The Self Reception kiosks have been installed in one Authorized After-sales Service Center as of 2015, with plans to offer in 4 more Authorized After-sales Service Centers in 2016.

Audi After-sales Services succeeded to take the leading spot ahead of other brands in the Authorized After-sales Service Center Satisfaction Survey (DSS Service) conducted every year by Audi AG with the participation of Service Center Managers and owners. This success has demonstrated that highest level of communication and cooperation with business partners has been achieved.

Porsche recorded 67% increase in Accessory-Boutique sales, and 8% increase in the number of job orders compared to 2014 due to service campaigns aimed at the vehicle park, which expanded 6% as of 2015 yearend, and Porsche Accessory-Boutique marketing activities. The brand also achieved 79% customer loyalty for Authorized After-sales Service Centers, and scored 109.6 in customer satisfaction surveys thanks to its customer-focused approach to after-sales services. Sales and technical trainings increased 328% in 2015 compared to the previous year.

With the launch of Porsche Boutique Online sales system, customers are now offered the opportunity to purchase boutique products Porsche online.

Scania, with 77% customer loyalty across Turkey,

continues to provide services at 20 Authorized After-sales Service Centers with 295 technicians, and 380 employees in total, and has opened 63,500 job orders in 2015.

CUSTOMER COMPLAINT MANAGEMENT  G4-PR5

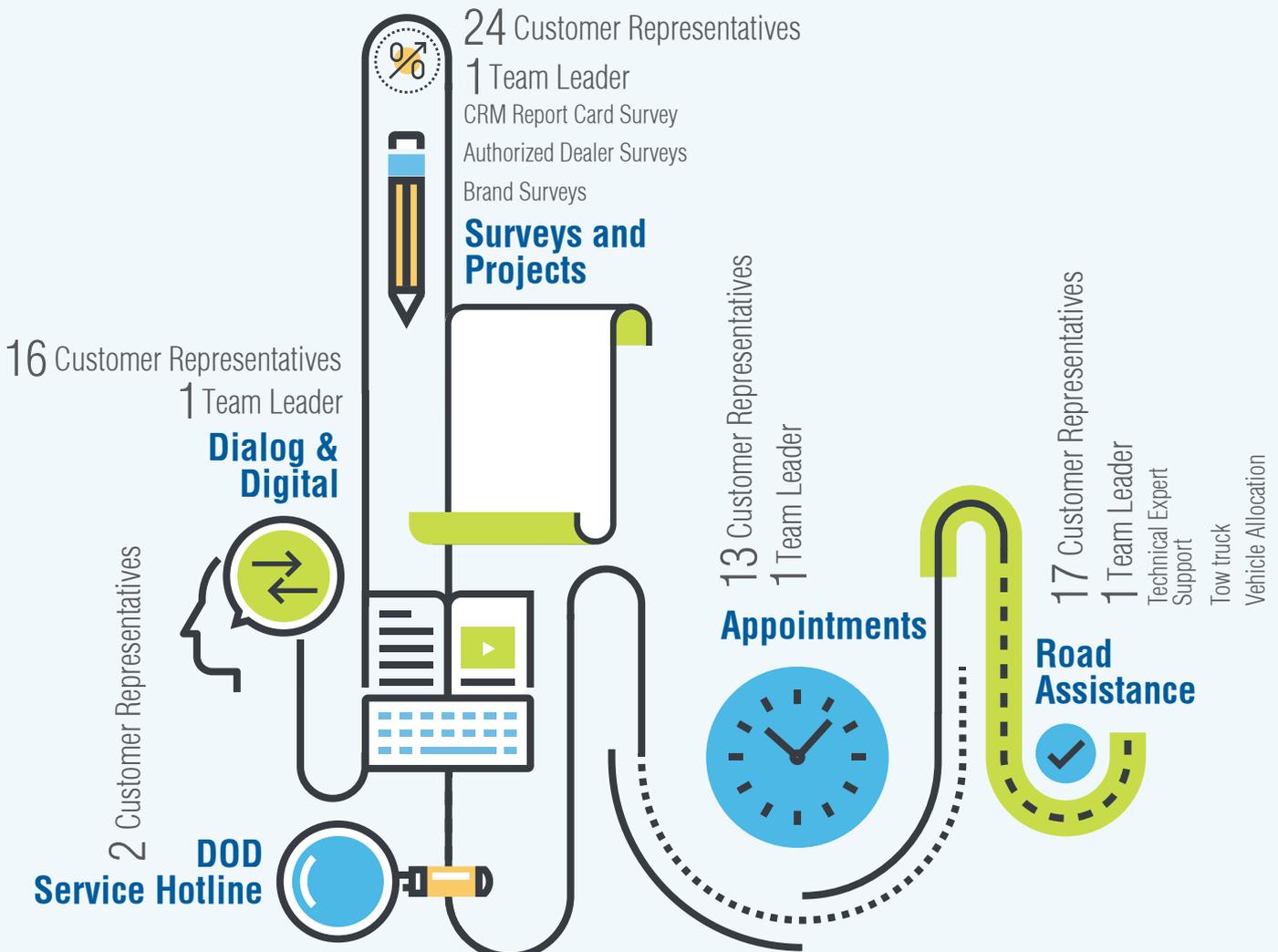
VALUE AND CARE CENTER (DIM)

Launched to provide support for our brands at every stage of customer lifecycle, DIM has aimed at and succeeded in improving the quality as well as the variety of its services with the help of projects carried out in collaboration with the Brands and the Authorized Dealer network.

Operating with the mission of standardizing service and quality at all customer touchpoints, DIM ensures that consumer expectations and feedback are monitored instantly and transparently with the reporting features offered to the Brands and Authorized Dealers. In short, DIM will contribute to our vision of creating Fan Customers with business processes that will build unparalleled customer experiences as a first in the industry.

OPERATIONAL AND ORGANIZATIONAL STRUCTURE OF DIM

Operational Structure of DIM



DIM and TECHNOLOGY

DIM utilizes a variety of technologies to ensure that our customers are served in a faster, more reliable and satisfying manner. Integrated systems such as CTI, Turkuaz, ININ, and Vehicle Tracking System are all used at DIM, where a number of activities aimed at customer satisfaction are carried out in several areas.

D-Pedia

An internet-based Frequently Asked Questions portal has been created to help Customer Representatives to reply questions swiftly, and to enable customers' questions and problems to be easily saved in the corporate memory. Furthermore, D-Pedia has been transformed into an exclusive portal for DIM. In this manner, images of DIM events and announcements have been added to the portal, while information on each team, training videos and documentation have also been shared with customer representatives via D-Pedia.

Project Reporting

Various instant and periodic reporting options are available at DIM. Instant reports/information are known as Dashboard notifications. Dashboard also features DIM's most important operational KPIs, and such information is broadcast live within DIM on dynamic and static screens, allowing performance output to be instantly monitored, and rapid actions to be taken.

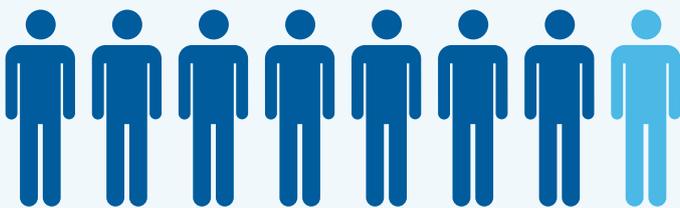
Mobile App

Mobile app shares location information of the customer in need of road assistance with the call center and the road assistance vehicle, and also features functions such as providing information / placing calls / text messaging, which all help communicate location information to the tow trucks much faster and more accurately.

Interactive Intelligence-Customer Interaction Center

This product used at DIM brings together all solutions on one single platform and at one administration point, which allows several transaction including creating IVR menus, receiving emails, SMS messages, and integrated social media alerts, as well as configuring the rules

HUMAN RESOURCES AT DIM



■ OPERATIONS ■ ADMINISTRATIVE STAFF

DIM Team of 83 Employees

Employee turnover ratio at DIM has been considerably lower compared to call centers overall. A number of action plans have been prepared to lower the ratio of 39% recorded in 2015.

Training

The most important part of DIM operations is the training of employees to ensure that they deliver experiences that make a difference. Trainings are designed in a manner to address all aspects of customer experiences individually. The main objective of these trainings is to help the employees gain not only communication skills but also social skills such as displaying empathy, understanding, optimism, and care, as well as to adopt, develop and manage those skills.

2015 DIM EXPERIENCE DAYS

We organized DIM Experience Days in April 2015 with the objective of observing the changes and nuances in the behaviors of employees, who always communicate with the customers over the phone, when they came face-to-face with them in the same space; making sure that Customer Representatives, which we want to reach out to the customer, to see the effects of this touch and to understand their influence; and overcoming professional blindness by giving meaning to what they do.

Within the scope of this activity, a number of scenarios about customer experiences were written and then acted by professional actors over the course of two days in play format with Customer Representatives. Each Customer Representative was then evaluated both by the actor and also by the instructor. These evaluations that included emotions, attitude and generating solutions were offered as feedback to Customer Representatives.

Plans for 2016 include the following training and development activities:

- Speakers from different brands and departments (e.g. Customer Relations, Marketing, etc.) will be invited every month.
- Trainings on topics such as Presentation techniques, Excel, Competition law / Contracts, Consumer Law, OHS and CRM that match with DIM's operations will be provided.
- In addition to DIM employees, Emergency Service employees that are in direct contact with customers will also benefit from behavioral trainings.
- Communication Skills Trainings are planned as Field Trainings for Emergency Service staff and Tow Truck operators.

A training laboratory has been set up within DIM to provide beginner trainings for new recruits, as well as externally and internally sourced trainings. Using the ININ system and shared Wi-Fi network in the laboratory, new recruits are given the opportunity to listen to employees in operations

while they work, thereby seeing live examples of what they will be doing.

Performance Management and Bonus System

There is a monthly performance and bonus system in place for Customer Representatives and Team Leaders working at DIM. The objective here is, due to the nature of the job, to guide the employees and enhance their performance by receiving feedback from them about monthly business results. In addition to setting goals for specific operations, caring for the customer and offering improvement suggestions are also targeted.

A bonus system has been set up based on monthly performance scores. The aim is to reward the employee's success every month and to encourage the continuity of their performance. Employees working at every level of DIM are also included in Doğuş Otomotiv D-İnsan (D-human) performance system.

Career Management

Career management in DIM has two dimensions. Employees may be promoted to more senior customer representative roles and different positions or those that meet certain criteria may be promoted to different positions if their qualifications are needed.



The aim is to acquire qualified human resource for various positions at Doğuş Otomotiv and Doğuş Oto. A goal has been set to reassign 3% of the total number of employees on average to different positions every year. In order to ensure smooth transition to new positions, the Talent Development Program, which predicts the training and development process of employees identified according various criteria, has been launched.

Talent Development Program (TDP)

With Talent Development Program, we aim to train and develop employees currently working as Customer Representatives and who meet certain criteria such as education, performance, speaking a foreign language, etc., and to groom them as potential resources for different functions if the need arises. The program lasts one year during which time the employees that meet the criteria are included in training and development programs designed for them. Five DIM Employees were included in the program in 2015.

Employee Satisfaction

The employee satisfaction surveys conducted across Doğuş Otomotiv every other year are applied annually for DIM. In the first Employee Loyalty Survey conducted in

November 2015, total 60 questions in 5 categories were directed at the employees. According to study results, Employee Loyalty rate at DIM was found to be 89%. After reviewing the results, DIM Managers and Human Resources Department have come together and created an action plan for development areas with lower scores.

Motivation and Rewarding

Employees' happiness and motivation lies in the foundation of the value and attention extended to customers. In the DIM Employee system, created in line with this strategy and perspective, an activity calendar for each month is prepared at the beginning of the year. These activities are grouped as conventional and varied each year. Each activity serves one of the 4 topics; Performance Oriented Activities, Sense of Belonging Oriented Activities, Team Building Oriented Activities, and Responsibility Taking Oriented Activities.

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

MARKETING COMMUNICATION

With personal data privacy and permission marketing laws entering into effect in 2015, the IT Department developed 4 projects. The customers that had previously opted in for marketing communications were informed of the conditions for opt-in to the extent of their permissions, and necessary infrastructure work was carried out to ensure that they could opt-out at any time. Similarly, arrangements required by law were made for the confidentiality and storage of all data obtained from customers.

After-sales Service Campaigns

After-sales service campaigns are carried out in cooperation with After-sales Services Manager at Doğuş Otomotiv and the After-sales Service Campaign Officers assigned to the task at Authorized After-sales Services, and 10 corrective activities due to various reasons were recorded in 2015.  G4-PR6

DOĞUŞ OTO GENERAL MANAGER'S STATEMENT

We always aim at providing the best services for our customers in all of our projects, whether current or planned for the future. Achieving ultimate customer satisfaction is Doğuş Oto's unwavering principle.



Esteemed Stakeholders,

I would like to report that we closed 2015 with another sales record and sold total 59,933 new vehicles including 33,929 VW Passenger Cars, 7,863 VW Commercial Vehicles, 8,694 Audi, 6,170 Seat, 2,617 Skoda, and 660 Porsche, increasing Doğuş Oto's market share in the total passenger car and commercial vehicle segment to 6.2%.

Following the rising trend in vehicle sales and after-sales service entries, our business volume and the number of customers that we established contact with also rose with the addition of 106,981 new customers in 2015. The sales performance we achieved in the last five years with the brands we represent and improved service quality reflected positively on after-sales service entries.

We increased workshop productivity from 63% to 68.7% while our capacity utilization rate improved 7 points year on year, reaching 89%. We also continued to hold daily talks with customers, who contributed with their ideas, suggestions and opinions, with the aim of identifying development areas and improving them, and we enhanced our excellent service approach.

In order to further improve employee productivity, we worked toward decreasing job order repetitions particularly in After-sales Services, which resulted in 3.5% decrease.

To achieve ultimate customer satisfaction as our first priority, we continue to improve both our facilities and our processes with innovative approaches. Interview rooms developed as a new concept for VW Passenger Cars, providing notary and consulting services within the facility, digital sales consultant project, monthly performance reviews with employees, and the new showroom management program are among the significant indicators of such approaches.

Our successful marketing efforts led to increased contact with customers and allowed us to offer opportunities to more people. With the launch of the new mobile site, the number of visitors increased threefold. We also introduced digital games to improve sales motivation, and published corporate magazines to foster employee and customer communication.

As new investments continued with our excellent service approach in 2015, we completed the renovation work with state-of-the-art technological infrastructure in Audi showroom and after-sales service sections at the Maslak regional facilities where we also opened the new Skoda showroom. Furthermore, sales and after-sales sections at Esenyurt and Etimesgut regional facilities were upgraded with a new concept.

We contributed to the development of our coworkers with trainings focused on service excellence. In addition to providing internal trainings for total 392 after-sales service technicians, we also increased the number of employees that participated in the new lean leadership program to 34. The "Refer a Friend" project helped us acquire qualified coworkers while our employees continued to be the pride of Doğuş Oto family with their outstanding achievements. These include most successful technical staff in VW Passenger Car after-sales services, first and third price in the "Seat Top Service People" competition's Turkey leg, first prize in the "Skoda Service Challenge" technicians' completion in Turkey, and world championship in the Porsche Cayenne sales competition.

We always aim at providing the best services for our customers in all of our projects, whether current or planned for the future. Achieving ultimate customer satisfaction is Doğuş Oto's unwavering principle. Building on our service quality with our friendly and experienced team, we strive to ensure that Doğuş Oto is an exemplary dealer around the world.

Doğuş Oto will continue on its success and customer satisfaction-focused journey for years to come, and grow exponentially.

Yours sincerely,

Zafer Başar
General Manager, Doğuş Oto



DOĞUŞ OTO and SUSTAINABILITY

Doğuş Oto, wholly owned by Doğuş Otomotiv, performs sales of new and used vehicles, spare parts and accessories, and provides insurance, financing and after-sales support services to customers at 32 authorized dealerships and 20 after-sales service centers in Istanbul, Ankara and Bursa for the seven brands it represents (Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, Porsche, SEAT, Skoda and DOD).

The new facilities of Doğuş Oto Kartal, currently under construction, are slated for opening in May 2016. Meanwhile, the construction works of a new Audi showroom, an after-sales services atelier and a new Skoda showroom at Doğuş Oto Maslak within Doğuş Center have been completed in 2015.

Economic Efficiency

Lean projects focused on improving economic efficiency continued to be implemented at Doğuş Oto facilities in 2015.

Doğuş Oto's lean projects aimed to shorten the repair

times and to improve customer satisfaction have resulted in significant achievements in 2015. The projects, which targeted shorter and faster processes, also create cost savings.

Environmental Responsibility at Doğuş Oto

Within the scope of eliminating energy losses and leakages, all electrical panels are periodically checked and maintained. Redundant lamps are shut in lighting, and the light bulbs in the ateliers and showrooms are replaced with energy-saving versions. In order to conserve energy consumed for heating and cooling the facilities, additional turbo/sectional doors have been installed at some entrances to service areas. Boilers and burner used for heating, air conditioning plants used for cooling and split air conditioners are periodically maintained to minimize energy losses.

Water treatment plants have been installed in all washing units in 2015 in an effort to reduce the pollution rate of waste water.

Equality at Work in Doğuş Oto

Within the scope of Equality at Work Platform, 38 women employees of Doğuş Oto have been received a special training program, which has been delivered in 8 modules over the course of 8 months in 2015 with the aim of developing their skills through coaching.

Doğuş Oto's "Yolunuz Hep Açık" Project

Doğuş Oto launched the "Yolunuz Hep Açık" (We Wish You Well) project in 2015 to emphasize the importance of employee satisfaction for the company. The promotional gifts such as supplies in the month of Ramadan, school supplies and stationery, birthday gifts, or gifts on special occasions distributed to the employees throughout the year were also presented with the Yolunuz Hep Açık slogan. Doğuş Oto's quarterly publication Doğuş Otomotiv Bir'iz Magazine aimed at supporting internal communication with employees is also part of this project.

Volunteering at Doğuş Oto

Doğuş Oto theater as part of employee volunteering activities continued to work in 2015. The theater group of 10 employees participates in rehearsals on Thursday between 2 and 4 pm on Thursdays at TIM Show Center, and plans to stage their first play in 2016. A new percussion atelier has been established to provide regular lessons to selected employees. The team of 10 meets twice a month for training. And lastly, Doğuş Oto Orchestra has replaced two members, and continued to train.



Code of Ethics Trainings

In 2015, all Doğuş Oto employees received face-to-face-Code of Ethics Trainings, which totaled 2,174.5 hours.

Community Engagement

Doğuş Oto Maslak collaborates with Şişli Industrial

Vocational High School for a training program. Total 34 students of the school consisting of 17 attending the body repair laboratory, and 17 attending the paint laboratory benefit from this training. Laboratory set up cost amounted to TL 139,746. With this training program, Doğuş Oto's objective is to elevate the education levels of prospective employees of the After-sales Service Centers.

SUSTAINABILITY PERFORMANCE BY BRANDS

A representative of each brand also serves as a member of the Doğuş Otomotiv Sustainability Team within our Sustainability Management structure. Brand representatives not only support these activities but also assume an important role in spreading the sustainability philosophy among the employees.

All of the processes carried out within the brand organizations are implemented in line with Doğuş Otomotiv Sustainability Strategy. New Sustainability activities developed and implemented within each brand during the year are included in the report while information on the brands' performance along with other detailed work are disclosed on our corporate website under the topics of **'Customer Health and Safety', 'Product Safety', 'Customer Satisfaction', 'Informing the Customers Accurately' and 'Environmental Responsibility' as key criteria of Doğuş Otomotiv Sustainability strategy.** 

VOLKSWAGEN COMMERCIAL VEHICLES

Environmental Responsibility

Transition to Euro 6 engines was completed as planned in 2015, and engine options with more ecofriendly emission values were offered to the Turkish market. Among these models, versions with Bluemotion Technologies that also have Start – Stop and brake energy recovery features made up 82% of all sales. Compared to 2014, this ratio has improved

8%. Furthermore the SCR (Selective Catalytic Reduction) technology now used in the Touareg 3.0 TDI, Tiguan and Passat 2.0 TDI engines is based on the principle of treating the exhaust gases with the help of AdBlue injected directly to the exhaust pipe from the engine. AdBlue is a colorless, odorless and harmless mixture of 31.5% urea and 68.5% water, and converts toxic nitrous oxide (NOx), Carbon monoxide (CO) and Hydrocarbons emitted from the diesel engine into harmless Nitrogen (N2), Carbon dioxide and water steam (H2O) with a chemical reaction.



Product-level studies continue with Volkswagen AG to import the Passat GTE, the plug-in hybrid model that can travel up to 50 km on electric power alone, into Turkey. Discussions with companies that offer charging station services in Turkey has also been initiated.

Following the upgrades in the Polo model, daytime running lights as an important measure in road safety are now offered as standard in all models. Plug-in hybrid Passat GTE and Golf GTE debuted during Istanbul Autoshow and introduced to the customers.

Volkswagen Passenger Car won the first prize in the regional sales category in the Retail Qualification Championship 2015 (a championship organized by Volkswagen AG with the participation of contestants from all around the world) where we were represented by Mercan Otomotiv.

VOLKSWAGEN COMMERCIAL VEHICLES

EVET Trainings

Provided by Volkswagen Commercial Vehicles since 2012, EVET (Safe and Economic Driving Techniques) Trainings aim to ensure safe and secure use of vehicles such as school buses, company shuttles, touristic buses or passenger cars by drivers that we entrust the lives of our loved ones as well as our own. With the help of these trainings, the drivers learn

not only how to drive safely without endangering themselves, passengers, other drivers and pedestrians but also how to consume less fuel thereby contributing to the economy as well as protecting the environment for a cleaner, healthier future for next generations.

The trainings held in several cities including Istanbul, Ankara, Izmir, Bursa, Antalya, Çorum, Mersin, Ordu, Adana, Adıyaman, Şanlıurfa, Diyarbakır, Samsun and Amasya have reached 2,700 people. Taking into account the drivers' monthly working hours, average distance traveled and fuel oil consumption, saving up to 2 liters per 100 km would result in monthly savings of TL 450,000, or TL 5,400,000 per year. These trainings will continue to be provided at regular intervals, and greater contribution to economy will be achieved.

All drivers that complete these trainings are rewarded with participation certificates, confirming that they have received economic and safe driving training. The surveys conducted among participants following trainings were rated with 5 full points on a scale of 1 to 5 in terms of content, subjects, methods, techniques, duration and examples.

AUDI

Audi Environmental Responsibility

In 2015, Audi succeeded in developing a synthetic diesel using only water and carbon dioxide. Audi e-Diesel, with zero carbon emission, can be used in vehicles without any additives. Audi's e-Diesel developed in partnership with Dresden-based clean technology company Sunfire requires only water and carbon dioxide as raw material for production.

The first sample of Audi e-Diesel obtained after four months of research has already been tested to power the Audi A8 owned by German Federal Minister of Education and Research, Professor Johanna Wanka. The resulting synthetic fuel can be used both to power cars and also in place of traditional diesel in industrial applications.

Audi Customer Satisfaction

Audi AG conducts International Aftersales Customer Satisfaction (IACS) study, a satisfaction survey in key markets in the Euro zone, among new vehicle owners, both Audi and other brands, and individual customers with 2 years of after-sales service experience to learn their opinions about the brands' after-sales services. In the study, Doğuş Otomotiv-Audi succeeded to leave all competitors behind to take the top spot.

According to the Turkey Reputation Index 2014, which Reputation Atelier and AGS Global have been conducting and publishing since 2011, Audi was named the most reputable brand in 2015. The index based on the responses of 1.2 million users to online surveys lists the most reputable companies and Audi was named the most reputable brand in the Turkish automotive industry.

SEAT

After-sales Service Managers, Service Consultants, Warranty Specialists and Technicians competed to win the 2015 Top Service People competition that SEAT S.A. organized globally, and Mehmet Baydı from Doğuş Oto Bursa won third place in the world in the After-sales Service Consultants category.

SCANIA

Environmental Responsibility

Euro 6 is the next and the greatest step taken to date in the efforts to minimize and eliminate the potential threat of vehicle engine emissions to the environment. The norm, which came into effect in the European Union at the beginning of 2014, has been applicable in Turkey for all new vehicles produced from 2016 onward. We believe that this transition will be a great move forward in terms of both the positive impact on environmental and human health resulting from reduced emissions and also the benefits it will bring like the mandatory inclusion of such optional assistance features as emergency brake assist and lane departure warning applicable to 2 and 3-axle vehicles thereby avoiding accidents.

Scania's engines in Euro 6 norms include 5-cylinder 9-liter, 6 cylinder 13-liter, and V8 16-liter versions, and offer different capabilities to respond to all requirements in the 250 bg - 730 bg range. Most of the engines feature both the SCR and the EGR technologies that Scania has been working on for years, while 9 and 13-liter engines with 360, 410 and 450 bg options as locomotive products featuring SCR alone are capable of meeting emission requirements, making Scania one of the only two manufacturers to offer this capability.

At Scania Turkey, a tree is planted in the garden for every guest that visits our offices and a certificate is presented with the objective of raising environmental awareness.

Scania Driving Academy

Scania Driving Academy, as a first in Turkey, offers even the most experienced Scania users an opportunity to improve their skills in just a few days. Provided in an organized structure by instructors, all experts in their fields, the trainings cover a range of topics from economic and safe driving to defensive driving, and teach how to use Scania's features in the most efficient way possible, with the end result of savings as an added benefit to the drivers' companies and the environment.



Trainings at Scania Driving Academy aim for the Scania drivers to improve their driving skills by using the most advanced features of their vehicles for road and load safety and economy, and thereby to minimize operational costs. These trainings provided in cooperation with a professional training company, have introduced an institutionalized approach to driver trainings as a first in the heavy commercial vehicles and logistics industry. During trainings, vehicle data are analyzed using an internet-based operating system as part of the Scania Integrated Driving Systems. Driving Trainings generate up to 10% savings in fuel consumption. Scania Driving Trainings may be held in Istanbul and other cities, and in a manner to include the customer's own field. Economic Driving Training is a three-hour long program while test drives and on-hands trainings may last up to 8 hours a day.

Scania U Support

The new generation 12-liter 6-cylinder advanced engine manufactured by Scania has been donated to Atatürk University's Engineering Department by Doğuş Otomotiv and Erzurum Dealer Ahenk Otomotiv to be used in scientific studies. Our goal is to strengthen cooperation with universities and to support students, and in particular researchers that study diesel engines.

Scania Integrated Driving Systems

SESS (Scania Integrated Driving Systems) is Scania's system that consists of linked systems and trainings, coaching, effectiveness and interactive event associated with these systems.

Main goals of the services that SESS will offer to customers include:

- Improving fuel economy
- Reducing harmful emission gases
- Making more use of vehicle features
- Improving driving safety
- Improving driving efficiency and developing driving style
- Reducing vehicle wear
- Decreasing accident rates and insurance costs
- Tracking fleet locations globally
- Evaluating driver efficiency
- Analyzing routes
- Receiving alerts when the vehicle leaves the designated work site
- Monitoring hourly, daily, weekly and monthly fuel consumption

The SESS Room, opened within Scania Turkey with an event attended by top global and local executives, has been set up to offer the systems to the customer effectively, to centrally track the vehicles linked to SESS, and to install SESS more effectively and efficiently.

MEILLER

Product Safety

In 2015, warning systems have been introduced for all tippers, and safety brakes for semi-trailer tippers to prevent accidents that may be caused by tippers activating during driving. If the semi-trailer tipper truck starts moving while the tipper is still raised, the safety brake system automatically applies brakes 10 times as warning when the vehicle reaches a speed of 30 km/hour, and if the driver continues to drive, the system locks all brakes to bring the vehicle to a complete stop. Once the tipper is lowered and in position, driving can be resumed. On-truck tipper applications feature audiovisual warning systems inside the cabins to inform the driver that the tipper is still raised and open.



THERMO KING

ColdCube

Thermo King, the leader of refrigerated trailer segment in Turkey with 60% market share, has included ColdCube in its product range and aims to increase its market share with GDP-compliant¹³ models for transporters of medicinal products. Thermo King,

world leader in transport temperature control, took an important step in the modular cooling unit segment with the ColdCube series offered to the Turkish market. ColdCube, as a lightweight, highly durable solution, has been developed to transport food and perishables, as well as a response to the logistical requirements of the health industry for transporting medicine, vaccines and serums. With a capability of cooling down to -21 degrees Celsius, ColdCube is powered by batteries.

SUSTAINABILITY AWARENESS WITHIN OUR SPHERE OF INFLUENCE

At Doğuş Otomotiv, we continue to work toward improving our efforts further to convey our Sustainable business approach to all stakeholders within our sphere of influence, and to assist every Stakeholder in improving their own Sustainability performance. Therefore the number of Authorized Dealers and After-sales Service Centers included in our reports increases every year.

We have informed 3 of our suppliers in this direction, and included them in this year's report. Accordingly, all the stakeholders included in the report are visited in the reporting year to communicate Doğuş Otomotiv's Sustainability strategy and efforts in that direction. They are then provided information on Sustainability areas, and necessary plans are made about how the processes should be implemented specifically for these Companies. Sustainability-related performance data of those stakeholders are regularly obtained and evaluated, and followed by development plans.  G4-EC8

The performances of following companies have been included in our Corporate Sustainability Report 2015: Doğuş Oto and Gebze Scania After-sales Service Center; our subsidiaries Doğuş Teknoloji, vdf, Yüce Oto/Skoda; our Authorized Dealers and After-sales Service Centers Acarlar Otomotiv Tic. ve San. A.Ş. (İstanbul), Aldo Otomotiv Servis İnşaat Taahhüt Turizm Gıda San. ve Tic. A.Ş. (Mersin), Altur Otomotiv San. ve Tic. A.Ş. (İstanbul), Avek Otomotiv Servis San. ve Tic. A.Ş. (İstanbul), Başaran Otomotiv Otelcilik Tur. İnş. San. ve Tic. A.Ş. (Isparta-Fethiye-Alanya-Antalya Merkez, Başaran Antalya Döşemealtı (Scania), Alvin Otomotiv), Demoto Demireller Otomotiv Pazarlama Maden İnş. San. ve Tic. Ltd. Şti. (Afyon-Kütahya-Manisa), Erel Otomotiv İnşaat San. ve Tic. A.Ş. (İstanbul), General Oto Servis ve Tic. A.Ş. (İstanbul), Lena Otomotiv San. ve Tic. A.Ş. (Aydın-Muğla), Mercan Satış ve Servis Hizmetleri Tic. Ltd. Şti. (Edirne, Keşan), Opat Otomotiv İnşaat Elektronik Tur. Gıda Paz. San. Tic. A.Ş. (Mersin), Tamaş Motorlu Araçlar San. ve Tic. Ltd. Şti. (İstanbul), Uzay Oto A.Ş. (İstanbul), Vosmer Otomotiv Tic. ve San. A.Ş. (İzmir); and our suppliers Vog Tekstil, Daikin Turkey, and Eurest Services Türkiye.

¹³ Good distribution practice for the proper distribution of medicinal products for human use in EU standards in force since March 2013.



At Tamaş Otomotiv, one of our Authorized Dealers and After-sales Service Centers in Bakırköy, Istanbul, analyses are performed to minimize the impact of economic fluctuations on the organization's finances, marketing, inventory management and strategic management using financial analysis methods, and liquidity is kept under control. An Internal Control System has been established to prevent corruption. Internal audit

team is also supported by an independent consultancy firm for this purpose.

The Glasurit Audit Pro quality audit conducted by BASF's vehicle paint brand Glasurit to improve work quality in body repair and paint ateliers was completed and Tamaş Otomotiv was certified as the only dealer with this certification among all brands in Turkey.

Tamaş Otomotiv has formed working teams to evaluate performance under the headings of economy, social responsibility, ethics, trainings, marketing and efficiency, and to set relevant goals with the aim of improving quality standards.

Uzay Otomotiv, another of our Authorized Dealers and After-sales Service Centers based in Istanbul, takes into account several criteria including service continuity, service quality, business ethics, communication abilities and competitive pricing in supplier selections. The Company also conducts background checks regarding legal obligations of service suppliers. If a supplier is found to have unpaid income tax and social security premium debts, they are notified of the situation with a warning in line with employer responsibilities.

Vosmer, with 2 Authorized Dealers and After-sales Service Centers in Izmir, formed the Compliance and Audit Department in 2014 to actively control and audit the effectiveness and efficiency of business processes, and the accuracy and reliability of financial practices. As of 2015, the department continued to work with the same mission.

Customer Satisfaction at Authorized Dealers

Customer satisfaction surveys at Avek Otomotiv are based directly on the customers who rate their levels of satisfaction on online screens during payment. Avek Otomotiv expects all newly recruited employees to sign a recruitment guidelines document that consists of 35 articles including privacy of customer information. Furthermore, all employees that are in contact with customers receive behavioral and customer satisfaction trainings.

At Başaran Otomotiv, our Authorized Dealer with operations in Muğla and Antalya, sales representatives offer customers information during test drives on the

importance of using seatbelts and observing safe driving distances, and the vitality of child seats for families with children, as well as sharing further information on safe driving techniques. The company holds internal trainings and meetings, and participates in Doğuş Otomotiv trainings, and the theoretical information about safe driving and other important points are reinforced with on-hands applications.

Erel Otomotiv, another of our Authorized Dealers and After-sales Service Centers based in Istanbul, has implemented a digital sales consultant project where live support is offered to customers via our passenger car website, ensuring instant one-to-one response to inquiring customers.

General Oto launched its own call center in 2015, and enhanced its website with mobile responsive design. In order to serve customers that wish to benefit from driving service better, number of drivers employed has been doubled.

Opat Otomotiv, our Authorized Dealer and After-sales Service Center based in İçel, Mersin, offers Doğuş Otomotiv-approved certification trainings for drivers on topics including fuel economy and safe driving. The company also uses BCS (Beyond Customer Satisfaction) application to offer personalized service to customers by inquiring about their specific demands and making them available at appointment time.

Tamaş Otomotiv allows customers to visit ateliers after informing them about safety precautions, and ensuring that they wear protective shoes, goggles, earplugs and masks.



Employee Satisfaction and Development at Authorized Dealers

For Acarlar Otomotiv one of the most important responsibilities is to support employees by helping them develop skills and knowledge that they would need both at work and their entire lives. Therefore, the company has been encouraging education since 2004, and all Acarlar Otomotiv employees that were once only elementary school graduates now have High School or Industrial Vocational High School diplomas. Body repair and paint technicians have received master certifications in 2015.

Aldo Otomotiv, Audi Authorized Dealer in Mersin, offers support to employees that wish to finish their high school or university educations. The company also provides English language lesson in-house. Trainings that employees wish to attend to develop their professional skills are also supported. Consultancy firms, and various organizations such as Kar Institute, Chamber of Commerce and Industry, and MODER (Mersin Automotive Association) also provide periodic trainings for Aldo employees. Meanwhile Aldo Otomotiv offers the employees to drop their children after school hours at the play room within the company under the supervision of a nursery assistant and to pick them up at the end of office hours.

Avek Otomotiv has in place an internal bonus system designed to attain targets by rewarding employees. Furthermore, employees that rank high in competitions organized by Doğuş Otomotiv may receive monetary rewards up to three monthly wages. Employees without professional competency certification are encouraged and supported for obtaining their certificates. Avek Otomotiv employees submit their suggestions on the intranet, and contribute to the improvement of business processes. Avek Otomotiv employees also take part in various sports activities, and get to watch the new movies in the movie theater within the company. The VIP and box seats that Avek Otomotiv holds in the stadium of Galatasaray football team are offered to the use of employees as well.

Başaran Otomotiv supports the employees that study at open universities to take their exams even if during work hours, and encourages employees to pursue higher education.

At Erel Otomotiv, 94 employees including technicians and drivers have received total 250 hours of emergency and fire training in 2015, while 220 employees received 8 hours of occupational health and safety training. Two

employees from Audi Sales department were provided 96 hours of sales consultancy and management training, and 11 employees from Volkswagen sales department received the same training for 255 hours in total. Six employees at Audi After-sales Service received 144 hours of professional training, and 29 employees at Volkswagen After-sales Service 1,080 hours of the same training, respectively. Furthermore, Erel Otomotiv employees were provided 258 hours of Occupational Health and Safety trainings in 2015.

At General Oto, an occupational safety specialist provided Basic Occupational Safety and Basic Occupational Health trainings for 124 employees, and Advanced Occupational Safety trainings for 129 employees. Moreover, 35 employees have received after-sales service training throughout the year. Trainings offered to General Oto employees in 2015 totaled 1,439 hours.

At Tamaş Otomotiv, employees were given a total of 161 man/hours of internal training on occupational health and safety, hygiene, and fire, and 40 man/hours of external training on hygiene, totaling 201 man/hours of training overall in 2015. Tamaş Otomotiv also offers support to employees that currently attend education or those that wish to complete their unfinished educations.

Uzay Otomotiv offers its employees such benefits as seniority reward, private pension system, complementary private health insurance and education support to have a positive impact on employee loyalty and satisfaction.

At Vosmer Otomotiv, the employees have voluntarily formed the Vosmer Football Team, which plays at various tournaments during the year. At Vosmer, 11 employees received 176 hours of first aid training, while all employees received 12 man/hours of occupational safety training, and 65 employees participated in 260 hours of emergency training.

Environmental Responsibility at Authorized Dealers

Acarlar Otomotiv included environmental responsibility performance among company priorities in 2015. After holding discussions with the waste management company supplying services to Beykoz Municipality in 2014, Acarlar Otomotiv implemented the KOMPOST (Zero Waste) System as a first in Istanbul. The company also has plans to install a Treatment Plant in the coming years, and with physical conditions prepared for the facility, a temporary waste collection site has been created.



At Aldo Otomotiv, the HVAC system has been renewed to reduce energy consumption, and motion-activated lighting system has been installed in required areas while the light bulbs used in lighting have been replaced with energy-saving versions. In 2015, 4,000 liters of liquid waste and battery waste plus 9,000 liters of lubricant waste has been disposed of at Aldo Otomotiv.

Our Authorized Dealer and After-sales Service Center Altur Otomotiv boasts a smart building system. The building where the company operates features lighting fixtures that change intensity depending on changing daylight, and motion sensors to conserve electricity, while the building's heating and cooling needs are solved by an automation system. All of these systems are integrated and controlled centrally.

Avek Otomotiv has started using LED lighting, and achieved up to 35% savings in electricity consumption by installing motion sensors in areas less frequently used. The IT department has configured the company computers to automatically shut down when idle, resulting in further energy savings and raising awareness among employees.

Başaran Otomotiv uses photovoltaic lighting to reduce energy consumption while the lighting system operates with a timer system. Filtering in the drainage system ensures that waste water does not mix with clean water sources.

At Demoto, our Authorized Dealer and After-sales Service Center in Afyon, number of lighting sources has been reduced, and converted into energy saving LED light bulbs with stronger illumination. Demoto has shifted to centralized control for heating system and reduced heat loss, and the VRF (Variable Refrigerant Flow) system has been installed. The insulation material used to cool accumulating heat in Demoto's server room was renewed.

The common areas at Erel Otomotiv are illuminated with photovoltaic lighting while work areas (showrooms) benefit from daylight. Except for service areas, LED light bulbs are used across the entire company. The company also works with a consultancy firm to ensure controlled electricity consumption.

The number of printers, which was previously 80, at Erel Otomotiv has been decreased down to 65 by the end of 2015. The employees are encouraged not to print out unless necessary, and when required they are directed to central printers with lower per page printing costs. Nearly 25-30 old monitors were renewed in 2015 while remaining 10 monitors were sent to recycling. The entire

company now uses energy saving LCD monitors. Erel Otomotiv also utilizes a treatment device to recycle and reuse thinner solvent residue.

At General Oto, a new system has been installed to treat the water used in the paint shop where the treated water is reused. Having signed a contract with an environmental consulting company in 2015, General Oto disposes of environmental waste via a certified organization. Total 65,034 kilos of waste (including lubricant waste) was delivered to this organization in 2015. Of the 3,181 kilos of paper waste produced throughout the year, 3,031 kilos of paper waste was recycled. General Oto has paid TL 40,000 for waste water treatment, TL 145 for the procurement of fluorescent and spot light bulbs, TL 20,400 to the environmental consulting firm, and TL 36,843 to the waste collection company.

Lena Otomotiv, our Authorized Dealer and After-sales Service Center with operations in Aydın, Kuşadası and Bodrum, has built a new facility for the storage of hazardous waste in accordance with regulations, and paid nearly TL 10,000 for the facility, and TL 20,000 to the hazardous waste recycling and disposal companies in 2015. Lena Otomotiv conducts regular information presentations to raise awareness among employees about environmental responsibility.

Mercan Otomotiv places warning signage in areas visible to employees and customers in an effort to raise environmental awareness. The vehicle brochures for the customers are printed on recycled paper, and this information is also shared with the customers.

One of the most important efforts at Opat Otomotiv toward renewable energy and lowering energy consumption is the use of solar panels. This investment is estimated to generate 265 Kwh electricity every year.

At Tamaş Otomotiv, an efficiency working group has been formed to monitor the activities aimed at reducing energy consumptions. With the completion of the renovations in the buildings, lighting is now controlled by DALI automation system, which provides both savings and also effective lighting control.

The amount of waste paper collected at Vosmer Otomotiv in 2015 totaled 14,120 kilos. Vosmer, in cooperation with an environmental consulting firm, also conducts environmental awareness trainings for employees.

Water Conservation at Authorized Dealers

All the water fixtures used in Acarlar Otomotiv were replaced during the year. Indicating that 87% of the



company's total water consumption is attributed to washing of cars serviced in the Sales and After-sales service areas, Acarlar Otomotiv is now developing alternative solutions to offer different benefits instead of washing for cars serviced in the After-sales areas. Our Authorized Dealer uses new generation washing and cleaning equipment to reduce water consumption in the sales, service and carwash areas.

Avek Otomotiv uses a special biodegradable and ecofriendly chemical in car washing to reduce water consumption.

Başaran Otomotiv prefers equipment with spare water tank when choosing washing guns to be used in the carwash area with the aim of reducing water consumption, and avoiding unnecessary water use.

Demoto has a water treatment plant. The pure water treatment system used in carwash was augmented with chemicals, resulting in further water conservation.

A special chemical is used to reduce water consumption during carwash at Erel Otomotiv. This chemical is biodegradable in water and therefore does not cause pollution. This method allows the washing with water to be skipped, resulting in significant savings from water. Meanwhile, equipment and spraying techniques are used to contribute to water savings.

Mercan Otomotiv, our Authorized Dealer and After-sales Service Center in Edirne, uses treated water to irrigate the gardens, and conserves water.

Uzay Otomotiv has installed water fixtures with sensors to conserve water. Meanwhile pulverization-based systems that consume water at lower flow are used in carwash to conserve water.

Community Engagement Programs at Authorized Dealers

Acarlar Otomotiv is a donor of Turkish Educational Foundation, Turkish Foundation for Spastic Children, Solidarity and Charity Association for people of Artvin, Istanbul Foundation for People with Mental

Disabilities, Beykoz Association for people of Black Sea, Acarlar Sports Club, Beykoz Business School, Seyhan Youth Association for the Hearing-Impaired and Istanbul Association of Civilian Tow Truckers. The donations to these Foundations and Associations by Acarlar Otomotiv in 2015 totaled TL 47,140.

Mersin Aldo Otomotiv donates regularly to Lösev and Turkish Red Crescent, and this year the donations amounted to TL 10,000. Aldo Otomotiv also grants scholarships to 15 university students in the amount of TL 150 per student each month.

Every year, Avek Otomotiv regularly hosts students of Şişli, Bağcılar and İkitelli Industrial Vocational High Schools as interns to help prepare them for the profession. The company also responds positively to short-term internship requests from vocational colleges to support their students. Avek Otomotiv donates nearly TL 10,000 by way of procuring tree saplings to TEMA Foundation every year, and in 2015 the company has presented 1,250 tree saplings to its customers along with planting certificates in their names. Avek Otomotiv also donates approximately TL 10,000 to Turkish Education Foundation through wreath donations. In 2015, "A Dialog in the Dark" has been supported with a donation of TL 12,000, and Siirt Elementary School with TL 5,000. Avek Otomotiv also provides contributions to the volunteering efforts of employees, who for instance collect blue caps of plastic bottles to support the donation of wheelchairs for people with disabilities. The company also holds regular blood drives to donate to Turkish Red Crescent with the participation of its employees and customers. Avek Otomotiv provides financial support for the free iftar dinners offered by Esenler Municipality in the month of Ramadan, which amounted to TL 30,000 in 2015. The company has also signed a TL 200,000 sponsorship deal with Çanakkale Women's Volleyball Team.

Başaran Otomotiv's community engagement efforts included financial support for the construction of Antalya Merkez Bahtılı Industrial Vocational High School while the company continued to grant scholarships for 16 students as well as supplying the equipment and materials that the students use during their education. Furthermore, the students of this school are offered internship opportunities at the company, and jobs upon graduation.



Demoto renovated the access roads linking the company building to the main road, planted trees and greenery around the pedestrian paths and in the surroundings. With landscaping around the company grounds, 150 pine trees were planted. The cost of tree planting, landscaping and road works amounted to TL 50,000.

The company also donated TL 5,000 to the Afyonkarahisar Erkmén Toki Mosque, and TL 20,000 to Afyonkarahisar Charity Organization.

Erel Otomotiv supported Sabancı University, Circle d'Orient Club Tennis Tournament and Club Sporium Tennis Tournament with sponsorships, and also provided financial support for the construction of Maltepe Community Clinic in 2014. The company donated to Tutanel Education Culture and Charity Association (Traffic Foundation), and Beykoz Police Services Association in 2015. Erel Otomotiv also grants scholarships to five university students in certain monthly amounts.

At Erel Otomotiv the internal audit department was formed in 2015 to take precautions for business ethics, as a key principle of community engagement. An employee has completed the necessary trainings and assigned as internal audit officer to conduct daily and periodic audits.

General Oto provides financial support to five amateur sports clubs in the vicinity against receipt. These donations amounted to TL 48,000 in 2015.

Lena Otomotiv covered certain infrastructural needs of Hacı Celal OTO and Hacı Leman OTO elementary schools located in their region in 2015. The company supports Social Services and Child Protection Institution and Aydın Youth and Sports Club, and also donates educational materials including informative parts and vehicle documentation to Aydın Mimar Sinan Industrial Vocational High School and Apprenticeship

Education Center. Lena Otomotiv employees donate blood to Turkish Red Crescent at regular intervals.

Mercan Otomotiv provides financial support to sports club in Edirne and Keşan, as well as Edirne Women's Volleyball Team. The company has donated to the constructions of Technical Industrial Vocational High School and Edirne High School, and to some associations for people with disabilities. In memory of Kerami Mercan, two "112 Emergency Service Stations" were built in the Keşan and Erikli districts. Furthermore, in response to the request of the local community, all the company buildings were fitted with natural-gas heating systems to help the local gain access to natural gas infrastructure.

At Opat Otomotiv, an internal audit department has been formed in 2015 to directly oversee all the business ethics-related processes and to implement necessary procedures. Opat Otomotiv is a regular donor of LÖSEV and Turkish Red Crescent while providing support to people in need through local organizations. Such donations amounted to TL 10,000 in 2015. Moreover, the company grants scholarships to 15 university in the amount of TL 150 per student per month.

Tamaş Otomotiv has donated 28 desks, 28 cabinets, 8 chairs, 6 commodes and 3 glass displays to meet the needs of 4 high schools in 2015.

Uzay Otomotiv takes all necessary precautions to combat corruption, etc. with the help of an effective internal control and audit system. Disciplinary code that includes business ethics is an important part of the internal control mechanisms.

At Vosmer, code of ethics and implementation principles are delivered to all new recruits against signature. Trainings covering disciplinary code and related topics are provided for all employees.

SUSTAINABILITY AT DOĞUŞ OTOMOTİV SUBSIDIARIES

DOĞUŞ TEKNOLOJİ and SUSTAINABILITY

Established in 2012 to provide Information Technologies services for Doğuş Group companies, Doğuş Teknoloji is a Doğuş Otomotiv subsidiary with 46% share. The company provides innovative, dynamic, solution-oriented, differentiating, value adding services and products with a focus on customer satisfaction and quality, and offers these services with optimum prices.

Driven with the synergy of a large group operating in a wide range of industries from automotive, finance and retail to tourism, construction and media, Doğuş Teknoloji undertakes and delivers projects that transcend Turkey's borders.

Quality Standards at Doğuş Teknoloji

By establishing and operating an integrated management system compatible with international standards within Doğuş Teknoloji, the company has aimed to assure quality, security and continuity in the services and products provided. Accordingly:

- Activities related to ISO27001: 2013 Information Security Management System Certification continued in 2015, ensuring that the privacy, integrity and accessibility features of our information assets are protected and risks are minimized to acceptable levels.
- With ISO20000 IT Service Management System, IT services are continually improved, and brought up-to-date with best practices, while service processes are managed with a customer-oriented approach.
- With ISO22301, Business Continuity Management System has been established while services to be provided in unexpected situations and responsible business units have been identified, and the actions they will take and the methods they will employ were defined.

The process project that involves reviewing and restructuring, enhancing and maturing the processes carried out in collaboration with PWC has been

launched in 2015. The control, measurement and monitoring of processes with the help of DHYS (Doğuş Holding Management System) that supports holistic management of our processes along their lifecycles and improve their effectiveness have continued.

Doğuş Teknoloji and Environmental Awareness

Vicinity lighting at Doğuş Teknoloji is time-controlled. Lighting within the building turns off when the employees exit while air conditioning plants, fans and VRV system are controlled by automation. Photovoltaic lighting is preferred in less frequently used sections of the building while devices such as printers and projection equipment operate an energy saving mode. For long-distance meeting, teleconference system is preferred whenever possible.

Doğuş Teknoloji serves as a Private Integrator approved by the Turkish Revenue Administration. The e-Invoice, e-Book, and e-Archive services offer operational benefits for both group companies as well as other clients, and contribute to savings in paper, toner and energy costs. Doğuş Teknoloji, with its own Data Center services, offers centralized structures, and optimizes energy consumption.

Customer Satisfaction

Doğuş Teknoloji plans to conduct employee satisfaction surveys every other year, and the first such survey was conducted at the end of 2015. One the actions are identified, both the results and the actions will be communicated to the employees in the first quarter of 2016.

Trainings aimed at developing employees' skills have taken place in cooperation with universities in 2015. All employees up to managerial positions were offered communication trainings while managers have received goal setting and team management trainings. For employees that needed to improve their technical skills, web programming with C#5.0, ms 10775 data administration, high performance programming with sql server, iis and asp.net trainings were offered.

Community Engagement at Doğuş Teknoloji

Doğuş Teknoloji carries out a project to employ people with autism in the IT industry in coordination with the Federation of Autism Associations (ODFED). The project also receives consulting from international firms that specialize in this field. Attention to details and performing routine tasks with precision are qualities observed in people with autism, and can be an advantage in IT projects. As part of the pilot project, one person with autism has been employed while there are plans to expand the project.

The employees also collect leftover foods, which are collected by animal shelters on certain days of the week.

VOLKSWAGEN DOĞUŞ FİNANS/vdf and SUSTAINABILITY

Volkswagen Doğuş Finans, founded in 1999 is owned by Volkswagen Financial Services A.G (52%) and Doğuş Group (48%).

Volkswagen Doğuş Finans provides financing for Volkswagen Group brands Volkswagen Passenger Cars and Volkswagen Commercial Vehicles, as well as Audi, SEAT, Skoda, Porsche, Bentley, Lamborghini and Scania branded vehicles. The company also offers vehicle loans for used cars in the inventory of DOD, the used car procurement, sales and barter brand of Doğuş Group.

vdf has merged with MAN Finansman A.Ş. at the end of November 2015. vdf has captured 13% market share and ended the year in second place among banks and other financial institutions in the active loan market in terms of all vehicle loans (Passenger Cars, Light Commercial Vehicles, Heavy Vehicles). The plan is to establish the vdf Fleet Lease company in 2016, and start operations in 2017 with the aim of strengthening its position in the market.

vdf Memberships

- Equality at Work Platform
- Financial Literacy and Access Association (FODER)
- Financial Institutions Association

Supply Chain Management at vdf

Companies with a woman in a top managerial position

such as general manager, company owner or partner are preferred in supplier selections. Furthermore the supplier's industry experience, credibility, quality and serving across the country are also considered.

Employee Satisfaction at vdf

Participation in the "Stimmungsbarometer" (Idea Barometer) survey conducted by VW FS AG among all Volkswagen companies to measure employee satisfaction and the Great Place to Work rankings is made in turns.

In 2015, vdf was included in the Great Places to Work lists in the 50-500 employee category and ranked 16th.

Employee Trainings at vdf

vdf employees are encouraged to improve themselves through scholarships for graduate studies, English language learning support, personal and professional development and technical trainings. Furthermore some universities and language schools offer special discounts.

The annual training schedule is shared with the company employees. By including in-house trainings in the calendar, employees that specialize in their fields are encouraged to be instructors in those trainings.



As part of the Talent Management Circle established by Volkswagen FS AG, managers as potential country managers in the middle term, assistant managers as potential managers are included in the Assessment Center, and supported with special training/development programs.

Local Employment at vdf

vdf Sigorta Aracılık Hizmetleri A.Ş. has branches in several provinces other than Istanbul, and the staff of those branches are employed locally. The company has 50 people employed in this manner.

Combating Corruption at vdf

An Audit and Risk Committee has been established to report to the vdf Board of Directors. This committee is responsible for overseeing and making necessary arrangements for all risks and issues in its purview. The 4 eyes principle is in place as a systematic and practice. Agreements entered into with suppliers and third parties are also overseen.

Community Engagement at vdf

Activities such as tree planting and second hand clothing donation are carried out jointly with Doğuş

Group and Ayhan Şahenk Foundation.

The company has partnered with Mor Çatı Women's Shelter Foundation as part of Women's Day in 2015 to present Mor Çatı product to employees, and the Foundation's mission to combat violence against women has been supported.

Volunteering at vdf

In 2015, employees visited Down Café of Şişli Municipality as a volunteering-based social responsibility activity. The lunch organized with the participation of employees became a pleasant experience for the employees of Down Café.

SUSTAINABILITY AT YÜCE AUTO

Founded in 1989 to be the Turkish distributor of Skoda, and 50% owned by Doğuş Otomotiv, Yüce Auto offers sales, after-sales and spare parts services for Fabia, Rapid, Rapid Spaceback, Octavia, Yeti, and Superb models with 34 authorized dealers and 2 authorized after-sales centers across Turkey. Skoda increased its sales 53% in 2015 the passenger car market grew 23% in the same timeframe.

Of the 1.2 tons of paper waste generated at Skoda in 2015, 1 ton has been recycled.

GEBZE SCANIA AFTER-SALES SERVICE CENTER and SUSTAINABILITY

Gebze Scania After-sales Service Center is a directorate directly linked to Scania/Meiller/ThermoKing General Directorate. The Service Center operates in a complex owned by Doğuş Otomotiv in Gebze (Kocaeli) and serves the brands represented. When needed the center also provided road assistance in nearby cities such as Istanbul, Adapazarı and Yalova.

Scania brand has increased its sales 63% year on year, and closed 2015 with 10% market share. Scania's 2020 target is to attain 20% market share while after-sales services are also expected to expand at this rate.

Employee Trainings

All new recruits receive 2 hours of orientation training. Three types of training are offered at our after-sales service center: trainings provided by the central Training Department, technical qualification trainings and OHS trainings. Delivered to all employees these trainings average 100 hours per year.

At Gebze after-sales service center we also support the education of our employees. Currently three of our coworkers are attending open university. The English language courses offered at Doğuş Otomotiv are also open to the employees of the after-sales service center. Furthermore all technicians have received computer training.



Employee Health and Safety at Scania

Gebze after-sales service center operates under the supervision of Occupational Health and Safety Specialist (with A class qualification) appointed by Doğuş Otomotiv. Furthermore, a C-class qualified Occupational Health and Safety Specialist employed in-house offers trainings on mass diseases for Gebze Scania After-sales Service Center employees. These trainings reach 4-6 hours in a year.

Customer Health and Safety

Gebze Scania After-sales Service Center offers information for all customers after inspecting their vehicles on all issues that threaten driving and life safety, and offers special discounts to solve them.

Furthermore drivers that need training on safe and economic driving, road safety and relevant topics are identified and supported with driving and safety trainings.

Gebze Scania after-sales service center tracks the customers' vehicles via satellite and provides preventive information on bad driving, overloading and excess fuel consumption.

In 2015, free trainings have been provided for 61 drivers. Owner of heavy vehicle fleets are trained to manage their fleets safely, economically and risk-free. In 2015, these trainings were offered to 15 people.

Employees of the 19 Scania After-sales Service Centers in Turkey and the new recruits are offered product and safety trainings at the Gebze Scania After-sales Service Center. In 2015, 57 employees were trained as part of the orientation process.

Community Engagement at Gebze Scania After-sales Service Center

The area where Gebze Scania After-sales Service Center operates is an Organized Industrial Zone that provides direct contribution to Turkish economy. The payments made to the Dilovası Organized Industrial Zone in 2015 totaled TL 30,000 as infrastructure participation fee, and TL 24,00 for water filtration and waste water separation.

Six students from Kocaeli University worked as interns at Gebze Scania in 2015.

Gebze Scania After-sales Service Center offers free accommodation at a partner hotel to provide truck drivers an opportunity to rest or eat when needed and to ensure road safety.

DOĞUŞ OTOMOTİV 2015 SUSTAINABILITY PERFORMANCE IN NUMBERS

ECONOMY G4-EC1

Economic Performance

Economic Performance	2014	2015
Sales (Units Retail)	157,340	203,082
DOAŞ Market Share (%) (Retail)	20.1	20.6
Used Car Sales Quantity (DOD)	21,120	23,125
Net Sales (TL M)	7,693	10,889
(EBIT) Operating Profit (TL M)	326	456
Net Profit for Fiscal Period (TL M)	253	302

(TL Million)	Doğuş Otomotiv 2014	Doğuş Otomotiv 2015
Paid to Shareholders	220	150
Taxes	173.8	173.1
Community Investments	3.4	3.6
Paid to Suppliers ¹⁴	736	965

Operational Indicators

	Doğuş Otomotiv 2014	Doğuş Oto 2014	Doğuş Otomotiv 2015	Doğuş Oto 2015
Units Sold	157,340	46,865	203,082	59,933
Entries to After-sales Service Centers	-	230,432	-	240,201
Number of Employees	668	1,469	813	1,740

ENVIRONMENT

Energy Consumption G4-EN3, G4-EN4

	Doğuş Otomotiv		Doğuş Oto	
	2014	2015	2014	2015
Natural gas (m ³ /GJ)	295,419	456,721	1,776,019	1,461,005
	11,323	17,506	68,075	56,001
Fuel (lt/GJ)	723,626	496,985	417,120	568,676
	25,649	17,616	14,786	20,157
Electricity (kWh/GJ)	3,685,381	4,784,127	10,563,274	11,781,250
	13,267	17,223	38,027	42,413
Total (GJ)	50,239	52,345	120,888	118,571

¹⁴ Excluding vehicle imports and Doğuş Group Companies, including Doğuş Otomotiv Group companies' local procurement amount.

EMISSIONS

CO₂ Emissions G4-EN15, G4-EN16, G4-EN17

CO ₂ (Tons)	2014	2015
Natural Gas Consumption	4,454	4,124
Company Vehicles	2,929	2,677
Employee Transportation	493	431

CO₂ emissions caused by electricity purchased¹⁵ for Doğuş Otomotiv and Doğuş Oto are 4,707 tons and 11,310 tons, respectively.

CO₂ Consumption per Person G4-EN5, G4-EN6

Type ¹⁶	Consumption 2014	CO ₂ (tons) per person 2014	Consumption 2015	CO ₂ (tons) per person 2015
Natural Gas -m ³	295,419	0.95	456,721	1.28
Electricity-kWh ¹⁷	3,685,381	5.29	4,784,127	6.13
Liquid Fuels -Lt	726,626	2.80	496,985	1.63
Total	-	9.04	-	9.04

Environment Friendly Vehicles¹⁸ G4-EN15

	Sales (Units - Retail)		Average Emission per Vehicle CO ₂ Compound (g/km) ¹⁹	
	2014	2015	2014	2015
Volkswagen Passenger Cars	84,645	107,401	120	115
Volkswagen Commercial Vehicles	24,001	31,641	176	182
Audi	17,810	20,277	118	115
Porsche	588	861	183	175
Bentley	21	19	270 ²⁰	277
Lamborghini	2	6	370	290
SEAT	12,697	16,911	120	115
Total Sales / All Brands Average	139,764	177,116	128	127

Water Consumption

m ³	2014	2015
Per Vehicle Sold	0.46	0.69

Wastes G4-EN23

Type of Waste (kg)	2014			2015		
	Doğuş Otomotiv	Doğuş Oto	Other Authorized Dealers	Doğuş Otomotiv	Doğuş Oto	Other Authorized Dealers
Lubricant and Oil Filter	3,603	17,318	92,410	5,267	8,374	164,596
Contaminated Waste	3,659	11,276	3,961	6,827	10,058	24,143
Contaminated Packaging	3,189	10,629	10,445	6,342	2,995	29,007
Anti-freeze Liquid Waste	29	2,339	495	0	167	654
Brake Fluid	-	999	160	0	55	696

¹⁵ CO₂ emission resulting from electricity consumption in 2015, is the value provided by the supplier

¹⁶ Doğuş Otomotiv values only

¹⁷ CO₂ emission resulting from electricity consumption in 2015, is the value provided by the supplier.

¹⁸ CO₂ values for Scania, Krone and Meiller are not available.

¹⁹ CO₂ data have shown 0.8% year on year improvement in 2015.

²⁰ Does not change since wholesale sales amount = retail.

Hazardous Waste G4-EN23, G4-EN25

HAZARDOUS WASTE AMOUNTS IN 2015

SITE	AMOUNT	VALUE
Doğu Otomotiv (Şekerpınar Head Office + Scania Gebze)		
Akademi Environment (from Scania Gebze)	17,582	12,518
Anel Nature (From Dead Stock Scrap)	5,458	3,886
Authorized After-sales Service Centers		
Chimirec (42 Centers)	75,548	53,790
Akademi Environment (Doğu Oto - 6 Centers)	23,555	16,771
Vebsan (24 Centers)	158,017	112,508
GRAND TOTAL	280,160	199,473

Recovered Package Waste²¹ G4-EN23, G4-EN28

Package Type	2014 (kg)	2015 (kg)	2015 Recovery Ratio (%)
Packaged Materials released to Market			
Paper/Cardboard Packaging	435,484	431,485	52
Plastic Packaging	1,896	2,794	52
Wooden Packaging	1,751	2,497	7
TOTAL	439,131	436,776	
Packaging Waste generated in Şekerpınar facilities			
Paper/Cardboard Packaging	268,060	335,410	100
Wooden Packaging	200,300	272,840	100

Logistic Cage Exports G4-EN16, G4-EN17, G4-EN30

Year	Annual Number of VW Trailer Trucks	Improvement per Trailer Trucks	Fuel Saved(lt)	CO ₂ Emission(ton)
2014	511	83	66,400	153
2015	600	66	52,800	122

Vehicle Distribution

Year	Fuel Consumption	Number of Vehicles Shipped	Fuel Consumption per Vehicle(lt)
2014	~ 7,000 tons	153,110	46
2015	~ 8,000 tons	201,748	40

Spare Parts Distribution

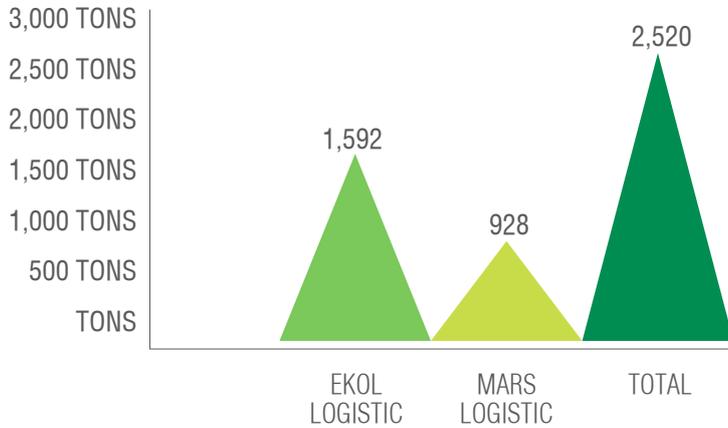
year	Diesel Consumed (lt)	
	Cargo	Dedicated
2014	166,662	431,281
2015²²	163,258	428,945

²¹ As required of a provider, we have an agreement with ÇEVKO. The amounts collected by them on our behalf are indicated in the table.

²² Compared to the previous year, 5,740 liters of fuel was saved (1%) as a result of route optimization.

Intermodal Transport and Saving Rates

CO₂ Savings from Intermodal Routes



CO₂ Savings from Intermodal Routes

EKOL 2015 annual amount CO₂ saved = 1,592 tons

MARS 2015 annual CO₂ saved = 928 tons

Battery Waste (Doğuş Otomotiv-AKÜDER Partnership)²³

Battery Amount (Kg)	2014	2015
	174,010	208,759

Lubricant Waste (Doğuş Otomotiv – PETDER partnership)²⁴

Amount of Lubricant Waste (Kg)	2014	2015
	1,815,162 ²⁵	1,976,265

Lubricant Waste	2014	Contribution	2015	Contribution
Sent to Regeneration Plants	82.6 tons	60,730 lt oil base	138.6 tons	101,704 lt oil base
Sent to Cement and Lime Factories	727.2 tons	Emission of 3,353 tons CO ₂ prevented	585.5 tons	Emission of 2,703 tons CO ₂ prevented
Disposal of Hazardous Lubricant Waste unable to be Recovered	0 tons	Disposed of without harming the environment	0.5 tons	Disposed of without harming the environment

EMPLOYEES

Employees

	2014	2015
Employees		
Total Number of Employees	2,137	2,553
Female Employment Rate (%)	23	24
Number of Work-related Injuries	65	99

²³ Pursuant to APAK Regulation, Doğuş Otomotiv is obligated to recycle 90% of the batteries released to the market, and collaborates with AKÜDER to fulfill this obligation. Waste batteries are collected in accordance with AKÜDER's "Waste Management Plan".

²⁴ Pursuant to legislation, Doğuş Otomotiv delivers lubricant waste from Authorized After-sales Service Centers to PETDER, the only organization authorized by the Ministry. The "Protocol on Participation in Management of Lubricant Waste" we have signed with PETDER in this respect, is renewed every year. PETDER is responsible for collection lubricant waste from our authorized after-sales service centers across Turkey. Delivering lubricant waste to any other legal entity or real person is prohibited by law.

²⁵ 1,005 tons of lubricant waste was sent abroad with an export clause.

Employees	2014		2015	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Full-time Employees	668	1,469	811	1,739
Part-time Employees	0	0	2	1
Permanent Employees for Indefinite Period	664	1,469	796	1,730
Seasonal and Temporary Employees	4	0	17	10
Total Executives (Manager and Up)	68	25	70	25
Total Number of Promotions	56	14	69	9
Promoted Female Employees	19	2	29	4
Total Employees Recruited	126	276	121	262
Total Women Recruited	67	63	60	59
Ratio of Recruited Women to Total Number of Recruitments (%)	53	23	50	23
Resignations	50	189	83	216
Ratio of Resignations to Total Workforce (%)	7.49	12.87	10.20	12.41
Male Employees Resigned	33	139	46	160
Ratio of Male Employee Resignations to Total Workforce (%)	4.94	9.46	5.65	9.19
Female Employees Resigned	17	50	37	56
Ratio of Female Employee Resignations to Total Workforce (%)	2.54	3.40	4.55	3.21
Employee Resignations Under the Age of 30	23	90	39	106
Ratio of Employee Resignations under 30 to Total Workforce (%)	3.44	6.12	4.79	6.09
Employee Resignations Between the Ages of 30 and 50	26	97	40	101
Ratio of Employee Resignations between 30 and 50 to Total Workforce (%)	3.89	6.60	4.92	5.80
Employee Resignations Over the Age of 50	1	2	4	9
Ratio of Employee Resignations over 50 to Total Workforce (%)	0.15	0.14	0.49	0.51

Female – Male Employee Distribution by Region

Regions	Doğuş Otomotiv				Doğuş Oto			
	Female		Male		Female		Male	
	2014	2015	2014	2015	2014	2015	2014	2015
Marmara	218	286	450	527	193	230	910	1,048
Aegean	0	0	0	0	0	0	0	0
Mediterranean	0	0	0	0	0	0	0	0
Eastern Anatolia	0	0	0	0	0	0	0	0
Southeastern Anatolia	0	0	0	0	0	0	0	0
Central Anatolia	0	0	0	0	69	96	297	366

Employee Age Breakdown by Position 2015²⁶

Position	Doğuş Otomotiv			Doğuş Oto			Doğuş Otomotiv		Doğuş Oto	
	Under 30	30-50	Over 50	Under 30	30-50	Over 50	Female	Male	Female	Male
Board of Directors, Executive Committee	0	6	13	0	0	1	2	17	0	1
Senior Level executive	0	44	7	0	22	2	11	39	5	20
Executive	1	191	12	0	0	0	53	151	0	0
Sales Personnel	12	21	0	83	163	0	12	21	105	141
Blue-Collar	29	79	7	319	489	9	5	109	0	817

Education Levels by Gender

Education Level	Doğuş Otomotiv				Doğuş Oto			
	Female		Male		Female		Male	
	2014	2015	2014	2015	2014	2015	2014	2015
Ph.D.	0	0	1	1	0	0	0	0
Graduate	26	34	78	101	8	12	11	14
Undergraduate	151	191	213	238	167	216	292	350
Junior College	22	27	28	32	59	65	192	233
High School	19	31	107	126	28	33	431	497
Elementary-Middle School	0	3	23	29	0	0	281	320

Benefits and Salaries Paid to Employees G4-LA2

Scope (TL Million) ²⁷	Doğuş Otomotiv		Doğuş Oto	
	2014	2015	2014	2015
Gross Salary Payments	62.89	73.62	55.26	65.20
Meals	1.7	1.8	4.0	4.9
Transportation Service	2.5	3.4	4.3	5.4
Bonuses	42.9	49.8	25.8	33.4
Health and Life Insurance	0.9	1.2	1.9	2.3

Employee Benefits

Fringe Benefits ²⁸	Full-time
Cell phone (certain brands)	Included
Private Health Insurance (company and scope limits)	Included
Company Car (with model and fuel consumption limits)	Included
Shuttle Service	Included
Fuel/Transportation Benefits	Included
Contribution to Private Pension	Not Included
Use of Daycare	Included

²⁶ Due to other positions not represented in the table, total number of employees is different from the total of above figures.

²⁷ Figures include Gross Salary and Bonus, Social Security Premium, Unemployment Premium and Gross Overtime payments.

²⁸ Fringe benefits offered for Doğuş Otomotiv Employees are only applicable for full-time employees.

²⁹ Not offered for all employees.

Trainings³⁰ G4-LA9, G4-LA10

Man/Hours	Doğuş Otomotiv		Doğuş Oto	
	2014	2015	2014	2015
Senior Management	24	6	39	19
Medium Level Executives	54	26	75	25
Others	55	36	24	10
Blue-collar	25	27	19	14
Overall Average	50	29	26	13

Discrimination and Equal Opportunities G4-LA12

By Position ³¹	Female Employment 2014				Female Employment 2015			
	Total	Doğuş Otomotiv	Doğuş Oto	Other	Total	Doğuş Otomotiv	Doğuş Oto	Other
Board of Directors, Executive Committee	2	2 (%10)	0	0	2	2 (%10.52)	0	0
Senior Executives	15	10 (%22)	5 (%22)	0	17	11 (%20)	5 (%20)	1
Executives	45	42 (%24)	0	3	48	45 (%26.78)	0	3
Sales Personnel	102	9 (%27)	90 (%42)	3	106	8 (%30.76)	48 (%36)	50
Blue-collar	2	2 (%3)	0	0	4	4 (%4.76)	0	0
Others	314	93 (%31)	167 (%31)	54	346	110 (%46.41)	218 (%16)	18

Wage Ratio of Female and Male Employees³² G4-LA13

	2014		2015	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Ratio of Female Employees' Wages to Male Employees' Wages (%)	0.89	0.94	0.78	0.92

Rates of Injury G4-LA6

	Data Measurement Method ³³	Doğuş Otomotiv		Doğuş Oto	
		2014	2015	2014	2015
Illness-related Lost Day Rate - Full-time Employees	(AR)	1.30%	1.12%	2.34%	1.83%
Recorded Incident Rate	(IR)	0.0%	0.73%	0.03%	5.34%
Injury-related Lost Day Rate	(LDR)	0.01%	0.002%	0.06%	0.012%
Work-related Fatalities- Full-time Employees	-	0	0	0	0
Occupational Disease -related Lost Day Rate	(ODR)	0	0	0	0.032%

³⁰ The data collection system for trainings does not record participants by gender and since the trainings provided for employees are based on equality criteria, training by gender categories were not disclosed for the reporting period.

³¹ Percentage represents the ratio of female employees working in this position and location to total number of Company employees working in the same position.

³² Since data collection system does not include wage ratios by employee categories, breakdown by employee categories is not provided.

³³ GRI data calculation methods have been used.

Customer Satisfaction Survey Results (CSS)

GRI G4-PR5

		2014	2015
SALES	Volkswagen Passenger Cars	115.24	115.02
	Volkswagen Commercial Vehicles	115.13	114.14
	Audi	110.78	111.45
	SEAT	108.45	108.94
	Porsche	100.03	113.22
	DOD	98.35	98.16
AFTER-SALES	Volkswagen Passenger Cars	101.09	99.38
	Volkswagen Commercial Vehicles	100.67	99.41
	Audi	99.76	100.93
	SEAT	99.21	99.59
	Porsche	107.21	110.02
	DOD	99.05	98.79

Dealer Satisfaction Survey (DSS) Results - 2015

Volkswagen Commercial Vehicles	Sales	4.7
	After-sales	4.8
DOD	Sales	4.1
	After-sales	4.8
Scania	Sales	4.8
	After-sales	4.8
Volkswagen Passenger Cars	Sales	4.8
	After-sales	4.8
Audi	Sales	4.8
	After-sales	4.9
Porsche	Sales	4.6
	After-sales	5
SEAT	Sales	4.8
	After-sales	4.8

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Sertaç Arda: Logistics – Waste Management
Sinem Eroğlu Bulad: Scania- Marketing
Suat Aktürk: Volkswagen After Sales Services - Spare Part
Süleyman Bulut Ejder: Porsche After Sales Services
Şeref Kurtarıcı: VW After Sales Services - Training
Vildan Korkmazıyürek: Human Resources - Training
Zeynep Korku: SEAT- Marketing
Zeynep Mert: Procurement
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